**Kofi Annan International Peacekeeping Training Centre (KAIPTC)**

**United Nations Development Programme (UNDP)**

**CONFLICT MANAGEMENT PROGRAMME (CMP) - KAIPTC**

**Project: Strengthening Policing and Arms Control Capacities of the Government of Liberia post United Nations Mission in Liberia (UNMIL) drawdown**

**Project duration: 1st April 2016 to 31 March 2017**

**PROJECT DOCUMENT**

**January 2016**

**Partners and Collaborators:** UNDP, KAIPTC and Government of Japan with Liberia National Police (LNP), Liberia National Commission for Small Arms (LiNCSA), Ministry of Justice and National Security Secretariat in Liberia as national collaborators.

**Brief Description**

The United Nations Mission in Liberia (UNMIL) will downsize its presence in Liberia by June 2016. Consequently, the government of Liberia has drawn up a transitional plan outlining measures that would ensure Liberia’s ability to fill any potential gaps created by the absence of UNMIL. The transitional plan proposes reforms in a range of sectors including: security and policing and small arms control. The Government of Liberia’s ability to contain challenges posed by UNMIL’s drawdown is premised on the pursuit of interventions that enhance operational competencies of the security agencies in Liberia.

This project seeks to contribute to the wider international efforts aimed at positioning Liberia to better respond to potential security challenges that may arise following UNMIL’s drawdown.

The project focuses on capacity building in three thematic areas: (a) Policing; (b) Small Arms control; and (c) enhancing competencies of County Security Council members through a staged process.

Stage 1 shall entail the production of knowledge products during which: one research-based assessment on capacity development needs for senior police officers; one national small arms baseline survey; and a review of existing documents meant for training County Security Council members shall be produced. The assessment on policing shall be used to develop a training curriculum for training senior police officers of the LNP. The small arms baseline survey shall be used in multiple contexts – i.e. it will be used to develop guidelines for setting up an arms database management system for the Liberia National Commission for Small Arms (LiNCSA). The above guidelines shall be used for training the national and decentralized units of LiNCSA. Additionally, the small arms baseline survey report shall guide subsequent interventions on small arms by national and international actors.

Stage 2 shall entail training of 490 personnel from the Liberian security sector using the curriculum, guidelines and manuals mentioned above and in collaboration with the LNP, LiNCSA, Justice Ministry and the National Security Secretariat of Liberia.

This direct intervention shall enhance the ability of the above-mentioned national security agencies to continue to implement their own targeted capacity development programmes beyond the lifespan of this project. This way, the Project seeks to contribute to the enhancement of security in Liberia post the UNMIL drawdown. Finally, the Project proses to utilize West African and Japanese expertise during implementation.

**Project number:**

**Summary of Project Cost and Financing (USD)**

**TOTAL BUDGET: $700,000.00**

**Allocated Resources: $700,000.00**

**Total Funding**: $500,000.00

**Unfunded Budget: none**

Atlas Award:

Project:

**Project title:** Strengthening Policing and Arms Control Capacities of the Government of Liberia to respond to post United Nations Mission in Liberia (UNMIL) drawdown

**Estimated start date:** 1st April 2016

**Estimated end date:** 31st March 2017

**Management arrangement: National Execution (NEX)**

**Project site:** Accra, Ghana and Liberia

**Participating country:** Republic of Liberia

**Project approved by PAC**:

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| **On behalf of:** | **Name/Title** | **Date** | **Signature** |
| **Government of Japan** |  |  |  |
| **KAIPTC** |  |  |  |
| **UNDP, Liberia** |  |  |  |

**Part 1: Introduction and Situation Analysis:** Liberia’s civil war which started in 1989 destroyed infrastructure and institutions and ended in 2003 through a Comprehensive Peace Accord which installed a transitional government. Political stability has since been guaranteed by a strong international security presence led by the United Nations Mission in Liberia (UNMIL) and other international actors. In the last two years, the UN has been implementing a phased drawdown of UNMIL, which entails transfer of certain key security responsibilities to the Government of Liberia. .

In line with the above, the Government of Liberia developed its own transition plan to contain any challenge that a reduced UN peace support presence in that country could pose. The transition plan is inclusive of a deliverable benchmarks to which this proposal seeks to contribute. In accordance with the priority of the transition plan this Project among other benchmarks focuses on (a) capacity development of senior police officers, (b) small arms control (particularly, arms database management –i.e. benchmarks 3, 5.4, 5.9 and 8.7and (c) training of members of County Security Councils who manage local security at the County and district levels (i.e. benchmarks 3, 5 and 8)

This support by Japan to the KAIPTC through the UNDP, stands to make maximum impact by focusing on the set of activities identified below.

**Part2: Project description**

This Project is conceived in three (3) sections as elaborated below:

**Section I: Capacity Development for senior police officers**

1. The Project shall conduct a research-based assessment on capacity development needs for senior police officers. The documents produced through the assessment should indicate issues about doctrine and mandate, gender and human rights, operational focus and types of capacity required for senior officers. Additionally, the assessment shall review existing literature including the nature and content of existing training packages together with interviews with the leadership of the LNP and leaders of other security sector actors;
2. The above assessment report, shall be used to develop a curriculum for the Liberia Police Academy for training senior police officers subsequently; and
3. The Project shall use the above curriculum to train 15 trainers on how to train and also, train 120 senior police officers in areas such as enhanced management and leadership skills; enhanced capacity for administrative and logistical management, investigation and intelligence gathering, inter-agency cooperation and coordination, local cultures as well as familiarity with the security sector legal and policy framework of Liberia.
4. While the aforementioned curriculum will be under development the Project will provide trainings in accordance with the needs and requests of LNP.
5. **Section 2: Small Arms:** The illicit proliferation of small arms and light weapons is a critical issue in Liberia in terms of maintaining security, particularly, after the Liberian security agencies will be taking over from UNMIL. As a first step, a small arms baseline survey is highly required by Liberian security agencies in order to understand the actual circumstances of small arms in that country.
6. In light of the above, the Project shall conduct a national small arms baseline survey looking at issues such as context, capacity, distribution, perception and attitudes towards small arms in Liberia. The project will dispatch about 45-60 volunteers (working in pairs of 2-3 per county and 15 supervisors) around the country for gathering data based on a questionnaire that KAIPTC will prepare.
7. The Project shall use the small arms baseline report to develop guidelines for a national arms database management system for utilization by LiNCSA. The guidelines shall address issues about architecture of national arms database management system and the associated registers to be kept by LiNCSA, the role of the database in assisting with crime control investigations, coordination with other security sector agencies mandated to bear arms, the critical roles of customs and the police in the overall arms importation and distribution processes, marking of weapons and stockpile management best practices, reporting on the implementation of the ECOWAS Convention on Small Arms and the UN arms register and so on. The guidelines shall be validated for national ownership and a validation report shall be produced; and
8. The above guidelines shall be used for training 30 national and decentralized units of LiNCSA. Additionally, the guide shall be used to train 60 personnel of the other security sector agencies such as the police, immigration, customs, drug law enforcement and the military, in stockpile management in the context of the national laws of Liberia, the ECOWAS Convention on Small Arms and other international best practices.

**Section 3:** Enhancing of County Security Councils

1. Liberia has established five (5) County Security Councils (CSC) out of the 15 Counties so far. The Transition plan notes that these 5 CSCs have not been functioning with the desired level of effectiveness due to lack of training and other capacities.
2. The Project shall review the existing training manual to enhance the capacity of 250 County Security Council members. For example, the training packages envisaged for the County Security Councils shall include topics such as prioritization of security issues, early warning, preventing and or combatting security threats including disaster management initiatives, relationship between County and national security among many other issues.
3. Actors performing similar responsibilities in other ECOWAS countries such as Sierra Leone and Ghana, shall be invited to share their experiences with their Liberian counterparts as part of the training.

**Part 3: Management Arrangements**

The Project will be implemented by UNDP Liberia, utilizing the Direct Implementation (DIM) modality, in consultation with its Implementing partners.

Based on micro-assessment and capacity assessment undertaken by UNDP Ghana and Local Project Appraisal Committee meeting endorsement of KAIPTC as partner in the delivery of Security Sector Reform activities, UNDP Liberia will enter into contract [[1]](#footnote-1) with KAIPTC for delivering project activities. KAIPTC will work closely with UNDP throughout the Project to ensure the timely delivery of expected Project Outputs. KAIPTC will be paid based on deliverables as per milestone set forth in the contract between KAIPTC and UNDP. In view of the global level cooperation between the Government of Japan and UNDP through which this project is derived, resources of the project shall be disbursed according to UNDP regulations underlined by an evidence-based bilateral relations between KAIPTC and UNDP -Liberia.

**Part 5: Framework for sustainable management developed for implementation**

1. The KAIPTC shall engage three (3) full time personnel to implement this project in addition to other administrative assistance. KAIPTC shall also provide other services relating to communication and advocacy, logistical support, reporting and stakeholder engagement towards the implementation of the project;
2. Project assurance – In addition to the reports mentioned above, the UNDP shall conduct a financial audit of the financial accounts of the KAIPTC in relation to the implementation of the project.
3. A Steering Committee composed of, at least, a member from KAIPTC, UNDP Liberia, and the Embassy of Japan in Ghana will have a meeting on a quarterly basis to ensure progress of the project as well as providing guidance and direction to the project implementation process according to an established detailed timeframe.
4. **Sustainability:** The research-based outputs of the Project including the training manuals shall enable the collaborative agencies to continue to train more security sector personnel beyond the life span of the Project.

**Part 6: Reporting, Monitoring and Evaluation**

* KAIPTC shall prepare interim narrative reports and submit to the UNDP. The UNDP will be responsible for reporting to the Government of Japan on the implementation of the project by submitting final narrative and financial reports to the Government. Additionally, the project shall produce a final independent summation evaluation report to the UNDP for submission to the Government of Japan. The evaluation report shall recommend the next steps for the project.
* If there is a necessity to change the content or the project, KAIPTC shall consult with UNDP and the Embassy of Japan in Ghana in advance.

**Part 7: Communication, Publication and Publicity**

The project will take all appropriate measures to publicize the initiatives by the Japan/UNDP partnership in supporting the activities of KAIPTC. All communications relating to the project in website, information given to the press and project beneficiaries, all related publicity materials, official notices reports and publications, shall acknowledge that the project was carried out with funding from the Government of Japan, and shall display the logos of Japan and UNDP.

The project will also organize a launch event upon commencement of implementation of the project in order to publicize the role of Japan and the UNDP in supporting regional peacekeeping efforts.

**Part 8: Risk Management**

Some of the anticipated project risks are:

* A relapse of the Ebola pandemic could affect travel to Liberia and that could require adjustments to the implementation schedule. However, Liberia has undertaken a thorough awareness campaign and developed a high level of national consciousness which reflects in preventive health practices. This makes the above risk less likely to occur.
* Delays in the release of project funds could undermine achievement of set targets. However, the KAIPTC will conduct stakeholders’ consultations ahead of implementation for national ownership.

**Part 9: Beneficiaries**

Direct: The direct beneficiaries of the project are 490 security sector personnel in Liberia and a further 30 regional and Japanese experts who shall assist in the design of the courses on policing and also, arms database management.

Indirect: The indirect beneficiaries are the security sectors and the people of the Republic of Liberia who shall benefit through enhanced security conditions which is a basis for further economic and developmental activities.

**Part10: Budget:** The project budget of USD$700,000.00 from the Government of Japan. For any fund balances at the end of the project, the country office shall consult with the Government of Japan on its use.

**Part 11: Results Framework**

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| **Project Title**: Strengthening Policing and Arms Control Capacities of the Government of Liberia for Meeting Operational Challenges post United Nations Mission in Liberia (UNMIL) drawdown  Project Number: | | | |
| **Intended Outcome:**  Policing, small arms control and local security in Liberia enhanced after the exit of UNMIL.  **Outcome Indicator:** Operational capacity for policing, small arms control and local security services in Liberia improved | | | |
| **Intended Output** | **Activities** | **Means of Verification** | **Estimated Cost (US$)** |
| **Output 1:** An **a**ssessment of the framework for training senior police officers in Liberia conducted and results used to train senior officers of LNP  **Baseline:** Some broader reports on the security sector exist as well as a draft bill on the Police & there are several training packages with different emphasis, offered by several international actors to the LNP.  **Indicator:** Assessment report and a training curriculum produced for use by the Liberian Police Academy  **Target:** Training curriculum validated and used for training 135 senior police officers | Develop terms of reference for assessment; gather primary and secondary data; produce assessment report; produce curriculum for training senior police officers in Liberia; conduct 4 (one-week) training sessions for 120 senior police officers in Liberia; Conduct a one-week ToT workshop for 15 senior police officers | * Assessment terms of reference * Training curriculum * Trainer of trainers’ course report * Course reports | **178,740.00**  One assessment report on senior police capacity development training needs in Liberia (19,236.00)  one curricular for LNP Academy: $9,750.00;  Course design for senior police officers 14,754.00  4 capacity development sessions for 120 senior police officers on policing: 4x30,000.00 =120,000.00;  one training-of-trainer workshop for 15 supervisors (15,000x1=15,000.00) |
| **Output 2**: A national small arms baseline survey on Liberia conducted and report used to develop related institutional and capacity development tools for LiNCSA  **Baseline:** No national baseline data on small arms control in Liberia  **Indicator:** A national small arms baseline survey report produced and used for key arms control interventions in Liberia  **Target:** Tools for establishing a national arms database system produced and 90 security sector personnel become knowledgeable about the database and issues about stockpile management | Produce a concept for small arms survey process; Consult with national stakeholders for consensus on survey concept; Develop survey questionnaire and code the questions; Conduct desk review; Interview informed respondents; Hire 40-60 questionnaire administrators and supervisors; Train questionnaire administrators; Gather field data and analyze responses using SPSS software; Produce baseline report; Produce arms database guidelines; Validate arms database guidelines; Conduct one week training for 30 LiNCA officials; Conduct 2 (2-weeks) stockpile management training courses for 60 security sector agency personnel | * Concept note for small arms baseline survey * Baseline survey report * Arms database management guidelines * Arms database training report * Stockpile management training report | **164,010.00**  Baseline survey executed by 30-45 volunteers (47,236.60); Facilitation for design of arms database (activities a-d = 15,000.00 – includes flight and DSA for 2 technical officers + ground transport + meetings & meeting venue)  One validation workshop for database design concept (10,000.00)  One course design sessions (14,754.00) flights + consultancy fees + venue + accommodation with 15 experts each  One capacity development session for 30 arms data collection personnel in the Counties in Liberia (25,000x1=25,000.00)  2 capacity development sessions for 60 security sector agency personnel on stockpile management in Monrovia (26,009.70x2=52,019.40) |
| **Output 3**: A manual for training County Security Council members in Liberia developed and used for training Council members.  **Baseline:** some manuals exist  **Indicators:** Number of members of CSCs knowledgeable about the work of the Councils.  **Target:** A manual for training CSC members developed & 250 members trained with the manual | Review and assessment of existing manual  Organize 5 experience- sharing workshops for 250 sub-regional participants | * Concept note for experience- sharing training workshops * Training manual * Workshop reports | **156,250.00**  5 South-South Dialogues training seminars for 250 County Security Council members (31,250.00x5 = 156,250.00) [flights, feeding, venue, interpretation, stationery, consultancy fees |
| **Output 4**: Framework for transparent and sustainable management of Project developed  **Baseline:** No specific management arrangements exist for the Project  **Indicator:** M&E, Staffing, management structures, logistics, communication and reporting tools developed and utilized  **Target:** Project implementation benefits from best practice | Develop and implement Monitoring and Evaluation plan | * Quarterly reports * Independent summation evaluation report | **15,000.00**   * Independent summation evaluation report (15,000.00) |
| Constitute a Project Steering Committee;  KAIPTC supported to provide 3 staff, office maintenance support including laptops, stationery and other office supplies;  Utilize communication, advocacy and reporting tools that enhance visibility of project stakeholders; and  Undertake policy engagement with Japan and other partners | * Staffing documents * Report on prior consultations in Monrovia * Project lunch report * Project assets register * Project activity reports | **125,000.00**   * Project Manager (3500x12=42,000.00) * 2 project officers (2500x2x12=60,000) * Project launch (10,000.00) * Logistics; communication and advocacy including staffing, dialogue with Japanese officials (8,000.00) * Meetings of Steering Committee [flight and DSA] (5000) |
| Process and financial audit conducted | * Audit report | **5,000.00** |
| SUB-TOTAL |  |  | **644,000.00** |
| UNDP support costs (8 %).represents l General Management Support and Administrative charges(GSA) normally paid to UNDP as management fees | | | **56,000.00** |
| **TOTAL** | | | **700,000.00** |

1. Following UNDP Procurement … [↑](#footnote-ref-1)