



DRAFT LIBERIA PEACEBUILDING PROGRAMME

Revised 3rd Draft
02 May 2011¹

¹ The drafting of this document included an extensive consultation process, including a government retreat on rule of law and the Gbarnga hub on 7/8 February, a government retreat on reconciliation on 10 / 11 February. Both of these retreats fed into a government/UN/international partner workshop on 16/17 February. A 'first draft' peacebuilding programme was developed and circulated after the workshop for consultation with civil society, UN partners, international partners and government. A 'second draft' peacebuilding programme was finalized on 11 April and shared with relevant parties for review. Based on the feedback received a 'third draft' was finalized on 2 May to be speedily put before the PBC Liberia configuration and the JSC for approval, and the PBSO so that the implementation phase can quickly commence.



The Liberia Peacebuilding Programme 2011-2013

I. Introduction

This Liberia Peacebuilding Joint Programme (LPP) is a three year programme concluded between the Government of Liberia, the United Nations and international partners in May 2011. The programme builds on the PBC Priority Plan for Liberia which was concluded on 26 January 2011. The programme will benefit from financial support from the peacebuilding fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the peacebuilding fund and rather aims to respond to all the key peacebuilding gaps in Liberia that fall under the rubric of security sector reform, rule of law and national reconciliation; the three priorities for PBC engagement in Liberia. It is envisaged that the UN member states associated with the PBC Liberia configuration can assist in leveraging support for the implementation of those parts of the programme not covered by the PBF. Such support from UN member states and other international partners is expected on the grounds that the actions outlined in this joint programme are fully in keeping with the Liberia Poverty Reduction Strategy (PRS) and aim to directly build on what is already been undertaken by the Government of Liberia with support from international partners. This innovative approach in linking PBF support to other budgetary instruments so as to deliver a holistic and integrated response to peacebuilding challenges is the first of its kind and represents a step change in international engagement in post conflict countries on the PBC agenda.

The Government of Liberia is committed to safeguarding peace and security for its people, restoring confidence in the justice system, and promoting national reconciliation. In recent years, the Republic of Liberia has witnessed a series of successes that demonstrate the national effort to rally together and rebuild the country into a nation that is secure, peaceful and prosperous for all. Liberia has also begun to lay the foundation for addressing the causes and consequences of the 14-year conflict, through looking at existing cleavages in society, enhancing political participation and fostering a sense of national identity.

Although the healing and rebuilding process takes considerable time, many are convinced that the ideals of this nation are gradually being restored. This recovery process is guided by the Liberia Poverty Reduction Strategy (PRS), developed in 2008, which sets the highest priorities for the country to which all others must align. These priorities, defined by the Government, are as follows:

- To firmly establish a stable and secure environment across Liberia;
- To be on an irreversible path toward rapid, inclusive and sustainable growth and development;
- To rebuild the capabilities of and provide new opportunities for Liberia's greatest asset – its people; and
- To establish responsible institutions of justice, human rights, and governance; and
- Delivering on these four priorities requires the strong commitment of all government actors, their partners, the private sector and civil society organizations, and – most importantly – it requires the dedicated leadership and continuous engagement of the hearts and minds of the Liberian people.

Since the signing of the Comprehensive Peace Agreement (CPA) in August of 2003 and the inauguration of a democratically-elected Government in 2006, the Government of Liberia and its people – with steadfast and committed support from the United Nations and the international community – have made significant progress in recovery and peacebuilding in the country. The United Nations has played a crucial stabilizing and enabling role in facilitating the recovery effort, both through the United Nations Mission in Liberia (UNMIL) and the various resident agencies that are increasingly well-coordinated to enable the Government of Liberia to consolidate peace and development. In addition, the United Nations Development Assistance Framework (UNDAF) is fully aligned with the Poverty Reduction Strategy (PRS), thereby providing a seamless channel for supporting development assistance.

International partners have also played a critical role in supporting the reform agenda. International partners have done so by aligning support to the PRS and by coordinating effectively on the ground. International partners and the Government have also established a Justice and Security Trust Fund (JSTF), administered by the United Nations Development Programme (UNDP), which allows for multi-donor contributions to support the implementation of justice and security sector priorities. The donor community has also recently established a justice and security sub-group in order to ensure good donor coordination in line with the *Paris Principles* and so as to support justice and security initiatives.² International partners have also strongly respected the OECD DAC Principles for Good International Engagement in fragile and post conflict states, by “*acting fast and remaining engaged.*”

Strong government political will for reform has made the work of the United Nations and International Partners more effective. Overall the Government of Liberia has made considerable progress in reforming the security sector. A National Security Strategy for the Republic of Liberia was put in place, alongside an implementation framework in 2008: the LNP has received considerable support and today there are over 3,000 trained LNP officers deployed across the country. With support from the US Government the Armed Forces of Liberia (AFL) is undergoing a comprehensive reform process. While support for the reform of the Bureau of Immigration and Naturalization (BIN) and the Bureau for Corrections and Rehabilitation (BCR) has been at a lower level, considerable progress has been made in term of training and infrastructural development.

The Government, with support from development partners, has also ensured progress in justice sector reform. The establishment of the Judicial Institute has allowed for the development of standardized training curricula and the training of justice sector personnel. Efforts have been made to recruit and deploy legally qualified state prosecutors and defenders and targeted initiatives to develop the capacity of these officers are ongoing. There has also been progress in strengthening access to justice in rural areas with the construction of a number of magistrate level courts. Moreover, activities to build institutional capacity development have been undertaken, such as support to the Human Rights Unit of the Ministry of Justice. Significantly, in terms of the independence of the judiciary, judicial budgetary independence has been secured.

Remaining challenges are numerous, though very well understood by government, international partners and the UN. Extending the rule of law – including access to justice, improved capacity of justice and security sector institutions, and justice sector service delivery – beyond Monrovia and a small number of larger settlements remains challenging due to limited state capacity, porous borders and capacity gaps. It is also acknowledged that a functioning, credible, transparent and reliable rule of law system is a critical and indispensable requirement for economic prosperity and lasting peace and security. Transnational crime, in the form of child trafficking and circulation of arms, is equally challenging the Liberian justice system and, as evidenced in the sub-region, has serious potential to increase particular in the area of drug trade. At present, there continues to be a significant lack of public confidence in justice and security sector institutions – including the police, judiciary and corrections – and issues of transparency, accountability and unfair treatment permeate the system. The Liberia corrections system, which experiences an unacceptably high rate of pre-trial detention, is indicative of the capacity gap in the justice system as a whole. In order to confront and resolve this situation, the comprehensive and integrated approach to improving the functioning of the justice and security system – contained in this programming document – is a key component to long-term, sustainable solutions. The Ivorian conflict is also creating a series of additional threats. The response to date has clearly illustrated the need for the Liberian security and justice sector to be properly equipped in order to prevent a spillover of the conflict into Liberia including the ability to identify, disarm and intern combatants as well as prosecute those who are found to be Liberian mercenaries. This conflict also increases the prospects for greater circulation of arms. An initial immediate response in support of security and justice capacity along the border with Cote d’Ivoire to the sum of 1.2 million USD has been made available through the Justice and Security Trust Fund. However, further support may well be required and the JSC will need to ensure a

² See annex 3 for overview of donor support in the area of justice and security.

flexible approach to prioritizing the priorities within the LPP so as to ensure that real-time needs are responded to, especially as Liberia edges closer to elections and UNMIL transition.

Beyond issues relating to security and justice reform, capacities to manage conflict at the local levels will require continued support to mitigate destabilizing factors (inter-personal violence, particularly SGBV, ethnic disharmony and a sense of grievance) and conflict drivers (land disputes, youth disempowerment) to be managed. Community level dialogue processes and continued enhancement of peacebuilding capacities at the community and village level, including civic education and public outreach, can provide the foundation for such efforts and strengthen a sense of national identity. In parallel to a local level process that creates the space for a coming to terms with the past, critical rule of law questions, most notably land reform, need to be addressed so as not to become conflict triggers. In addressing conflict triggers and grievance from the past, this programme is mindful that the women of Liberia have played an essential role in peacemaking and reconciliation and must remain central to this process if it is to succeed. In addition, one of most valuable and cherished attributes of this country is the Liberian youth. As peace continues to flourish in Liberia, efforts will be made to provide employment opportunities for youth, while at the same time empowering young people to play a constructive role in all parts of society.

II. PBC Engagement in Liberia: Objectives of the LPP

In October 2007, the United Nations Secretary-General communicated Liberia's eligibility to receive funding from the Peacebuilding Fund (PBF). The PBF subsequently provided financial support to 25 projects with a total value of \$17m. An independent evaluation on PBF support in March 2010 noted the achievement of important "peace dividends" that helped resolve underlying ethnic and societal tensions, though articulated the need for sustained support to consolidate gains and ensure that the progress that had been made is not reversed by a breakdown in peace and security.

Following a request by the Government of Liberia in May 2010, Liberia was placed on the agenda of the Peacebuilding Commission (PBC) in September 2010. A Country Specific Configuration for Liberia was created, chaired by Prince Zeid Ra'ad Zeid Al Hussain of Jordan, and a Statement of Mutual Commitments (SMC) was adopted by the Government of Liberia and the PBC in November 2010. The SMC provided the foundation for the subsequent development of a Peacebuilding Priority Plan (PPP) in January 2011 under the leadership of the Government of Liberia, which will serve as the basis for interventions by the PBF in Liberia and provide a roadmap for additional resource mobilization and advocacy by the PBC. The SMC and the PPP identify the core priorities in rule of law, security sector reform and national reconciliation. The PPP highlights the need for decentralized justice and security service delivery and builds on the accomplishments of the first tranche of the PBF by including a focus on national reconciliation through support for land reform, youth empowerment and dialogue platforms. Specifically with reference to the reconciliation component it is advised that the Reconciliation Technical Advisory Group (TAG) and the Liberia Configuration of the PBC, in close cooperation with the Independent National Commission on Human Rights, further review and refine how best to advance and operationalise the programmatic priorities outlined in the LPP pertaining to national reconciliation.

Within the framework of the PPP, this Liberia Peacebuilding Programming (LPP) was developed and outlines concrete, achievable outputs over a three year period. The Programme was drafted following rule of law and reconciliation retreats and subsequently a national workshop in February 2011. The February draft was shared with government, international partners, the UN system and civil society organizations for comment and feedback. Subsequently, a second draft was developed and shared with the PBC Liberia Configuration for comments. This third and final draft takes on board feedback from the PBC Liberia configuration as well as from stakeholders on the ground. The LPP represents the overall medium term peacebuilding programme of the Government of Liberia, of

which support from the PBF will be an important element. The programme builds directly on the security, justice and reconciliation components of the PRS (2008-2011) and will also help to define and shape the peacebuilding priorities for PRS II, which is due to come on stream in the latter half of 2012. As international partners are already fully aligned to the PRS, the orientation of the LPP will not require a re-positioning by international partners, but rather what is required is a scaling up of ongoing efforts, especially in view of UNMIL transition, elections and the geo-political situation in the region.

The LPP is divided into two sections, which are strategically linked. Component 1 focuses on joint justice and security programming, while Component 2 focuses on national reconciliation programming. Component 1 is the key component, given that SSR and rule of law are fundamental to enabling UNMIL transition and fundamental to helping Liberia address the challenges it faces today, including the fallout from the crisis in Cote d'Ivoire. Component 1 represents a joint Justice and Security Programme between the Government of Liberia and the UN. Component 2 relating to national reconciliation is more modest in scope and aims to build on existing priorities. Specifically in terms of the national reconciliation component of this programme, the decision has been taken to consolidate the work of the recently created Land Commission, which already has received initial support from international partners; to consolidate the work of the existing National Youth Volunteer Service and to consolidate some of the successful projects from the first round of PBF funding related to dialogue and social cohesion. It is envisaged that a more robust national programme on reconciliation will be put in place once the Liberia National Visioning Process³ is firmly in place.

The LPP provides for effective multi-actor and multi-donor programming in line with the Paris Principles on Aid Effectiveness and in the spirit of the UN Delivering as One Agenda. It is intended to be a strategic, prioritized and achievable document, addressing the activities and support to be provided in the justice, security and reconciliation sectors. It is expected that the Government of Liberia will lead in delivering the activities in full cooperation with the UN system, international partners and civil society actors.

Component 1 - Justice & Security

Within Component 1, which focuses on joint justice and security programming, the core outcome is:

- *Enhanced access to justice and security at regional and county level in preparation for UNMIL transition*

In preparation for UNMIL transition the PPP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of five regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defence, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve. Each of these aspects is seen as a complementary component of the hubs. Each of the five hubs will be strategically situated, so as to enhance justice and security throughout Liberia. The five regional hubs will service three counties each providing more effective operational control and proximity for staff deployment, communication and service delivery. The Government of Liberia has already demonstrated its commitment to the hubs by agreeing to provide the land for the five hubs and also agreeing to deploy staff to work within the hubs. It is also agreed that a justice

³ The Liberia National Visioning Process aims to produce a roadmap for the development of Liberia that will run up until 2030 and will inform future PRS prioritization and overall government prioritization. Consultations on the national visioning process have recently commenced under the stewardship of the Liberian Governance Commission.

and security Technical Advisory Group (TAG) will be created and will be chaired by the Minister of Justice. The TAG will play a key role in deciding on and rolling out the management arrangements for the five hubs.

It is envisaged that **four core outputs** (see annex 2 for details) will be delivered under the outcome on justice and security, including:

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

Effective delivery of security at the community level is dependent upon trained and professional law enforcement officers. For Liberia, the institution which carries the overwhelming responsibility for security is the Liberia National Police (LNP). This responsibility will become even more pronounced following UNMIL transition, as the majority of the tasks that are currently carried out by UNMIL will pass over to the LNP. In addition, and in light of the regional security situation and growing prevalence of transnational crime, as well as the political instability in Cote d'Ivoire, it is recognized that the Bureau of Immigration and Naturalization (BIN) is critical to Liberia's border security and, therefore, steps will be taken to put in place an elite BIN border patrol unit initially to be deployed on the border with Cote d'Ivoire.

In rural areas across Liberia, it is not uncommon for LNP and BIN officers to be deployed in isolation, without any support structures and, as such, unable to provide effective security. As of April 2011, the LNP continues to depend on UNMIL for critical areas of support. The LNP is unable to respond quickly, to outbreaks of violence, including mob violence; UNMIL remains the first responder to serious incidents of disorder and has to provide transportation for LNP Police Support Unit (PSU) officers to address violent incidents outside of Monrovia. UNMIL is also the means through which LNP communications and information are generally transmitted. Of equal concern are imminent spillover effects of the Ivorian conflict, which has clearly illustrated the need for the Regional Hubs in terms of facilitating more rapid deployment of LNP and BIN as well as providing the necessary support and working conditions for these security officers to effectively perform. The UNMIL transition planning process has highlighted the need for deployments of PSU in strategic locations nationwide within the context of the LNP regional and county command structures so as to provide the forward mobility and response capabilities currently provided by UNMIL. The UNMIL transition planning process has also recognized the need for increased presence of BIN, including at official border crossings, most notably on the border with Cote d'Ivoire.

The regional hubs will enable this service delivery through the provision of five (5) regional headquarters (hubs) for the LNP and BIN, alongside other security agencies as required over time. These regional hubs form part of existing institutional strategic plans and will provide additional benefits for the LNP and BIN, namely:

- Strengthened command, control and communications linkages between the counties and Monrovia HQ;
- An operational and logistics base so as to enhance coverage and service delivery in the three counties serviced by each hub;
- Increased interoperability between the LNP and BIN which will enhance coherence and effectiveness, and ultimately save on costs.
- Allow the LNP and BIN to expand existing activities being undertaken with communities.

Establishing these regional headquarters will be a two-fold process:

1. Officers must be adequately trained, equipped and deployed;

2. Infrastructure and systems critical for command and control and operational response must be in place. The Justice and Security Technical Advisory Group will be charged with providing greater clarity on how command and control within the hubs will operate.

Initiatives currently underway via the Justice and Security Trust Fund (JSTF) will directly enhance the effectiveness of the hubs. To date the Trust Fund has supported the LNP, PSU and ERU to undertake activities at the regional level including the provision of communications and border patrol capacity for the BIN in the East of Liberia, which will also be the first regional hub (the Gbarnga hub).

Access to justice remains a critical issue in Liberia, which the justice and security hubs seek to address both in terms of providing the necessary infrastructure (construction or rehabilitation of strategically identified courts), and by the deployment of increased numbers of state prosecutors and public defenders. There is also an intention to expand the Ministry of Justice's SGBV Crimes Unit to the regions to enhance the prosecution of cases of rape, given the high incidence of reported cases of rape, particularly of minors.

With respect to developing systematic links between the institutions, a sector-wide case management system will be developed and piloted in the first regional hub. This system will build coordination between the police, prosecution, judiciary, public defenders and corrections.

There has been a gap in the reform of the corrections and rehabilitation system in Liberia that needs to be rectified. The corrections sector, therefore, will form a component of the justice and security hubs. This programme provide for the rehabilitation of a limited number of corrections facilities, logistical support and the recruitment and training of additional corrections staff as each hub is commissioned. This will include additional staff for a Corrections Emergency Response Unit which will specialize in the use of non-lethal force to safely and humanely manage major prison incidents. Plans to strengthen a probation and parole capacity will also contribute to rehabilitation measures and the secure release of former offenders back into the community.

Although accountability of justice and security institutions is being addressed gradually by individual institutions, misconduct, corruption and an absence of professionalism remain causes of serious concern. The regional hubs seek to provide an avenue of redress to members of the public by establishing a Public Services Office (PSO), to which complaints against any justice or security institution can be lodged. The PSO will act in a referral and follow-up capacity.

The Public Services Office will also have a public information role, which will be utilized as part of the implementation of another key component of the hub projects, namely, a public outreach campaign. In order to ensure an effective and targeted outreach campaign, a perceptions survey will firstly be undertaken in order to better understand the justice and security service delivery challenges at the local level. Thereafter the outreach campaign will develop community understanding of the justice and security sectors; the criminal justice process and rights and responsibilities under Liberian and international law. The campaign will also foster an appreciation for what the hubs will bring to their communities and encourage a sense of ownership of the hubs. One objective of this campaign will be to develop the capacity of CSOs and national institutions (the Ministry of Justice's Public Information Office and the LNP's Public Outreach Office). Another objective of this campaign will be to strengthen advocacy for transparent and accountable justice and security institutions that serve the people of Liberia.

To ensure an appropriate legal framework, a few key legislative actions need to be carried out in parallel to the establishment of the hubs. For a functioning judicial system, the jury law, the jurisdiction of magistrates as well as the bail and alternative sentencing policies need to be reviewed. The most pressing acts to be passed include 1) the National Prison Reform Act and 2) the National Security Reform and Intelligence Act as they impact the delivery of security and justice at every level. Other issues such as the harmonization of the customary and statutory

systems, the development of a legal aid policy, and a review of alternative dispute resolution, will be undertaken by 2013 in order to put in place a legislative framework for Liberia for 2013 and beyond. It is proposed that a national conference on justice reform could take place in mid- 2012 as a basis for moving the justice reform agenda forward.

Finally, in the years following the end of the civil war, civil society in Liberia has worked hard to fill the service gap by providing a wide range of services, including legal aid, community-based dispute resolution and other types of support. These initiatives have proven successful and, as such, it is pivotal to build on their successes to maximize the impact of justice and security service delivery in Liberia. Strengthening civil society through technical and financial support is, therefore, the final critical component of the hubs. Networks of CSOs providing services to the hub regions will be established so as to provide clear entry points and referral pathways for the community. Building awareness among the Liberian people of their legal rights, providing access to justice and security service provision at all levels, and building public confidence in those institutions so that they actually turn to them in times of need are three critical steps that will lay the foundation for sustainable rule of law and reconciliation in Liberia.

Component 2: National Reconciliation

Within Component 2, which focuses on national reconciliation, the core outcome is:

- Conflict mitigation, enhanced social cohesion and youth empowerment

This outcome will be practically carried forward by focusing on **three (3) specific outputs** related to land reform and land-related disputes, dialogue platforms and training/employment for disaffected youth. It is envisaged that these three outputs synergize and build on one another. For example, dealing with many of the land disputes in Liberia will require effective local dialogue platforms, while supporting disaffected youth will enhance the prospects for social cohesion, mutual understanding and dialogue. The focus on reconciliation issues should also indirectly make the work of the security and justice sector more manageable, insofar as some of the causes of insecurity and conflict – especially land related issues – will be addressed. Given the obvious complexity and sensitivity around issues relating to national reconciliation, as a first step in operationalising the reconciliation related outputs outlined below, the Reconciliation Technical Advisory Group and the PBC Liberia Configuration, with support from the Independent National Commission on Human Rights, will review and refine the outputs, so as to ensure positive impact in line with the ‘do no harm’ principle during the implementation phase.

Output 1: Increased sense of social cohesion through platforms for dialogue, political participation, and improved conflict management capacities

To strengthen long-term peacebuilding, cleavages in society need to be recognised openly and continuously and then addressed. These include differences between religious and ethnic groups, as well as conflicts rooted in unequal access to resources, and differences and disagreements over the national memory and identity. On a broader level, the question of national identity remains a challenge. Although addressing this and other issues permeates all development efforts in general, requiring at its core a single, agreed-to, historical narrative, in the post-conflict context of Liberia it is important to support specific interventions that have the potential to directly contribute to the strengthening of social cohesion.

The centerpiece of Output 1 is what has been termed Dialogue Platforms – an integrated and interconnected set of public spaces and dialogue fora – which facilitate peaceful inter-group exchanges, but also serves as a medium for conflict resolution and positive inter-group engagements. The key achievements envisaged under this output include:

- Dialogue platforms are designed, developed, and piloted in 5 conflict hot-spot counties based upon either scaling up existing local dialogue frameworks (peace huts etc) or developing new frameworks
- Local level conflict management capacities are strengthened through the use of traditional and conventional conflict resolution methods, including ADR

Building upon a combination of existing traditional palava huts systems (including the palaver hut programme to be initiated by the Independent National Commission on National Human Rights, peace huts implemented by groups such as WIPNETS and the Ministry of Internal Affairs and county security committees), the dialogue platforms will seek to address lingering ethnic, religious and political tensions through constructive and results-oriented engagements. It will bring together local government representatives, politicians, rural communities, women, students, as well as civil society representatives to receive information from authorities, and to potentially input into national level policy processes. Greater political participation is an added consequence of these platforms. It is also recognized that memorialization following the development of a single national, historical narrative is an important part of any national dialogue in order to enable Liberians to come to terms with the past in order to look to the future. In this vein, assistance will be provided to support the creation of the national archives containing all the historical documents of the state as part of the broader dialogue process. The Dialogue Platforms will be designed through inclusive consultative processes and will be rolled out in three pilot counties by mid 2012.

Utilizing traditional and conventional conflict resolution methods, including alternative dispute resolution (ADR) tools, will allow the development of local capacity for conflict management and conflict early warning and early response mechanisms. A number of past and current programs through the Government's Peacebuilding Office/MIA, UNMIL and the UN Agencies have also sought to achieve a similar objective. The goal, therefore, is to support and further consolidate gains from such initiatives. This output will be facilitated through the setting up of a database of existing conflict resolution tools/instruments – mapping out what is there, what has been done, what has worked, and what has not worked. A further emphasis will be placed on sustainable locally owned early warning/response systems (third generation early warning).

Output 2: Local and county level land disputes are resolved to prevent conflict escalation

Land-related issues are critical drivers of conflict as well as a window through which the deeper root cause of inter-community divisions manifest. Land disputes at the local level can impede development and escalate into violence, and into larger-scale conflict, including in the border regions. Conflicts related to the county boundaries are critical, can de-rail electoral processes if not resolved, and have been put forward as an important priority by the President. More broadly, unequal access to land and secure tenure are well-established root causes of poverty and conflict. Ultimately the economy will have great difficulty in growing in a sustainable manner until such time as property rights are guaranteed in line with the rule of law. In reference to this reality, the PRS notes that unequal access to, and ownership of, land and other resources have contributed significantly to economic and political inequalities throughout Liberia's history, and have exacerbated tensions and conflicts⁴.

The long-term strategy to address land conflicts is land reform to reconcile the dual system of land tenure through law and legislation. In the near term, local alternative dispute resolution (ADR) mechanisms have and will continue to be critical to solving land disputes and addressing religious, ethnic and other cleavages in society as an alternative to the costly and lengthy process of going through the formal legal system. In 2009, a Land Commission was established for a period of five years with a mandate to address alternative land dispute resolution. A Land Dispute Resolution Task Force (LDRT) consisting of relevant government agencies, civil society organisations and international partners was established in May 2010, and has conducted an assessment of the existing local level

⁴ PRS p.28

land dispute resolution mechanisms. Furthermore, the Land Commission and its partners have so far resolved two out of ten county boundary disputes identified as critical.

Building on these existing mechanisms and efforts to date, the key achievements of this output include:

- The Land Commission and its partners implement a system to formalize and institutionalize alternative resolution of land disputes
- The Land Commission and its partners harmonize county boundaries and foster peaceful coexistence
- A number of critical land dispute cases in Liberia will be addressed and resolved through a compensation package

Firstly, the work of the Land Commission and the LDRT on the ADR mechanisms and border harmonization will feed into the required long-term legislation in the form of a written land policy and binding decisions with the force of law. Public education, training, effective communication strategies, and transparency will be vital to the success of ADR mechanisms, boundary harmonization, and legislation processes. The main coordination mechanism at the national level will be the LDRT partners and at county level local civil society organizations will be invited to participate in the various consultations, including youth and women's organizations.

Secondly, to formalize and institutionalize a system for ADR, pilots will be carried out in three counties to be determined, where the potential for violent conflict related to land issues and youth dissatisfaction is high. The design of the system will build on existing structures and partnerships, including links with the regional hubs. Based on the pilots, the system will be scaled-up and replicated in up to ten additional counties by 2013. The consolidation of the system will be based on best practices from the pilot project and will include long-term planning to ensure sustainability. Secondly, the process of border harmonization will include assessment of existing documentation, land inventory and demarcation, in addition to intense community consultation and dialogue to support approval and acceptance of outcomes.

Thirdly, there are a number of critical land disputes in Liberia today, especially in the East of the country, that need to be urgently addressed so as not to become triggers for conflict in the run up to elections or triggers for heightened ethnic animosity. Based on advice and recommendations by the special presidential land dispute commission set up in 2010, it is envisaged that a number of these disputes will be addressed by this programme through both local level dialogue forms and compensation packages by and through the Ministry of Internal Affairs. To ensure that the measure is not simply temporary, but goes to mitigating the root causes related to ethnic or religious tensions, it should form part of a full reconciliation package in these areas, going hand in hand with meaningful dialogue and conflict resolutions measures. Therefore, the JSC, with advice from the TAG on National Reconciliation, and working with the Ministry of Internal Affairs, will make a determination on the specific manner of execution of this scheme in order to mitigate any possible negative side effects.

Output 3: Reduced youth potential for violence through the creation of a National Youth Service Program

During the Liberian civil war, youth were among the most affected as many were uprooted, internally displaced, and became refugees or combatants. Building sustainable peace in Liberia depends on the young generation; they make up the majority of the population (55%), and they have the potential to become agents for peaceful socio-economic development and positive change through a sense of national identity. However, youth are still facing severe interrelated challenges. As a result of a lack of employment opportunities and of access to resources, including education, successful integration and development remain slow. This puts youth at high risk to be involved in SGBV, mob justice, criminal activities and land-related conflicts, and increases their vulnerability to

mobilization for larger scale violence, as perpetrators or victims. In addition, high vulnerability to teenage pregnancies and STDs lead to a high number of school drop-outs and extends poverty over the next generations.

The National Youth Volunteer Service, which, under previous PBF support, has provided opportunities for on-the-job- training and fostering a sense of service and national duty, will be up-scaled in the areas of peacebuilding and leadership. Within the three year tenure of this program, it is envisaged that the National Youth Volunteer Service will develop a pilot National Youth Service Program (NYSP) which will enrol a total of 1000 disaffected youths who will receive economic life skills training and on the job experience. Furthermore, this project will be complemented by job placement and apprenticeship schemes through existing mechanisms such as the youth centers in the counties, with strong linkages to the private sector.

III. Implementation Strategy and Guiding Principles

The engagement between the Government of Liberia and the PBC is based on the following principles: national ownership and leadership; international partnership in support of national efforts; and joint responsibility. The implementation of the outputs contained in this programming document will, in all cases, be led by the Government of Liberia. The Government assumes the core responsibility for elaborating strategic action plans, achieving the outcomes and outputs identified in this document, and carrying out monitoring and evaluation activities to ensure adequate progress, oversight and adjustment of projects as may be needed. At the most fundamental level, this programming document identifies the priorities of the Government of Liberia in each of the core priority areas for the next three years to strengthen and enhance system-wide performance.

This clarity of purpose must be properly aligned with the realities of the external environment, as well as the internal operating environment, which consists of intra-agency partnerships that seek to deliver a shared commitment between the Government and people of Liberia. In this regard, the Government is mindful that the reality of limited resources and operational capacity must result in some selectivity in terms of focus and attention. This is not to say that those elements not accounted for in this programming document are not important to the Government of Liberia. Rather, the outputs identified in this document represent the “priorities among the priorities” for the period 2011-2013. Therefore, other important elements of justice, security and national reconciliation that are not accounted for in this period will be revisited under the second generation of the PRS (PRS II), which will come into effect after July 2012. It is proposed that PRS II include a pillar on justice and security that can directly build on the work and focus of this joint programme.

The Peacebuilding Priority Plan, which provides the foundation for this LPP, was developed by the Government of Liberia in consultation with national stakeholders for endorsement by the Joint Steering Committee (JSC) before being submitted to the UN Peacebuilding Support Office. Together, the Priority Plan and this LPP articulate needs beyond PBF funding allocations providing coherence to critical peacebuilding actions in Liberia. To this end the LPP will rely on several funding sources such as the PBF, Government of Liberia, JSTF, UN Agencies and other contributions. However, in order to ensure effect financial control and accountability, the JSC will clearly determine in every case which funding source or sources are being used to implement each and every specific project under this joint programme. In this way it will be possible to clearly determine what is being funded by the PBF and/or other budgetary instruments.

The Government of Liberia will submit a financial sustainability plan (including a plan for recurring costs) to the Joint Steering Committee before the end of 2011, which will contain financial milestones which will be monitored by the JSC and which will ensure that the priorities in this programme can be carried forward post 2013. The Technical Advisory Groups on Justice and Security and National Reconciliation respectively will begin work on developing a financial sustainability planning tool by June 2011.

IV. Managerial Arrangements

The managerial arrangements included in this section aim at 1) ensuring full ownership and direction from the Government of Liberia; 2) ensuring coherence between the two components of the LPP (Justice & Security and National Reconciliation), and 3) effective Monitoring & Evaluation mechanisms to measure progress towards the specified outputs and outcomes.

Based on regular guidance and advice received from the PBC Liberia configuration, the Joint Steering Committee will ensure overall guidance and direction in terms of implementation of the LPP on the ground. The Peacebuilding Office will support the JSC in this task by acting as its Secretariat and by rolling out the Monitoring & Evaluation (M&E) Plan for the Programme.

The Justice & Security component of the LPP will be managed by a national programme manager co-located within the Ministry of Justice and answerable to the Ministry of Justice and the Judiciary. The programme manager will be recruited by the Ministry of Justice and will be financed by the PBF. The programme manager will chair regular meetings of a Justice and Security Technical Advisory Group (TAG) that will help to steer the programme. The TAG will also advise the JSC on sequencing of programming priorities and on other issues as appropriate. The PBO will act as secretariat to the Justice and Security TAG.

The Ministry of Internal Affairs will recruit a programme manager for the reconciliation component, to be financed by the PBF. The programme manager will chair regular meetings of the Reconciliation Technical Advisory Group (TAG). The PBO will also act as the Secretariat to the National Reconciliation TAG.

In particular, the Justice and security and Reconciliation Programme Managers will be responsible for:

- Day-to-day management of the respective programmes;
- Strategic planning, monitoring and oversight;
- Reporting progress to the JSC using output indicators (see M&E plan);
- Ensuring coherence amongst projects in the programme;
- Preparing workplans and annual reports
- Ensuring appropriate coordination with other actors within the sector; and,
- Ensuring that the activities are conflict-sensitive.

a. Joint Steering Committee

Under the overall direction of the PBC Liberia configuration the Joint Steering Committee is the coordination body between the Government of Liberia and the international community on related peacebuilding actions on the grounds.

As such, the Joint Steering Committee will be responsible for:

- Providing supervision and direction to the LPP and liaise with the PBC in taking the final decision on the sequencing of priorities based on both advice from the technical advisory groups and given the available budget.
- Ensuring coordination, coherence and synergy between the Justice & Security and the Reconciliation components;
- Ensuring that the do-no-harm principle is applied and that all the interventions under the LPP are conflict sensitive;

- Ensuring that the LPP is instrumental and conducive to facilitate UNMIL transition;
- Approving Annual Reports of the two components;
- Ensuring that the Government of Liberia allocates adequate funding to ensure sustainability of the Programme.
- Making final decision on the appropriate implementing partner for specific output activities
- Review and endorse Government of Liberia progress reports to be submitted to the PBC on a nine month basis as agreed in the Statement of Mutual Commitments.

b. Peacebuilding Office

The Peacebuilding Office assists the Joint Steering Committee and the two Programme Managers to ensure effective implementation and to support Monitoring & Evaluation (M&E) aspects.

In particular, the PBO will be responsible for:

- Support to the MIA Programme Manger in managing the reconciliation component of the programme
- Acting as the secretariat to the Reconciliation Technical Advisory Group
- Support to the Justice and Security Programme Manger in managing the justice and security component of the programme
- Acting as the secretariat to the Justice and Security/hub Technical Advisory Group
- Acting as the JSC's Secretariat, preparing JSC meetings and producing the necessary documentation for effective decision making;
- Rolling out the Monitoring & Evaluation plan and produce quarterly reports for the JSC members on the progress made by the LPP (based on output indicators, contained in the M&E plan);
- Bringing to the JSC's attention any outstanding issues regarding the implementation of the LPP and the progress towards the PPP outcomes;
- Reviewing Programme component achievements through the M&E plan, in reference to the output and outcome indicators;
- Coordinate the writing of the GoL progress report for review by the JSC and Government for submission to the PBC as agreed in the SMC;
- Follow – up and report to the JSC on the extent to which the commitments agreed in the SMC are being implemented;
- Follow-up with Recipient Agencies and implementing partners and ensure quarterly and annual reports on projects are submitted to the MDTF and the PBSO and uploaded on the MDTF Office Gateway.
- Ensure coordination and coherence between the outcomes and outputs set out in the programme

The Peacebuilding Office will be assisted by technical expertise provided by UNMIL, in both security and justice reform and on national reconciliation. The UNMIL provided technical support will support both the efforts of the programme managers and the PBO. Under the direct supervision of the PBO, a Monitoring & Evaluation Specialist will ensure the roll out of the Monitoring and Evaluation Plan and build the M& E capacity of the PBO.

c. Hub Management

The Minister of Justice will recruit a Project Manager (national) to each of the five hubs to be financed by the PBF. The Hub Project Manager will report to the Minister of Justice via the justice and security programme manager and will have the following primary responsibilities:

- Supervise the infrastructure development, and liaise with both the implementing agency (UNOPS) and the relevant government counterparts
- With support from the Justice and Security Technical Advisory Group, ensure that proper management structures are in place so that command and control, along with deployment and rotation of staff works effectively within the hubs. Given the importance of this task the JSC should take a decision on the recruitment of the Gbarnga Hub Manager by June 2011.
- Supervise the development of the service component; and liaise with both the implementing agency (UNOPS/UNDP) and relevant government counterparts
- Coordinate capacity building activities for staff deployed to the hub, in the different institutions;
- Ensure effective coordination and regular meetings among the different institutions to be deployed at the hub;
- Manage common hub facilities and operations;
- Ensure coherence and coordination amongst the Reconciliation-related activities implemented in the region, with justice and security services provided at the hub; and
- Gather relevant data to facilitate the Monitoring & Evaluation process, and report progress towards the LPP outputs to the Justice and Security Programme Manager.
- Ensure participation of local stakeholders, including LNP, courts, traditional and religious leaders in line with SSR and collection of small arms.

The Hub Project Manager will be supported by United Nations international staff in the hub regions and in Monrovia.

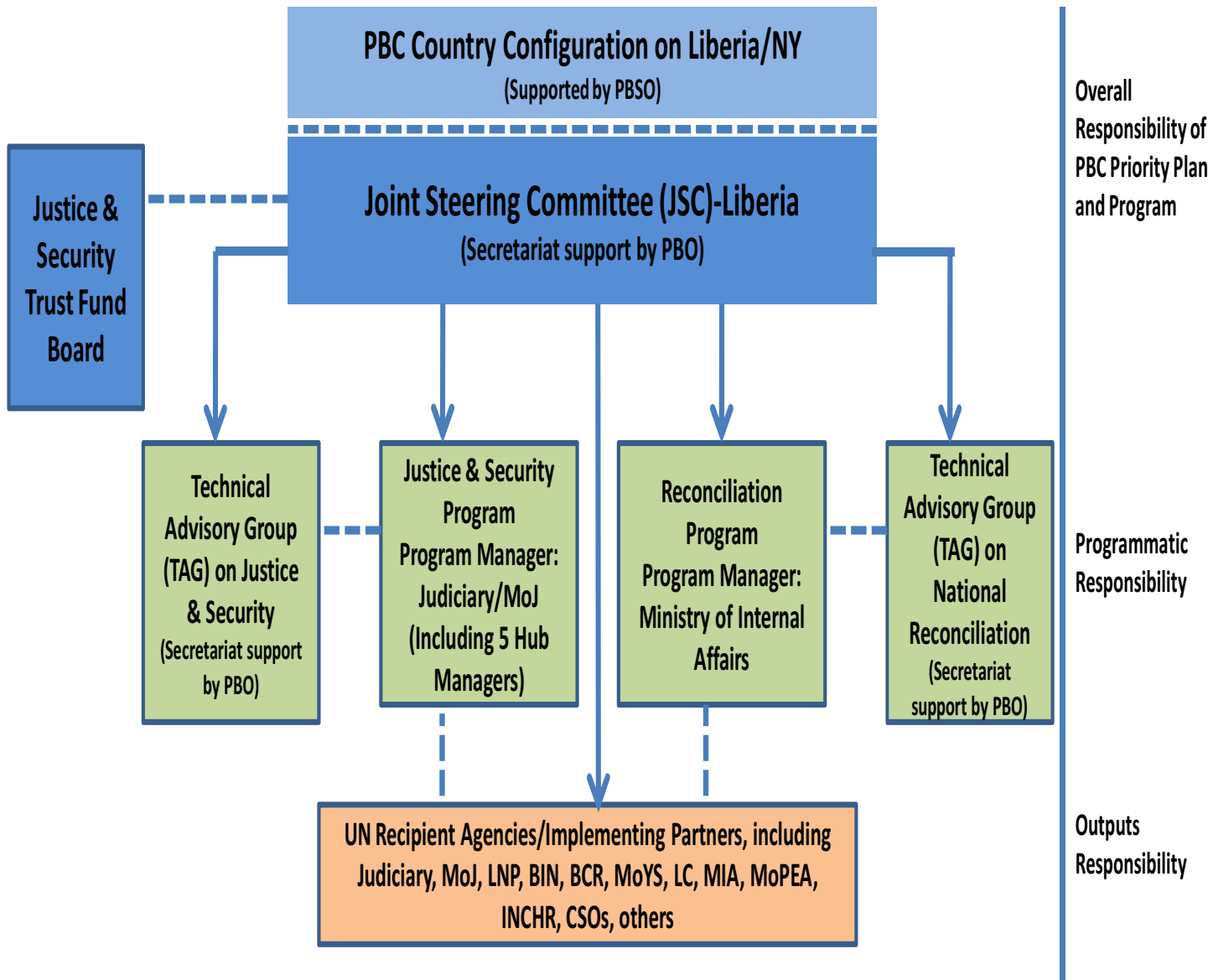
d. Implementing Partners

For each output activity, UN agencies will perform as Recipient Agencies and/or Implementing Partners where applicable, as detailed in the results and resources framework. Where more than one UN agency is identified as an Implementing Partner, where applicable, this should be reflected in the Annual Workplan to be approved firstly by the JSC and then submitted to the Programme Manager. The Workplan must clearly identify the results (outputs) to be delivered by each of the Implementing Partners. Rules and regulations of the Implementing Partners will be applicable for procurement and other operational requirements.

The UN agencies designated as Implementing Partners will be the recipients of PBF funds, and therefore accountable for the effective disbursement and use of those funds. The UN agencies designated to receive PBF funds are required to allocate funds from other sources to complement the investment made through PBF funds, and to reflect, in their own programming tools, the priorities identified in this LPP.

The Implementing Partners can subcontract NGOs and other civil society organizations to take forward particular projects or activities. Agreements signed with these NGOs and civil society organizations must clearly identify the results to be delivered, the timeframe for delivery, and the budget attached to these activities. If applicable, partners will be selected by taking into account past performance in implementing PBF funds from the first *tranche*. The partners will be responsible for reporting on substantive and financial aspects, as established in a signed agreement.

PEACEBUILDING PROGRAMME MANAGEMENT STRUCTURE



_____ Reporting Line
 - - - - - Information and Advising Line

Responsibility and accountability of overall PBC achievements and outcomes rests with the Joint Steering Committee (JSC)-Liberia, and PBC Country Specific Configuration-New York. At program levels, the Program Managers of both the Justice & Security and National Reconciliation Programs respectively have full responsibilities for programmatic outcomes and outputs, including monitoring and reporting roles. At implementation levels, outputs rest with Recipient Agencies and implementing partners

V. Monitoring and Evaluation (M&E)

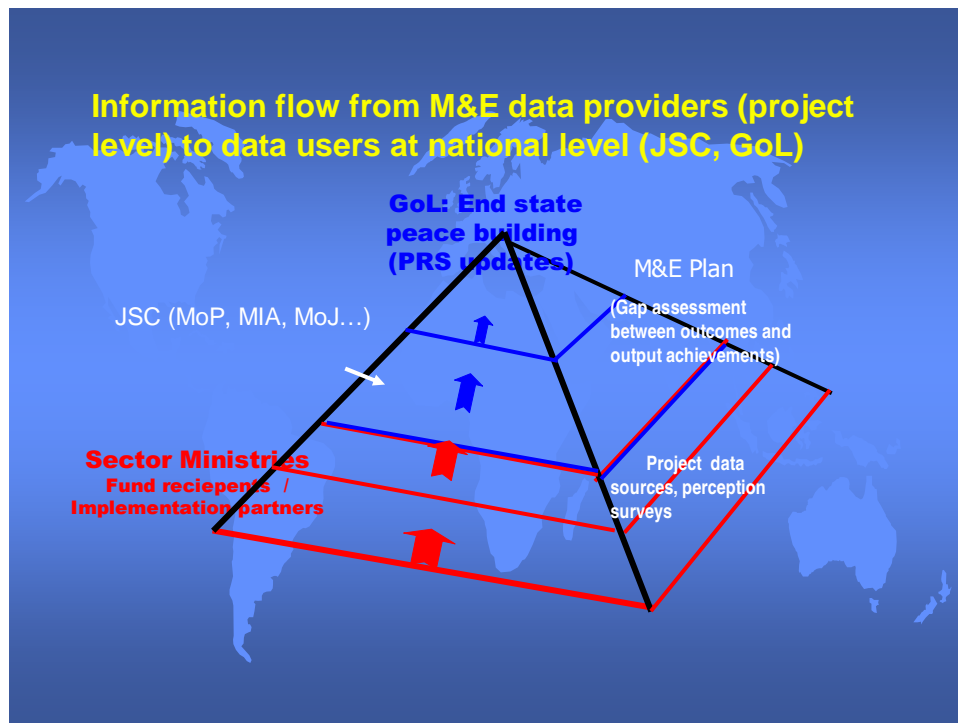
a. The Context: M&E drives results improvements

Considerable commitments from the GoL exist to manage the peacebuilding programme towards 'results'. As this programme adheres to innovative approaches in peacebuilding sector reforms, a strong emphasis is put on M&E. The status of progress and the quality of intermediate results need to be assessed on a regular basis and the implementation strategies timely aligned - if necessary - to improve overall programme effectiveness. This section determines how to proceed with performance assessments of results in terms of:

- **Outcomes** and related indicators against which the overall programme effectiveness will be measured (strategic performance management framework, Annex 1) and
- **Outputs** and related indicators against which the delivery performance of implementation agencies will be assessed. The scope of outputs and allocated budget for their delivery is presented in the Results and Resource Framework (Annex 2).

Both results frameworks are in line with the major strategic areas for peacebuilding as articulated in the Poverty Reduction Strategy (PRS), the sector strategies of the line ministries, the Priority Plan (PP) and the Statement of Mutual Commitment (SMC). The M&E system for the LPP will, therefore, rely to the largest extent on existing data sources from Government institutions, UN agencies and implementation partners.

The graphic below demonstrates the information flow between data providers and end users in line with the management arrangements as described in section IV.



The information flow starts at the bottom relying on project based M&E systems put in place by implementation partners with clearly assigned reporting lines to UN recipient agencies. Easy access to the results of the status of project delivery by the two programme managers is crucial to keep oversight, and support their reporting functions to the TAGs and decision makers at the ministerial level. While the main emphasis in reporting at this level will be on the project output delivery and their 'leverage' for outcome achievements within the two programme components, the reporting to the JSC and the GoL as the end users of M&E data will be focused on the status of sector changes, and their strategic relevance and sustainability for the overall peacebuilding process.

The substance of the information flow mainly depends on the clarity of key actors at each level in their 'double role', being data user and data provider at the same time, and transferring M&E data to the higher level only 'in demand' of specific management needs. The data flow from the bottom to the top strongly relies on the functionality of project based M&E systems and the data quality that is needed to ensure a substantive and result oriented reporting.

b. The Strategic Performance Management Framework (Annex 1)

This overall programmatic planning framework

- outlines the 'added value' of strategic results (=sector changes) that need to be achieved at the end of funding if a stable status of conditions for peace has been reached, and
- demonstrates how these results might be sustained within the given three-year programme life cycle.

The underlying assumption here is that the results of each programme component build on intermediate results achieved within current programmes and reflect, - as a result, - the additional expected 'value'. This approach opens opportunities to achieve and sustain not only 'quick impacts' within the given scope of time but also triggers 'incentives' for additional funding commitments (catalytic leverage) from the government and donors.

The indicators at the outcome level present a 'mix' of quantitative and qualitative measurements that will be needed to provide the most comprehensive picture on changes achieved for each sector component, and their relevance for peace consolidating after the UNMIL drawn down.

Monitoring, evaluation and reporting procedures:

As the status of the overall programme for each outcome can be only properly assessed after a certain time period. regular 'reality checks' will be needed to assess the status of gaps between the output and outcome achievements. The strategic performance management framework will be used as the major reference for internal and external assessments. Particular attention will be paid to the results of perception surveys which are key instruments to measure the quality of 'real time' changes.

The main users of this framework will be the JSC who will conduct internal performance reviews twice a year. The monitoring of critical assumptions and risks for result achievements will be integral part of these reviews. Independent evaluation teams will refer to the same framework to assess the implementation status at mid-term (mid 2012) and to ascertain whether the overall results achievement is on target by the end of the programme (2013). Considering the multiple pilots within the security and justice sector, the results of independent evaluations will be of particular value not only for assessing the success or failure e.g. of the first regional hub before replication starts into new regions. The in-depth analysis of the findings of an independent external evaluation in Autumn 2011 should be mandatory for release of funds for expansion beyond the pilot hub.

For purposes of transparency and accountability, the results of the biannual internal assessments and external evaluations will be circulated for feedback to the GoL, involved funding agencies and partners. External evaluations will comply with the norms and standards of OECD/DAC and UNEG principles. The JSC is mandated to respond formally to the findings of the external evaluations.

c. The Results and Resource framework (Annex 2)

The regular and systematic monitoring of output achievements during the project implementations provides the necessary insights to assess if programme related activities deliver 'results', and if not, to analyze why they are behind target and then to undertake immediate corrections. The results and resource framework reflects an integral part of an RBM concept that will provide guidance to the JSC for the performance based

- Selection of fund recipients in their capacities to deliver the expected outputs according to the expected needs for outcome achievements, and
- Monitoring and reporting against the output targets as agreed in the RRF.

Monitoring and reporting procedures:

The monitoring of the extent to which implementing partners are making progress, or may require strategic realignment from the JSC in their programme support, will follow the roadmap of milestones as outlined in the Annual Workplans (AWP) of the implementation partners. Data collection for tracking the indicators will rely on existing M&E systems of programme fund recipients which will be fully accountable for the delivery performance of fund users. As there will no longer be a requirement for project submission as a precondition to the release of funds, reporting against the outputs as formulated in the results and resource framework will be mandatory as the primary point of reference for assessing performance delivery. The Memorandum of Understanding signed between the JSC and the funding recipient prior to fund transfer must include clear reference to the relevant outputs, indicators and targets.

The programme managers in the relevant ministry will be in charge of coordinating the data collection with support from the PBO. In order to achieve a minimum quality standard and substance of reporting, the same reporting templates must be used for quarterly and bi-annual reporting (reference to MDTF templates). While the quarterly reporting provides insights on the status of budget disbursements and the accomplishment of major activities, the bi-annual and annual reporting will focus on the status of outcome and output achievements, related costs, and immediate actions to be taken to improve performance.

The funding recipients are responsible for ensuring easy access to data sources at project level and the quality of M&E data before their use by the programme managers and PBO for higher level reporting.

d. Need of human and financial resources

Taking into account the future mandate of PBO, technical and financial capacities need to be enhanced with the recruitment of an international M&E expert to provide professional support in data management to ensure substantive reporting.

The overall M&E budget is estimated on **USD 1,250,000** as presented below:

Staff: M&E at PBO: USD 400,000

External evaluation teams: mid-term mid 2012: USD 50,000; final end 2013: USD 100,000

Perception surveys / research studies:

- Baseline data per sector intervention: USD 20,000 each
- Update for prep external evaluation: USD 20,000
- Research window/thematic reviews: USD 150,000

Logistics/ office equipment: USD 500,000

VI. Risk Analysis

Nature of the Risk	Level	Mitigation Strategy
<p><u>Security situation/mob violence</u> Repeated incidents of mob violence occur in certain counties with potential impact on reconciliation efforts. The occurrence of incidence of mob violence are very difficult to predict and can be catalyzed by any random number of different triggers. Moreover, mob violence can be very difficult to control and can easily get out of hand if police reinforcements are not available.</p> <p>In the pre- and post-electoral period, risk of mob violence may be higher.</p>	Medium	<p>Early warning mechanisms, including UNMIL’s JMAC and the Liberian National Security Agency will be used to identify and gather information about community and mob violence.</p> <p>UNMIL staff and NGOs will be invited by the JSC to analyze risks when signs of unrest appear.</p>
<p><u>Sustainability</u> The Statement of Mutual Commitment clearly states that the GoL will invest its own resources to sustain operational needs of the hubs, as well as to gradually increase the sustained presence of justice and security institutions nationwide. This is a real challenge, however, given that the overall annual budget in Liberia is in the range of 380,000,000 USD</p>	High	<p>MoJ and MoF will agree on a sustainability plan that will allow the Government to gradually phase in assumptions of the recurrent costs for the hubs and other operational needs of justice and security institutions. This plan will set financial milestones to be reflected in the national budget, starting in 2012.</p> <p>The IMF and UNMIL is supporting the government to project the cost of running the security sector over the coming five years, so that more effective budgetary planning can be put in place.</p> <p>The JSC will monitor the progress of GoL towards the financial milestones.</p>
<p><u>UNMIL transition</u> The progressive transition process of UNMIL may create security challenges if national security institutions are not adequately equipped and deployed. The UNMIL Transition Planning Working Group points to considerable gaps in the Liberian security sector, especially around issues such as infrastructure, logistics, communications and mobility. The LNP and BIN will be particularly vulnerable as many of the activities currently undertaken by UNMIL will fall to these two security agencies.</p>	Medium	<p>The GOL-UNMIL transition working group will update the JSC on issues that may put at risk the implementation of the LPP.</p> <p>The JSC will discuss and adapt interventions under the LPP to address these issues.</p> <p>The LPP is geared towards filling the gaps in the security sector, notably through the justice and security hubs, as a means of mitigating the risks deriving from UNMIL transition.</p>

<p><u>Funding available</u></p> <p>The full implementation of the priority areas of the LPP will depend on the success of resource mobilization. In addition to the resources allocated by the PBF and the existing contributions to the JSTF, bilateral and government contributions are required.</p> <p>A limited number of donors in Liberia remain actively involved in peacebuilding support.</p>	<p>Medium</p>	<p>A resource mobilization strategy will be designed and put in place by the PBC Chair of the Liberia Country Configuration with support from the DSRSG/R&G in consultation with the JSC. The Chair of the PBC configuration for Liberia will advocate for Member States and the private sector to contribute to the LPP.</p> <p>Briefing sessions to Member States will be organized in New York and elsewhere.</p> <p>The donor group on justice and security will be encouraged to reach out to other prospective donors interested in peacebuilding.</p>
<p><u>Geopolitical context</u></p> <p>Fallout from situation in Cote d'Ivoire, including influx of refugees into Liberia, could negatively impact on implementation and overall government prioritization.</p> <p>There are over 120,000 refugees in Liberia (April 2011). Refugees are not only putting pressure on limited local services, shelter and food, but there is evidence of militia crossing the border, which could potentially see the security crisis spill over into Liberia.</p>	<p>High</p>	<p>The situation on the border region will be closely monitored and deterrence measures put in place, if possible. Accurate and regular information flow will be pursued to enable early planning.</p> <p>Early action by the Justice and Security Trust Fund to consolidate the security sector along the coast with Cote d'Ivoire will assist in mitigating the spillover of conflict into Liberia.</p>
<p><u>Lack of consensus</u></p> <p>Some of the Programme outputs still require clarity and political consensus to be effectively implemented. Lack of consensus between national actors in some critical aspects of the Programme could hamper or delay implementation.</p> <p>This is especially the case in terms of how the service component of the hubs will operate and whether the government has effectively planned for the deployment of staff into the hubs.</p> <p>The social cohesion aspect of the reconciliation component is another area that could lead to contention, as issues to be discussed may be very political and/or sensitive, especially in the run up to elections.</p>	<p>Medium</p>	<p>The Programme Managers and the Implementing Partners will identify those issues that require consensus building, and bring to the attention of the JSC.</p> <p>The JSC will contact relevant national partners and mediate/advocate for solutions.</p> <p>The Justice and Security Technical Advisory Group and the Reconciliation Technical Advisory Group will meet regularly in order to address any challenges and/or misunderstandings that crop up during the implementation phase.</p>

ANNEX I
Strategic Performance Management Framework (SPM) LIBERIA PRIORITY PLAN 2011-2013

Programme component (1): Justice and Security			
Outcome	Indicators / Targets	MoV	Assumptions
1. Enhanced access to justice and security at regional and county level in preparation for UNMIL transition	1.1 % of regional hubs delivering key administrative and operational support that enable justice and security service providers to perform their duties in the most effective manner with full coverage of counties within each region, and meeting UNMIL security standards	External reviews / evaluation of service delivery performance by line ministries, donors, CSOs	Equal access to judicial services and enhanced accountability reduces the risk of relapse into violence
	1.2 % of regional hubs with joint command, control and communication structures of LNP, BIN and BCR in place to maintain effective oversight and mutual accountability mechanisms between counties and HQ in Monrovia	Perception surveys (1) Quality of service provision of regional hubs to LNB, BIN, BCR, and national agencies to target population at county level	GoL budgetary commitments sustain the pilot of regional hubs with the coverage of recurrent costs and a staff deployment in response to the expressed needs
	1.3 % of official border entry posts with evidence of improved effectiveness of border control that result in reduced illegal trafficking and transnational crimes	(2) Efficiency and effectiveness of command structures at regional and HQ	Amendments of legislative and regulatory framework (e.g. passage of laws regarding formal/informal laws systems, national security reform and intelligence act) are supportive to the effective decentralization of and frontline justice and security service provision
	1.4 # of security incidents at county level addressed by police officers at the regional levels in a timely manner (within 48 hours)	(3) Public confidence and trust to state authorities and service providers	Establish effective oversight mechanisms for the justice system which provides guarantees for judicial independence and public accountability
	1.5 # of regional hubs where ALL components of an impartial justice system are in place (police, prosecution, defense, judiciary, corrections) and functional in terms of improved access to services and account for misconduct and absence of professionalism	(4) Public outreach of PSO and CSOs	
	1.6 Change of target population at county level in their confidence and trust in law enforcement and judiciary		
	1.7 % of regional hubs with evidence of improved performance of national authorities in the justice and security sector		
	1.8 # of CSO assuming advocacy roles		

	for communities how to account justice and security institutions		
Outputs			
1.1. Infrastructure, equipment, and systems critical for command, control and operational response put in place for all regional hubs	<p>1.1.1 # of logistic support facilities built (disaggregated in construction of # of circuit courts, # of magisterial courts, Gbarnga prison upgraded with separate facilities for women and juveniles)</p> <p>1.1.2 # of regional hubs constructed and operational</p> <p>1.1.3 # of effective LNP, BIN and BCR regional command and control structures in place</p>	UNMIL/UNCT quarterly/annual reports	
2.1 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services	<p>2.1.1 # SGBV cases taken to trial</p> <p>2.1.2 % reduction in the number of procedural releases</p> <p>2.1.3 # of prosecutors and public defenders deployed to the regional hubs out of total expected (%)</p> <p>2.1.4 # of joint trainings undertaken and # of personnel trained to achieve full coverage of target counties (disaggregated by institution and sex)</p> <p>2.1.5 % decrease in case backlog</p> <p>2.1.6 % reduction in prisoner recidivism</p> <p>2.1.7 # of PSU staff deployed and able to respond to security incidents at the regional level</p> <p>2.1.8 # of trained BIN staff deployed at official border crossings</p> <p>2.1.9 % increase in the number of cases being handled through the court system</p> <p>2.1.10 # of corrections officers recruited and trained</p>	MoJ Annual Report	<p>Judicial staff well qualified and deployed in counties keeping pace with deployment of LNP</p> <p>Increase of budget allocations for justice sector</p>
3. 1. Security and justice service providers are responsive to community concerns	3.1.1 % of increase in public awareness of rights and responsibilities at county level related to PSO outreach campaigns	MOI Annual report	

	<p>3.1.2 # of networks of CSOs established linked to regional hubs</p> <p>3.1.3 # of County Justice and Security Councils operational</p> <p>3.1.4 # of human rights monitors deployed</p> <p>3.1.5 # of people assisted by civil society organizations to seek redress for violations of human rights (disaggregated by type of case, age and sex)</p> <p>3.1.6 # of cases resolved by ADR at the community level</p>		
4.1 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector	<p>4.1.1 Legislation relating to jury law and the jurisdiction of magistrates developed and implemented</p> <p>4.1.2 Bail and alternative sentencing provisions being implemented in line with legislation</p> <p>4.1.3 Regional framework for access to justice developed</p> <p>4.1.4 Legislation relating to jury law, prison law, the jurisdiction of magistrates gun control law and National Security reform developed and passed</p> <p>4.1.5 Bail and alternative sentencing provisions being developed in line with legislation</p> <p>4.1.6 Regional framework for access to justice developed</p>	Annual progress reports of line ministries	
Programme component (2): National reconciliation			
Outcome	Indicators / Targets	MoV	Assumptions
2. Alternative dispute resolution mechanisms address religious and ethnic cleavages, and strengthen the peaceful conflict mitigation, social cohesion and national identity building in particular among inter-ethnic youth groups	<p>Equal access to land and secure tenure</p> <p>2.1 % of land disputes in pilot counties addressed by the Land Commission without violence</p> <p>2.2 % of pilot counties where boundary alignments are respected without relapse into violent conflict</p> <p>2.3 % of undisputed land titles per pilot</p>	<p>Annual progress Reports / MoIA, LC, LTF external programme evaluation</p> <p>Perception surveys:</p> <p>(1) Equal access to Land</p>	<p>State authorities engaged to achieve national reconciliation through social cohesion</p> <p>Reform to reconcile the dual system of land tenure addressed through law and legislation</p>

	<p>county</p> <p>2.4 LC and LDRT provide best practices from pilots for ADR upscale and developing a land policy strategy</p> <p>Social cohesion and national reconciliation:</p> <p>2.5 Evidence of peaceful coexistence of interethnic groups in counties where inclusive dialogue platforms are in place</p> <p>2.6 # of disputes successfully addressed by peace committees, palaver huts, and follow-up commitments respected by conflict parties (disaggregated by gender, ethnicity)</p> <p>Youth empowerment:</p> <p>2.7 Reduction of incidents related to mob violence in which youth are involved through positive change of national identity</p> <p>2.8 Increased number of youth involved in conflict resolution, peace building and development initiatives at all society levels</p> <p>2.9 Perception of youth to acknowledge livelihood opportunities as peace dividends</p>	<p>(2) Social cohesion among inter ethnic groups</p> <p>(3) Change of attitudes of youth through national identity</p>	
Outputs			
Land tenure			
2.1 Local and county level land disputes are resolved to prevent conflict escalation	2.1.1 # of Land disputes in conflict hot spot counties solved by Land Commission and partners out of total identified	Project based monitoring and reporting PBO, LC and LTF, MoIA	
	2.1.2 # of boundary agreements that still remain in force and have not reverted into conflict		
	2.1.3 # of cross-boundary land disputes has decreased		
	2.1.4 # of urgent outstanding inter-ethnic land disputes resolved out of total submitted by MoIA		
Social cohesion			
2.2 Effective partnerships for peaceful conflict	2.2.1 # of dialogue platforms successfully piloted in conflict hot spot	Project based monitoring and report-	

resolutions between local authorities and civil societies established	counties .	ing PBO / MoIA	
	2.2.2 # of partnerships using successfully traditional and conventional conflict resolution methods (WIPNET, County Security Councils and Palaver huts) 2.2.3 Evidence that access to national war museum/systematic historical documentation drives national reconciliation	Perception surveys	
Youth empowerment			
2.3 Reduced youth potential for violence through the creation of a National Youth Service Programme	2.3.1 1000 disaffected youth enrolled	Project based monitoring and reporting PBO/MoIA	
	2.3.2 # of youths trained and effectively engaged in livelihood activity or placed as apprentices		
	2.3.3 # of women/girls engaged in peacebuilding/negotiation training		

**ANNEX II
RESULTS AND RESOURCES FRAMEWORK**

COMPONENT ONE: JUSTICE AND SECURITY

Outcome and Outputs	Proposed Project Ideas (annual targets for 2011 – 2013)	Indicative Agencies Partners	Imp. and	Indicative Budget (in USD)	Indicative Source of Funding
Outcome: Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition					
Output 1 Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place					
<p>1.1. Infrastructure, equipment, and systems critical for command, control and operational response put in place for all regional hubs</p> <p>Indicators</p> <p>1.1.1 # of logistic support facilities built (disaggregated in construction of # of circuit courts, # of magisterial courts, Gbarnga prison upgraded with separate facilities for women and juveniles)</p> <p>1.1.2 # of regional hubs constructed and operational</p> <p>1.1.3 # of effective LNP, BIN and BCR regional command and control structures in place</p>	<p>By July 2011, as part of the “pilot” regional hub concept, regional HQs constructed and fully equipped in Gbarnga (county-level infrastructure, equipment, logistics). Unit cost 3 million of which \$600,000 is for services</p> <p>By end 2012, 2 additional regional HQs constructed and fully equipped (county-level infrastructure, equipment, logistics). Unit cost 2.5 million of which 500,000 is for services.</p> <p>By end 2013, 2 additional regional HQs constructed and fully equipped (county-level infrastructure, equipment, logistics). Unit cost 2.5 million of which 500,000 is for services.</p> <p>* An immediate needs assessment of equipment and furnishings has to be undertaken of the Gbarnga hub to ascertain what is being funded by the PBF and what remains outstanding</p>	<p>MOJ UNOPS UNMIL UNDP</p>	<p>13,000,000 (PBF: 9,000,000)</p>	<p>PBF + other sources</p>	
	<p>By end 2011, a communications network (including joint communications centers) established at the regional HQ in the Gbarnga hub, linking county, regional and national HQs of LNP, BIN and BCR. This network will build on work being undertaken by the US Government and will also complement a communications projects in support of the BIN along the border with Cote d’Ivoire currently being supported by the Justice and Security Trust Fund.</p> <p>By end 2013, communications networks (communications and</p>	<p>MOJ UNOPS UNMIL UNDP</p>	<p>3,000,000 (PBF: 1,000,000)</p>	<p>PBF + other sources</p>	

	joint communications centers) established in all regional HQs, linking county, regional and national HQs of LNP, BIN and BCR			
	By end 2011, as part of the regional hubs, 2 circuit courts constructed, one in Gbarnga (Bong) and one in Nimba (with 2 courtrooms each to allow for concurrent trials equipped with in-camera facilities)	Judiciary MOJ UNOPS UNMIL	300,000	PBF
	By end 2011, as part of the regional hub, circuit court in Voinjama renovated	Judiciary MOJ UNOPS UNMIL	40,000	UNDP existing programme funds
	By end 2011, 3 magisterial courts constructed in Bong (Gbarnga), Lofa and Nimba, respectively, with in-camera facilities By end 2013, 10 additional magisterial courts and 4 circuit courts constructed/rehabilitated, with in-camera facilities, in regional hub counties	Judiciary MOJ UNOPS UNMIL	2,000,000 (PBF:1,500,000)	PBF + others
	By end 2011, as part of the regional hub, the Gbarnga prison upgraded for improved treatment of prisoners (including females and juveniles)	MOJ UNOPS UNMIL UNDP	260,000	PBF
	By end 2012, a new 72-bed facility constructed in Voinjama, the Voinjama Detention Facility supported, and both fully equipped (facility and logistics, with consideration given to the needs of females and juveniles)	MOJ UNOPS UNMIL UNDP	1,310,000	PBF
	By end 2011, management systems and budgetary arrangements in place at the Gbarnga hub (covering administration, maintenance costs) By end 2013, management systems and budgetary arrangements in place at all the regional hubs. Recurring costs for the 5 hubs will need to be factored into the national budget from 2011/2012 onwards.	MOJ UNMIL UNDP	400,000 (PBF: 200,000)	PBF + other sources

Output 2: Justice and Security services providers able to provide fair and accountable professional services				
2.1. Justice and security service providers at the regional hubs able to provide fair and accountable professional services	By end 2011, LNP Police Support Unit (PSU) operational through the core training and equipping of 1000 officers (including the WCPS to deal with vulnerable groups)	MOJ UNMIL UNDP UNICEF	600,000	JSTF + other sources
Indicators:				
2.1.1 # SGBV cases taken to trial	By end 2013, LNP presence, visibility and response improved at the community level through the recruitment and deployment of 600 new officers	MOJ UNMIL UNDP	600,000 (PBF 100,000)	PBF and other sources
2.1.2 % reduction in the number of procedural releases	By end 2013, BIN presence, visibility and response improved at the community level through the recruitment and deployment of a BIN Elite Patrol Unit	MOJ UNMIL UNDP	900,000 (PBF 100,000)	PBF, JSTF and other sources
2.1.3 # of prosecutors and public defenders deployed to the regional hubs out of total expected (%)	By end 2011, a common strategy developed for the National Police Training Academy (LNP, BIN, BCR) and Judicial Institute (Judiciary, Prosecution, Public Defenders, and court personnel) for cross-sectoral training	MOJ Judiciary UNMIL UNDP UNICEF	50,000	Government + other sources
2.1.4 # of joint trainings undertaken and # of personnel trained to achieve full coverage of target counties (disaggregated by institution and sex)	By end 2012/2013, NPTA and JI providing cross-sectoral training for targeted judicial, justice, and security professionals	TCC ABA		
	By end 2011, additional National Police Training Academy infrastructure built to accommodate 150 officers from BIN and BCR (in addition to existing LNP officers already being accommodated and trained)	MOJ UNMIL UNDP UNOPS	2,000,000	Government + other sources
2.1.5 % decrease in case backlog	By end 2011, all justice and security institutions have undertaken a review of existing management and accountability mechanisms to address personnel misconduct, allegations of corruption, and ensure standards of professionalism (in line with all institutional Strategic Plans)	MOJ Judiciary UNMIL UNDP	1,500,000 (PBF:200,000)	PBF + other sources
2.1.6 % reduction in prisoner recidivism				
2.1.7 # of PSU staff deployed and able to respond to security incidents at the regional level	By end 2013, all justice and security institutions are technically and financially supported to put in place effective and responsive accountability and enforcement mechanisms for addressing personnel misconduct, allegations of corruption, and ensure standards of professionalism (in line with all institutional Strategic Plans)			
2.1.8 # of trained BIN staff deployed at official border crossings				
2.1.9 % increase in the number of cases being handled through	By end of 2013, the Justice and security legislative committees			

the court system	are supported with training and capacity to provide more effective oversight			
2.1.10 # of corrections officers recruited and trained	<p>By end 2011, strategy developed for rationalized deployment of county attorneys, assistant county attorneys, city solicitors, and public defenders and 25 county attorneys, 25 assistant county attorneys, and 25 public defenders identified and recruited</p> <p>By end 2012, 25 county attorneys, 25 assistant county attorneys, 25 city solicitors, and 25 public defenders deployed to all regional hub counties</p>	MOJ Judiciary UNDP	3,280,000 (PBF: 1,500,000)	PBF + other sources
	<p>By end 2011, the existing SGBV Crimes Unit financially and technically supported to prosecute cases and provide victims and witnesses support for SGBV crimes (with special consideration of juvenile offenders and child victims) (including a link to the Gbarnga hub)</p> <p>By end 2013, the SGBV Crimes Unit expanded to provide specialized prosecution and victims and witness support services for the regional hub counties</p>	MOJ UNFPA UNICEF UNDP UNMIL	1,020,000 (PBF: 800,000)	PBF + other sources
	<p>By end 2012, record-keeping system in place for the Gbarnga court system</p> <p>By end 2013, sector-wide case management system (building on existing systems, e.g. LNP) implemented in all regional hub counties</p>	Judiciary MOJ UNMIL UNDP UNICEF ABA TCC	2,500,000 (PBF: 500,000)	PBF + TCC + ABA + other sources
	By end 2011, 20 corrections officers recruited and trained, including 5 female staff, and deployed to the Gbarnga prison to meet increased operational demands	MOJ UNDP UNMIL UN Women	125,000	PBF
	By end 2011, 70 BCR staff receive basic corrections training and deployed to the regional prisons	MOJ UNMIL UNDP	165,000	GOL UNDP
	<p>By end 2012/2013, quarterly retreats at the regional hub in Gbarnga for judicial, justice, and security professionals deployed to the hubs</p> <p>By end 2013, quarterly retreats at all the regional hubs for judicial, justice, and security professionals deployed to the hubs</p>	MOJ Judiciary UNMIL UNDP UNICEF	120,000	Government + other sources

<p>By end 2011, a public services office established at the Gbarnga hub for public information, referrals, and the receipt, referral and follow-up of public complaints to existing institutional mechanisms, with technical and financial support provided to enhance those mechanisms</p> <p>By end 2013, public services offices in place at all regional hubs</p> <p>* Note that the full role of the public service office needs to be clarified by the TAG/JSC</p>	<p>MOJ Judiciary UNMIL UNDP</p>	<p>500,000 (PBF: 200,000)</p>	<p>PBF</p>
<p>By end 2011, juvenile diversion pilot program put in place in Bong and Montserrado county (linked to the Gbarnga hub)</p> <p>By end 2013, juvenile diversion program expanded to 4 additional counties (linked to the regional hub counties)</p>	<p>MOJ UNICEF</p>	<p>250,000 (UNICEF: 50,000)</p>	<p>UNICEF + other sources</p>
<p>By end 2011, probation program implemented in 2 counties (including Bong County)</p> <p>By end 2013, probation programs in place in all hub regions</p>	<p>MOJ Judiciary</p>	<p>100,000</p>	<p>GOL UN Women</p>
<p>By end 2013, legal aid desks established/supported at all regional hubs in line with the finalized legal aid policy for Liberia</p>	<p>UNDP TCC</p>	<p>500,000</p>	<p>Other sources</p>
<p>By end 2011, at least 3 County Justice and Security Committees operationalized in Lofa, Maryland and Grand Gedeh through specialized training through the Office of the National Security Advisor</p> <p>By end 2013, additional County Justice and Security Committees supported and operationalized and relationships between the community and the regional security presence enhanced through regular attendance at the County Security Committee meetings</p>	<p>MOJ</p>	<p>150,000</p>	<p>Other sources</p>
<p>By end 2011/2012, laws and other legal materials publically available on a centralized website</p>	<p>MOJ Judiciary</p>	<p>30,000</p>	<p>Other sources</p>
<p>By end 2013, judicial infrastructure strengthened through the construction of: (1) a new National Judicial Institute in Monrovia (cost-shared by GOL 20%); (2) an additional 20 magistrates courts and 2 circuit courts; (3) a juvenile court in Montserrado renovated and equipped; and (4) Judicial Resource Centers established nationwide (in line with the Judiciary Implementation Plan).</p>	<p>Judiciary</p>	<p>4,000,000</p>	<p>Government and other sources</p>

By end 2013, 6 court reporters trained and deployed to circuit courts nationwide	Judiciary	60,000	Other sources
By end 2013, the capacities and skills of personnel within the MOJ and Judiciary built for improved service delivery (in line with the MOJ Strategic Plan and the Judiciary Implementation Plan, this includes carrying out a capacity review, designing training programmes for staff, and continuing scholarship schemes)	MOJ Judiciary UNMIL UNDP	2,200,000	GOL + other sources
By end 2012/2013, internal management and human resources systems at the MOJ strengthened to provide better justice service delivery (in line with the MOJ Strategic Plan)	MOJ	175,000	Other sources
By end 2012/2013, internal management and human resources systems at the Judiciary strengthened to provide better justice service delivery (in line with the Judiciary Implementation Plan)	Judiciary	175,000	Other sources
By end 2012, the role of the Attorney General strengthened through technical and financial support to the provision of effective legal advice and services to the Government of Liberia (in line with MOJ Strategic Plan, this includes building internal logistical capacities, modernizing MOJ research facilities, ensuring effective codification, developing specialized prosecution units to address cases involving children, and standardization of Government concessions and contracts)	MOJ UNODC UNDP UNICEF	250,000	Other sources
By end 2012, Liberian prison staff fully equipped with uniforms (approx. 1600 uniforms to be purchased)	MOJ UNMIL UNDP	640,000	GOL
By end 2013, an additional BCR 301 staff (including 60 female staff) recruited and trained	MOJ UNMIL UNDP	700,000	Other sources
By 2013, a new 150-bed prison constructed in Monrovia and fully equipped (structure, barracks and logistics, with consideration given to the needs of females and juveniles)	MOJ UNOPS UNMIL UNDP	2,760,000	other sources
By end 2013, a new 36-bed detention facility constructed in Grand Kru and fully equipped (facility structure and logistics, with consideration given to the needs of females and juveniles)	MOJ UNOPS UNMIL UNDP	775,000	Gov + other sources
By end 2013, Harper detention facility renovated and fully equipped (facility structure and logistics, with consideration	MOJ UNOPS	350,000	Gov + other sources

	given to the needs of females and juveniles)	UNMIL UNDP		
	By end 2012, Campaign Against Armed Violence launched By end 2013, collection of small arms, light weapons and unexploded ordinances substantially completed in Bong and Lofa	MOJ UNDP UNMIL	100,000	UNDP existing funding + JSTF + other sources
	By end 2011, the operational plan for the National Fire Service (NFS) of Liberia launched, a needs assessment completed, and initial training undertaken for at least 75 officers By end 2013, equipment and logistics procured and specialized training completed to strengthen NFS capability to provide services nationwide	MOJ UNDP	500,000	Other sources
Output 3: Justice and security Service providers are responsive to community concerns				
3.1. Security and justice service providers are responsive to community concerns	By end 2013, civil society organizations technically and financially supported to provide advocacy, legal assistance, and monitoring on human rights	UNDP TCC	1,150,000	Other sources
Indicators: 3.1.1 % of increase in public awareness of rights and responsibilities at county level related to PSO outreach campaigns 3.1.2 # of networks of CSOs established linked to regional hubs 3.1.3 # of County Justice and Security Councils operational	By end 2011, Liberian and international civil society organizations technically and financially supported to provide legal services at the Gbarnga hub By end 2013, Liberian and international civil society organizations technically and financially supported to provide legal services at all regional hubs	LNBA UNICEF UNDP TCC OSIWA NRC ICTJ Catholic Justice and Peace	1,500,000 (PBF: 800,000)	PBF + Other sources
3.1.4 # of human rights monitors deployed 3.1.5 # of people assisted by civil society organizations to seek redress for violations of	By end 2011, public outreach campaign undertaken in the Gbarnga region to build public awareness and ensure community buy-in of the hub concept and inclusion of local officials in the development of the hub By end 2013, public outreach campaigns undertaken in all hub regions to build public awareness and ensure community buy-in of the hub concept and inclusion of local officials in the	MOJ Judiciary TCC UNMIL UNDP	500,000 (PBF: 300,000)	PBF + other sources

human rights (disaggregated by type of case, age and sex) 3.1.6 # of cases resolved by ADR at the community level	development of the hubs			
	By end 2011, victim and witness protection strategy developed by the MoJ (in line with Prosecution Strategic Plan, this includes infrastructure, transportation, safe houses, and other logistics support) By end 2013, victims and witness protection program established, and 3 social workers and 3 psycho-social counselors deployed, at the regional level (linked to hub counties)	MOJ IOM MoGD, UN Women and UNFPA SGBV Joint Programme	600,000 (PBF) 100,000	PBF
	By end 2011, 3 Human Rights monitors from the Independent National Commission on Human Rights (INCHR) deployed to Gbarnga By end 2013, 3 Human Rights monitors in place in each county (linked to the hubs) (TBC)	INCHR UNMIL UNDP	700,000 (PBF: 50,000)	PBF + other sources
By end 2011, network of civil society organizations providing a range of services (legal, medical, psycho-social) put in place as part of the Gbarnga hub (including participating in hub coordination mechanism) By end 2013, network of civil society organizations providing a range of services (legal, medical, psycho-social) put in place as part of all regional hubs	MOJ Judiciary LRC MIA UNDP UNFPA UN Women UNMIL TCC ABA MoGD	1,000,000	Other sources	
Output 4: Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector				
4.1. Legal and policy frameworks enable national authorities to better perform their duties in the justice and security sector Indicators: 4.1.1 Legislation relating to jury law and the jurisdiction of magistrates developed and	By end of 2011, National Security Reform and Intelligence Act passed. By end of 2011, Gun Control legislation passed, and National Small Arms Commission established. By end of 2013, new drug Law enacted.	MOJ UNMIL Law Reform Commission	N/A	N/A

implemented	By end 2011, National Prison Reform Act presented to the Government and 300 staff of the Bureau for Corrections and Rehabilitation (BCR) trained in the National Prison Reform Act (when passed)	MOJ UNMIL CSOs	15,000	GOL
4.1.2 Bail and alternative sentencing provisions being implemented in line with legislation	By end 2011/2012, 1000 copies of the National Prison Reform Act published and disseminated and a parallel public awareness campaign conducted			
4.1.3 Regional framework for access to justice developed				
4.1.4 Legislation relating to jury law, prison law, the jurisdiction of magistrates gun control law and National Security reform developed and passed	By end 2011, policy reviews completed for the development of a legal aid policy framework for Liberia, including a review of the role of non-lawyers within the justice system (to be headed by Non-Lawyers Task Force)	Judiciary MOJ LRC LNBA UNMIL UNDP	N/A	N/A
4.1.5 Bail and alternative sentencing provisions being developed in line with legislation	By end 2011, policy for an alternate dispute resolution framework developed for both community-based and court-annexed mechanisms By end 2012/2013, existing (and new) ADR mechanisms strengthened through the provision of technical and financial support to provide services	MOJ Judiciary LNBA LRC UNMIL UNDP TCC CSOs	N/A	N/A
4.1.6 Regional framework for access to justice developed	By end 2011, review undertaken using Judiciary database to determine appropriate number of magistrate courts required per county (to inform appropriate deployment of resources)	Judiciary UNMIL	N/A	N/A
	By end 2013, the Aliens and Nationality Law passed and a parallel public awareness campaign conducted	MOJ Judiciary CSOs	N/A	N/A
	By end 2013, the Police Act passed	MOJ Judiciary UNMIL	N/A	N/A
	By end 2013, revenue generation policy in place for all justice and security institutions in line with the Financial Autonomy Act)	Judiciary	N/A	N/A

Outcome 2: RECONCILIATION

Outcome: Conflict mitigation, enhance social cohesion, and youth empowerment				
Output 1: Increased sense of social cohesion through platforms for dialogue, political participation, and improved conflict management capacities				
<p>1.1 Dialogue platforms enhance political participation and reconciliation initiatives at county and district levels, through relevant elements of the National Visioning, and the various palava huts and peace huts mechanisms.</p> <p>Indicators:</p> <p>1.1.1 % of increase in positive inter-group engagement and perception that political participation and reconciliation at local levels are being advanced.</p> <p>1.1.2 Support provided for a framework for memorialisation and historical documentation</p>	<p>By mid 2011, consultations on the design of dialogue platforms completed, including guidelines and training to operationalize such platforms.</p> <p>By end 2012, establish 3 pilot platforms for dialogue in 3 hot-spot counties</p> <p>By end 2013, platforms for Dialogue are functional in 5 hot-spot counties</p>	<p>UNDP UNHCR UNICEF UN Women MIA GC UNOPS/Interpeace CSOs, including WIPNET UNMIL Peace Committees Traditional Authorities International Alert</p>	<p>2,000,000 (PBF: 1,500,000)</p>	<p>PBF + Others</p>
	<p>By end of 2011, INCHR has the capacity to provide oversight of Palava Huts program through the development of guidelines, procedures, and protocols.</p> <p>By end of 2011, support provided to develop technical capacity of INCHR Secretariat</p> <p>By end of 2011, gender-sensitive and human rights-based protection mechanisms mainstreamed in the Palava Hut operations.</p> <p>By end of 2012, train 3 palava hut leaders, 3 facilitators, and 3 support staff in gender-sensitive human rights, Liberian legal systems and mediation principles.</p>	<p>UNDP UNFPA UN Women UNMIL INCHR CSOs MOJ MoGD</p>	<p>1,000,000 (PBF: 500,000)</p>	<p>PBF + Others</p>
	<p>By end of 2012, mobilize support for a national (war/peace) museum and other forms of national memorialization to be added into the national budget</p> <p>By end of 2013, provide seed support for systematic historical documentation through the National Achieve and national museums</p>	<p>The National Archives National museums ICTJ TJWG UNESCO UNDP</p>	<p>350,000</p>	<p>PBF</p>
	<p>By end of 2011, support provided for a nation-wide consultative process of the National Visioning Exercise</p>	<p>UNDP MPEA GC LRDC CSOs</p>	<p>1,000,000 (PBF: 450,000)</p>	<p>PBF + Government</p>

<p>1.2. Local capacities in conflict management strengthened through training in the use of traditional and conventional conflict resolution methods</p> <p>Indicators:</p> <p>1.2.1 Database of conflict management mechanisms established</p> <p>1.2.2 # of conflict management mechanisms restructured and linked to law and justice agencies (hubs), and traditional authorities (to be determined based on database)</p> <p>1.2.3 # of disputes brought before, and resolved by, conflict management mechanisms</p>	<p>By end of 2011, the Chief Suakoko Center for enhancing local capacity for peace and a database of existing county and district level conflict management mechanisms has been established</p> <p>By end 2013, conflict management mechanisms have been restructured, harmonized, strengthened (including training) and linked to law and justice agencies and traditional authorities at county and district levels.</p>	<p>MIA MOJ MOYS LC UNMIL CSOs UNHCR UNDP UNICEF ABIC UNOPS UN-WOMEN MoGD</p>	<p>1,000,000</p>	<p>PBF</p>
<p>Output 2: Local and county level land disputes are resolved to prevent conflict escalation</p>				
<p>2.1. The Land Commission and its partners implement a system to formalize and institutionalize alternative resolution (ADR) of land disputes</p> <p>Indicators:</p> <p>2.1.1 # of county-specific baselines developed and regularly updated (target: three by 2011)</p> <p>2.1.2 # of counties where the system is operationalized</p>	<p>By end 2012, a formalized and institutionalized system for alternative resolution for land disputes has been designed, relevant structures have been trained, and the system has been piloted in three counties.</p> <p>By end 2013, outreach and communication activities are carried out in parallel to the establishment of the system, and the system is consolidated and expanded to 10 counties</p>	<p>LC MOJ UN HABITAT UNMIL LDRT/Local CSOs MoGD</p>	<p>4,800,000 (PBF: 3,400,000)</p>	<p>PBF + other sources</p>

# of land disputes processed through the system (to be specified)				
<p>2.2. The Land Commission and its partners harmonize county boundaries and foster peaceful coexistence</p> <p>Indicators:</p> <p>2.2.1 # of boundary agreements that still remain in force and have not reverted into conflict</p> <p>2.2.2 # of cross-boundary land disputes has decreased (baseline required)</p>	<p>By end 2011, community consultations are carried out, a land inventory is compiled, existing documentation is assessed, and legislation defining political boundaries is completed</p> <p>By end 2011, remaining eight disputed county boundaries have been harmonized</p>	<p>GoL (Taskforce Special Joint Stakeholder Collaborative Committee)</p> <p>LC</p> <p>PBO</p> <p>UNMIL</p> <p>UN HABITAT</p>		
<p>4.3 Ministry of Internal Affairs and its partners resolve urgent outstanding inter-ethnic land disputes.</p>	<p>By end of 2012 recommendations to resolve urgent land disputes implemented through a compensation scheme.</p>	<p>UNDP</p> <p>MIA</p> <p>LC</p> <p>MLAE</p> <p>CSOs</p>	<p>1,200.000 (PBF: 500,000)</p>	<p>PBF + Government</p>

Output 3: Reduced youth potential for violence through the creation of a National Youth Service Program

<p>3.1. Creation of pilot National Youth Service Programme (NYSP) based on existing framework of the National Youth Volunteer Service (NYVS)</p> <p>Indicators:</p> <p>3.1.1 # of youths enrolled in National Program annually. # of youths trained and effectively engaged in livelihood activity or placed as apprentices increased</p> <p>3.1.2 # number of women/girls engaged in peacebuilding/negotiation training</p>	<p>By end 2011, the National Youth Volunteer Service (NYVS) is upgraded from 300 to 500, and includes peacebuilding and life skills training. The upgraded program becomes the framework to pilot the National Youth Service Programme (NYSP).</p> <p>By end of 2011, NYSP is upgraded to 700, and begins to form cooperation with private sector establishments.</p> <p>By end of 2013, NYSP enrolls 1000 youths and establishes an effective job placement and apprenticeship schemes through youth centers.</p>	<p>UNICEF MYS FLY UNMIL</p>	<p>1,000,000</p>	<p>PBF</p>
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Technical Support

	Budget (in USD)
Justice & Security Programme Manager – 30k/annum X 3 yrs	90,000
Reconciliation Programme Manager – 30k/annum X 3 years	90,000
Regional Hub Programme Managers (5 persons) – 25K/annum X 90 months	187,500
M&E Specialist (P4)	400,000
PBO Operational cost and salaries over 3 years	1,200,000
Overall Monitoring and Evaluation	850,000
TOTAL	2,817,500

SUMMARY BUDGET (PBF and other sources) (in USD)

Components	Total	PBF	Other Sources (JSTF, bi-lateral, GoL, UN agencies, private sector)
Justice and Security	52,850,000	18,345,000	34,505,000
Land, Youth and Social Cohesion	13,100,000	8,700,000	4,400,000
Technical Support	2,817,500	2,817,500	
GoL Contributions (land, benefits in kind, recurring costs)	3,000,000	0	3,000,000
TOTAL	71,767,500	29,862,500 (of which 3 million USD has already been provided for the Gbarnga hub.)	41,905,000 (over three years)

Donor Support to the Justice and Security sectors in Liberia
Inventory draft – 3 May 2011

Donor	Beneficiary Organisation	Project/Support	Duration	Amount
Carter Center (USA)	MOJ	<p>Flexible funding contributing towards the following programming:</p> <p><u>Strengthening the Administration of Justice</u></p> <ul style="list-style-type: none"> • Provide long- and short- term capacity support • Secondment of Liberian Attorney to the Solicitor General • Provision of training, technical and logistical support to justice sector officials through the Judicial Institute and MOJ. 	2010-11	?
Germany	LNP	Secondment of 5 police officers to conduct training (crime, forensics etc.)		
Germany	LNP (UNDP)	Support to the PSU		\$1.5 million
GIZ	Liberia : James A.A. Pierre Judicial Institute /MoJ /FIND/Law Reform Commission/Committee on National Security and Committee on Judiciary	<u>RoL Program West Africa (Liberia, Sierra Leone, Ivory Coast)</u>	2009-2011	€3.5 million for the 3 countries, <u>Liberia about 1,1 Million</u> for the different projects
GTZ	James A.A. Pierre Judicial Institute	<p><u>Funding of Research and Capacity Building Unit:</u></p> <ul style="list-style-type: none"> • elaboration of training material Textbooks on Constitutional and Criminal law) • collection of Liberian jurisprudence on real property, criminal law, labour • preparation of a joint police-judiciary training manual "Bringing a case to court" 		

		<ul style="list-style-type: none"> assessments on training needs <u>Funding of the Professional Magistrates training Program (PMTP), training of 63 future Magistrates (together with ABA)</u> <ul style="list-style-type: none"> Funding of a joint training course with UNPOL and the police Academy on "Bringing a case to court" using criminal cases (2010) and traffic cases (2011) Customary law training (together with Carter Center) Writing competition Field visits PMTP students (together with ABA) Computer lab (together with ABA) <u>Training of sitting Magistrates</u> <ul style="list-style-type: none"> Training of Magistrates on probable cause, probation etc (2010) Joint training of Magistrates and city Solicitors on SGBV (together with NRC), probable cause (together with PAE) and child justice (together with UNICEF) (2011) 		
GTZ	MoJ	<u>Funding for the implementation of a system of probation in Liberia</u> <ul style="list-style-type: none"> training of 15 probation officers, pilot implementing of community work programs and reconciliation etc. (together with FIND) office renovation and equipment <u>Law Reform project</u> <ul style="list-style-type: none"> Preparation of Prison Reform Act Funding of pilot implementation through the corrections project. Procedures for inmate selection and work elaborated and 50 inmates are learning brick production and 		

		<p>masonry, renovation work at MCP.</p> <ul style="list-style-type: none"> Funding of the publishing of Liberian Law report Nr. 42 with Law Reform Commission 		
Government of Ireland	LNP	<p><u>Justice and Security Trust Fund</u></p> <ul style="list-style-type: none"> To support the Emergency Response Unit (ERU) (provision of equipment to improve method of entry and ballistic protection capacity, and alternatives to the use of force) and Police Support Unit (PSU) (training and development) 	2010 - present	€1 million
Japan International Cooperation Agency (JICA)	LNP	<p><u>Justice and Security Trust Fund</u></p> <ul style="list-style-type: none"> Renovation of the Camp Johnson Rd Police Barracks, Monrovia; (LNP/UNPOL/UNDP/UNOPS produced BoQ in February) Armed violence reduction and small arms collection campaign. 	2010-2013	\$3 million
The Netherlands (in coop with Ghana and the UN)	BIN	<p><u>Capacity building:</u></p> <ul style="list-style-type: none"> a training curriculum for BIN employees 100 properly trained BIN employees; 20 properly trained professional BIN trainers; 30 new BIN recruits trained by BIN trainers 	2009-2011	€541,000 (flights Liberia-Ghana by the UN)
Norway	LNP (UNDP)	<p><u>Support to LNP:</u></p> <ul style="list-style-type: none"> Refurbishment/construction of 10 LNP County Headquarters with construction of 10 Women and Child Protection Units + cars, equipment, furniture Building/rehabilitation of dormitories for male and female students at the Liberian National Police Academy in Monrovia 	2008-2010	\$1.7 million

Norway	LNP (UNDP)	<u>Support to LNP:</u> <ul style="list-style-type: none"> • Construction of additional Women and Child Protection Unit at LNP HQ in Monrovia 	2008-2010	\$0.5 million
Norway	LNP (UNDP)	<u>Support to LNP:</u> <ul style="list-style-type: none"> • Additional funding for construction (fencing, buildings, training facilities, equipment) at 10 LNP County Headquarters with Women and Child Protection Units and at the National Police Academy in Monrovia. 	2010-2011	\$2.8 million
Norway	Judicial training institute (NRC)	<u>Gender Based Violence Project</u> <ul style="list-style-type: none"> • Technical and financial support to the Judicial Training Institute for the training of judges, magistrates, public defenders, defense counsels, medical practitioners and police in Understanding The Medical Consequences of Rape; 	2010-2011	\$750,000
Norway	MoJ (NRC)	<u>Gender Based Violence Project</u> <ul style="list-style-type: none"> • Seconded 2 staff to the SGBV Crimes Unit to provide support in the response to survivors of sexual assault; • Payment for one SGBV Case Liaison Officer assigned to the Ministry of Justice; 	2010-2011	\$500,000
Norway	LNP (NRC)	<u>Gender Based Violence Project</u> <ul style="list-style-type: none"> • Training of WACPS Police Officers in Responding to reported cases of sexual violence. Earlier on 44 WACPS Line Managers from around the country were trained. At present training is being conducted for 45 additional WACPS Officers; A 	2010-2011	\$100,000

		<p>complete training last for 7 months and is run for 2 days in every month;</p> <ul style="list-style-type: none"> • Provision of logistical support to some WACPS Station by providing motorbikes to assist in Crimes Scene Investigation, etc. 		
Norway (Ministry of Foreign Affairs)	NRC	<p><u>INFORMATION, COUNSELING AND LEGAL ASSISTANCE PROJECT</u></p> <ul style="list-style-type: none"> • Mediating land disputes in Nimba, Bong, Lofa, Margibi and Montserrado • Training statutory and customary authorities on land acquisition law and procedures; and mediation skills • Capacity building and advocacy targeting local authorities involved in the administration and management of land resources, especially the Land Commission 	2011	\$ 1.93 million
Humanity United			2010-2011	\$470,000
Sweden (SIDA)	LNP (+ Swedish National Police Board)	<p><u>Forensics project</u></p> <ul style="list-style-type: none"> • Forensic equipment, incl SOCO van • Training • Development of SoPs 	2010-2013	17.8 million SEK (app. \$2.6 million)
Sweden (SIDA)	LNP, BIN, BCR, MoJ (UNDP)	<u>Justice and Security Trust Fund</u>	2010-2012	30 million SEK (app.\$4.6 million)
Sweden (National Bureau for Investigation)	LNP/UNPOL	<p><u>UNPOL:</u> To provide for up to 15 police officers and 4 corrections officers seconded to UNPOL.</p>	ongoing	
Sweden (SIDA)	GoL – Land Commission (UN Habitat)	<p><u>Land Commission :</u></p> <ul style="list-style-type: none"> • Core support to the Land commission to enable it to perform its central role in promoting, co-ordinating and driving reforms in the area of land right issues as reflected in the Liberia Land Programme 	2011-2013	15 million SEK (app.\$2.3 million)
Sweden (SIDA)	GoL (UNFPA)	<u>Liberian Government and UN Joint Programme to Prevent and Respond to</u>	2009-2010	20 million SEK (app.\$3.1 million)

		<p><u>Sexual Gender Based Violence (JP-SGBV)</u> Results include:</p> <ul style="list-style-type: none"> • Within the legal and protection areas, the support has led to an increase in the disposal of pre-trial motions in the newly established criminal court and enhanced cooperation between women and security personnel in the counties. • A closer collaboration between UN agencies regarding SGBV as part of the programme has been noted. 		
United Kingdom	LNP (UNDP)	<p>Through UNDP Trust funds:</p> <ul style="list-style-type: none"> • police mentoring, leadership training and some infrastructure. 	2010-2011	\$640,000
US State Dept (INL)	LNP/UNPOL	<p><u>UNPOL:</u> To provide for up to 16 officers seconded to UNPOL.</p>		\$7.25 million
US State Dept (INL)	LNP	<p><u>PSU Support:</u> training support, instructors and equipment for development of the PSU</p>		\$6.3 million
US State Dept (INL)	LNP	<p><u>Regional Training:</u> To establish a regional training capacity for the LNP outside of Montserrado County.</p>		\$1.7 million
US State Dept (INL)	LNP	<p><u>Communications Network:</u> To establish a police communications network throughout Liberia.</p>		\$3 million
US State Dept (USAID)	LNP	<p><u>Management Support:</u> For technical assistance to police management as part of USAID's upcoming GEMS program. This will improve budgeting, financial management, personnel administration, procurement and internal controls.</p>		\$1.5 million
US State Dept (INL)	LNP	<p><u>SGBV:</u></p> <ul style="list-style-type: none"> • For combating sexual and gender- 		\$1.5 million

		based violence in close coordination with the Norwegian Refugee Council.		
USAID, US State Dept INL	Land Commission, Land Dispute Task Force, MoJ	<u>1207 Program:</u> <ul style="list-style-type: none"> A program to do alternate dispute resolution, public information outreach and community-oriented security training in Lofa and Nimba counties. 		\$12.2 million
US State Dept (INL)	MoJ	<u>Corrections:</u> <ul style="list-style-type: none"> INL is sending a corrections expert for a January TDY to develop a plan for providing corrections assistance, with a particular focus on the MOJ's requested assistance to develop a probation and parole system. 		(budget TBD)
US State Dept (INL)	MoJ	<u>Justice Sector:</u> <ul style="list-style-type: none"> INL is providing MOJ with three judicial advisors under the JSSL program. One is in place currently, with two more expected by April 	2011-13	(budget TBD)
USAID (ABA)	MoJ, Judiciary, Law School, Judicial Institute, LNBA	<u>RoL Program :</u> <ul style="list-style-type: none"> Support to the Louis Arthur Grimes School of Law Support to the continued operations of the James A.A. Pierre Judicial Institute; Support to the Liberian National Bar Association in the strengthening of its administration and establishment of a continuing legal education program; Support for the publication of Liberian laws, law reports and other relevant legal documents on a free-access website; Support efforts to reduce instances of prolonged pre-trial detention. 		
USAID	MoJ, Judiciary, Law	<u>RoL program II – intended results:</u>	2011-2016	\$18 million

	School, Judicial Institute, LNBA	<ul style="list-style-type: none"> • A measurable increase in public awareness and rights literacy and the ability of citizens to access justice institutions in target communities; • A measurable improvement in the public's access to justice institutions through the provision of legal aid; • A measurable reduction in the occurrence of prolonged pre-trial detention; • A measurable improvement in the level of legal education and availability of in-service training at the Louis Arthur Grimes School of Law and the James A.A. Pierre Judicial Institute, respectively. 		
USAID (Carter Center)	MoJ, Judiciary,	<p><u>Program – focus:</u></p> <ul style="list-style-type: none"> • Access to Justice; and • Access to Civic/ Legal Rights Information for Liberian citizens <p>This programming focuses on the rural areas where customary and traditional laws are dominant and access to the formal/ statutory justice system is limited. USAID/CC sponsored Community Legal Advisors travel county to county advising tribal chiefs and community leaders on statutory solutions to legal disputes involving domestic violence, inheritance, property rights and land transfer, and more to bridge the gap in access to justice and diffuse disputes before they become violent.</p>	2010-2012	\$4 million
USAID (Carter Center) Continued	MOJ, MIA, Catholic Justice and Peace Commission, 10 Community Radio Stations, 9 Community	<p><u>Community Legal Advice Services</u></p> <ul style="list-style-type: none"> • Develop the capacity of a cadre of specialist non-lawyers within the Catholic Justice and Peace 	2010-2012	

	Based Civic education organizations	<p>Commission (JPC) to serve as community Legal advisors in 6 USAID priority counties – Bong, Nimba, Lofa, Grand Bassa, Grand Gedeh and River Gee.</p> <ul style="list-style-type: none"> • Expand the community legal advisor program into Montserrado county in 2012. • Provide administrative and technical support to community legal advisors through TCC legal associates and program staff based in field offices in Harper and Gbarnga. • Facilitate discussion on the role of non-lawyers in the provision of justice in Liberia. <p><u>Strengthening Traditional Dispute Resolution Capacity</u></p> <ul style="list-style-type: none"> • Conduct consultations of the rule of law with traditional people throughout Liberia. • Build the capacity of traditional people in five counties (Bong, Nimba, Lofa, Margibi and Maryland) to resolve disputes in ways that are in line with Liberian law, thus preventing disputes from becoming violent. • Facilitate discussion on the clarification of the role and responsibilities of customary leaders in governance and justice. <p><u>Access to Information</u></p> <ul style="list-style-type: none"> • Help targeted government ministries and agencies to fully implement the 		
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		<p>Freedom of Information law.</p> <ul style="list-style-type: none">• Increase awareness regarding freedom of information.• Increase understanding by target government ministries and agencies of duties under the freedom of information law• Improve ability of the Government of Liberia and CSOs to jointly identify and overcome freedom of information challenges.		
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