

SIGNATURE PAGE

LIBERIA

UNDAF Outcome(s)/Indicator(s):
(Link to UNDAF outcome., If no UNDAF, leave blank)

Theme 1 Conflict Resolution, Peace Building and Relief

Expected Outcome(s)/Indicator (s):
(CP outcomes linked to the SRF/MYFF goal and service line)

Enhanced Security Environment for National Cohesion
G5-SGN2-SASN2

Expected Output(s)/Indicator(s):
(CP outcomes linked to the SRF/MYFF goal and service line)

Ex-Combatants Demobilized and & Reintegrated
G5-SGN2-SASN2

Implementing partner:
(designated institution/Executing agency)

UNDP

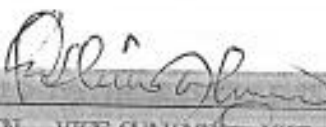
Other Partners:

UNMIL, NCDDRR, UN Agencies and NGOs


Programme Period: 2003 to 2005
 Programme Component: _____
 Project Title: Liberia Disarmament, Demobilization, Rehabilitation, and Reintegration Programme
 Project ID: _____
 Project Duration: 2004 to 2006
 Management Arrangement: Direct Execution (DEX)

Budget	US\$ 53,841,909
General Management Support Fee	US\$ 1,615,257
Total budget:	US\$ 55,457,166
Allocated resources:	US\$
• Government	US\$ NIL
• Regular	US\$ NIL
• Other:	
◦ Swedish	US\$ 527,009
◦ EC	US\$ 5,161,692
◦ US Government	US\$ 2,900,000
◦ U. K.	US\$ 1,865,372
◦ Norway	US\$ 185,476
◦ Netherlands	US\$ 262,500
◦ Switzerland	US\$ 797,063
◦ DADU (CBR)	US\$ 350,000
• In kind contributions	US\$ NIL
• Unfunded budget:	US\$ 43,408,054

Agreed by: _____


H.E. WESLEY M. JOHNSON - VICE CHAIRMAN - NICE

Agreed by UNDP: _____


MR. ABU MOUSA - RESIDENT REPRESENTATIVE

NATIONAL TRANSITION GOVERNMENT OF LIBERIA

UNITED NATIONS DEVELOPMENT PROGRAMME

Liberia Disarmament, Demobilization, Rehabilitation, and Reintegration Programme

Brief Description:

The *overarching objective* of the LDDRRP is the consolidation of peace through comprehensive disarmament, demobilisation and sustainable reintegration of all ex-combatants into civilian society. It is therefore hoped that the programme will enable ex-combatants to contribute to national development and reconciliation in Liberia instead of posing a threat to peace and stability.

The *immediate objective* is to consolidate national security as a precondition to facilitating humanitarian assistance, restoration of civil authority, promotion of economic growth and development. Only a co-ordinated and well-structured programme for disarmament, demobilisation, rehabilitation and reintegration will assist the government in achieving these objectives.

March 2004

I. SITUATION ANALYSIS

Background

Liberia enjoyed relative stability and modest progress until the decade of the 1980's when a combination of wrong policy choices, and later the outbreak of full scale civil war in 1989, ruined the economy and completely reversed the course of socio-economic development. The cessation of hostilities and subsequent elections in 1997 ushered in unprecedented enthusiasm and fresh hopes that the country was on its way to making sustained strides in the rehabilitation and recovery of its socio-economic infrastructure and the resumption of growth and development.

However the elections of 1997 did not bring the anticipated growth and prosperity. Barely two years following the elections, due to renewed insurgencies by the rebels, the incipient peace broke down. This is conflict, which initially started in the northwest, later engulfed 12 of the 15 counties of Liberia and resulted in a complete halt of development activities and the reversal of political and economic prospects. Economic growth remains sluggish averaging less than 50% of its pre-war GDP level; unemployment rate in the formal sector has risen up to 85% of the total about labour force of about one million people. National debt recorded at approximately US\$ 3.0. Billion remains above sustainable thresholds. Poverty levels continue to rise at 76.2% and 52% in absolute and extreme poverty terms respectively.

Liberia remains amongst the most food insecure countries in the West African sub region, with 27% of the children under five years old undernourished. Life expectancy is recorded at 47.7 years, maternal mortality is estimated at 578/100,000; child mortality, 194/1000 live births; infant mortality, 117/1000; access to health services is about 40%; HIV/AIDS prevalence is 8.2% with an upward trend; adult literacy rate of 37% compared to 58% for sub-Saharan Africa. Liberia's human development index (HDI), was recorded as 0.276 (1999, HDR) and it did not appear in the rankings in the 2002 estimates.

The country has also lost substantial institutional capacity in terms of manpower and the socio-economic infrastructure needed to support nation building. Public and private sector institutions have been unable to effectively utilize and retain available human capacity, while the systems required for efficiency, effectiveness and transparency are completely absent.

In essence, the unfavourable political climate, prevalent insecurity, and failure to create an enabling environment for growth and development, resulted in the renewed insurgencies, which culminated into intense war between the government and the rebels in 2003. However, increased regional and international initiatives led by ECOWAS, resulted in a brokered peace agreement and the impending ascension of a transitional national government in Liberia. This offers an unprecedented opportunity to lay a solid foundation for growth, recovery and sustainable development through the comprehensive disarmament, demobilisation and reintegration of ex-combatants of the various fighting groups. Article VI of the peace agreement provides the framework for the DDRR programme as one of the major instruments for consolidating peace and security in the country's effort to make transition from war to peace.

In the context of making transition from war to peace and consistent with the relevant provisions of the Accra peace agreement, the government of Liberia and the parties to the conflict to the conflict agreed to complete the disarmament, demobilisation and reintegration of an estimated 38,000 combatants of the:

- (i) Armed Forces of Liberia and affiliate paramilitary groups (AFL);
- (ii) Liberian United for Reconciliation and Democracy (LURD); and

- (iii) Movement for Democracy (MODEL); and
- (iv) other paramilitary groups and militia engaged in the civil conflict in Liberia.

Security and regional dimension

The DDRP has been conceived and designed against the background of a fragile peace and ceasefire agreement that has been marked by continued skirmishes in various parts of the country. It has also been conceived in the context of the slowly evolving institutions of the National Transitional Government.

The current security situation calls for concerted measures and efforts to consolidate the peace process through the promotion of lasting disarmament, demobilisation and reintegration of ex-combatants. Aggravating this challenge is the mix of a complex interaction of regional and domestic forces, which may derail the peace process in the absence of a broad regional framework for security as well as internally driven measures for community stabilisation. Although the incentive for peace remains greater than the gains of war, it is evident that the DDRP cannot serve as a substitute for political resolution of the conflict.

The programme comes at a critical moment in the transition from war to peace in the country. On the one hand, the peace agreement has been signed but urgent impetus is needed to bridge the gap between the installation of NTGL and the deployment of full UN mission - as well as the commencement of major initiatives under the peace process.

Previous DDR Experience

The programme also comes on the heels of the incoherent and unsuccessful past experiences on DDR in the country and therefore must be implemented in a transparent manner to provide a conducive security environment as well as to ensure lasting peace in the country.

Nation-building and Security

The parties recognised that the demobilisation and reintegration of ex-combatants is an integral part of the national peace-building process and restoration of national security – which, in turn, are pre-conditions for sustainable national recovery and economic growth. Therefore linking short-term security objectives with medium and long-term developmental objectives is an important dimension of comprehensive national recovery effort. Although the process of disarmament, demobilisation and reintegration of ex-combatants comes at a high financial cost, there is an increased realisation on the part of the government and the international community that the long-term security gains far outweigh the short-term financial risk. Furthermore, vulnerable groups such as women, disabled and child combatants constitute significant members of the fighting force and therefore will require special reintegration support upon demobilisation.

II. STRATEGY

Programme objectives

The *overarching objective* of the DRRP is the consolidation of peace through comprehensive disarmament, demobilisation and sustainable reintegration of all ex-combatants into civilian society. It is therefore hoped that the programme will enable ex-combatants to contribute to national development and reconciliation in Liberia instead of posing a threat to peace and stability.

The *immediate objective* is to consolidate national security as a precondition to facilitating humanitarian assistance, restoration of civil authority, promotion of economic growth and development. Only a co-ordinated and well-structured programme for disarmament, demobilisation, rehabilitation and reintegration will assist the government in achieving these objectives.

Target groups

The DRRP exercise will demobilise and reintegrate a currently estimated 38,000¹ combatants from the following groups:

- (i) Armed Forces of Liberia (AFL);
- (ii) Liberians United for Reconciliation and Democracy (LURD);
- (iii) Movement for Democracy (MODEL); and
- (iv) Para military groups and other militias.

Among these 38,000 are a number of especially vulnerable combatants such as children, women and disabled. The estimates are based on preliminary information from the LURD, MODEL, AFL and UNMIL and will regularly be reviewed during implementation. Furthermore, the programme will cover an as yet unknown number of combatants (estimated at 3,000) who may return from neighbouring countries in the future - either in an uncoordinated fashion or as part of a regional security framework.

Eligibility criteria and weapons collection incentives

Eligibility for the DRRP programme will be key and, in order to be accepted for participation in the programme, every combatant must:

1. Demonstrate participation as an adult combatant member of one of the above fighting forces at the time of the signature of the Accra Peace agreement;
or
2. Be an underage combatant, accompanying minor, unaccompanied minor, or any other participant under the age of 18 or female, presenting with any of the above-mentioned groups;
or
3. Present acceptable proof of participation in the armed conflict as a member of at least one of the above mentioned groups which includes:
 - a. A weapon presented by each combatant;
or

- b. A group comprised of up to five combatants with a group weapon.

In order to create incentives for weapons collection, greater and priority access would be given to groups or individuals with high weapon to man ratio. Those who turned in more weapons would be given priority access to reintegration under the programme. By linking voluntary arms turn-in to *priority access* to reintegration support, it is possible to simultaneously use the existing benefits package as an incentive for effective disarmament, while avoiding the *monetization* of weapons that comes from traditional arms buy-back programs, with its attendant negative consequences. This implies that it is necessary to assure a clear and operational linkage between disarmament and reintegration support, for best results in terms of arms collection².

Note that the final policy decisions regarding eligibility for the DDRR programme will be made by the National Commission on Disarmament, Demobilisation, Rehabilitation and Reintegration (NCDDRR) once it has been constituted. A certain degree of flexibility may be required to accommodate peripheral or marginal target groups while protecting the credibility of the programme.

Expected Profile of Target Population

There is currently no socio-economic profile of the target group. However, the broad conclusion can be drawn from the profile of fighting forces in other post conflict countries in Africa which point to a target population with:

- (i) A low educational background;
- (ii) An average age of 27 years;
- (iii) Strong family dependents; and
- (iv) Mostly of rural or semi-urban background.

This profile is more evident given the uncontrolled recruitment that characterised enrolment into the fighting forces. Consequently the NCDDRR will undertake a proper review of this profile during the demobilisation process.

Qualitative data from interviews and focus group discussions suggest all the ex-combatants are younger, have less education and fewer marketable skills. Though economic development may be more difficult for young fighters, they all face a tremendous challenge regarding economic and social reintegration. This will require designing programme assistance closely to their specific needs.

The initial preparatory phase (as well as demobilisation process) will be used to generate a qualitative profile of the fighting forces, which the JIU will utilise to anticipate and plan the reintegration needs of the ex-combatants.

In addition, this profile alongside with strict entry requirement for the planned new army implies that very few may qualify for enrolment and as a result will require reintegration assistance as an alternative option.

Guiding principles and policy commitments

² A weapon collection registration form needs to be developed urgently, so that all weapons decommissioning

The disarmament, demobilisation and reintegration programme is based on a number of specific principles that will become part of the agreement between the NTGL and donors. These principles include, but are not necessarily limited to, the following:

- (i) *A complementary military restructuring plan.* Simultaneous to the DDRP, Government undertakes to provide a comprehensive plan for the restructuring of the national military in Liberia. This plan will include the size of the force, a plan for rigorous accounting of the military budget, and clear criteria for hiring into the new army;
- (ii) *Beneficiary involvement and participation.* Government is committed to ensure the participation of all parties to the conflict as well as the inclusion of beneficiaries from all sides in the formulation and implementation of the programme.
- (iii) *Transparent processing of the target groups and a consistency in the application of criteria.* The government is committed to and will respect the principle of transparency and equitable treatment of all fighting groups during the DDR process.
- (iv) *Sensitisation and a nation-wide reconciliation campaign.* Prior to demobilisation, Government will undertake a well-planned sensitisation and nation-wide reconciliation campaign to educate the general public about the programme and the role of ex-combatants in a post-conflict society - as well as promote reconciliation process;
- (v) *No retroactive demobilisation.* Only ex-combatants demobilised under the programme will be eligible for support in accordance with the criteria and conditions specified. There will be no retroactive demobilisation of any group. This is required to avert wrong population target from entering the programme. Programme credibility remains essential concern of donors.
- (vi) *Need-driven assistance.* Reintegration assistance will be based on ex-combatants' needs and will take into account their skills and aspirations for productive civilian life;
- (vii) *Community-based support.* Reinsertion and reintegration assistance will largely be provided in war-affected communities; therefore reintegration assistance will be community-based to the greatest extent possible. Recognising the potential security risk associated with ex-combatants and the different socio-economic profile of this target group, Government views ex-combatants as a high-risk group whose adjustment to civilian life must be assured with targeted interventions and be monitored carefully. However services will be delivered using community service delivery capability or structures. The apprenticeship outlets will be community members; the vocational training instructors will be drawn from the communities. The net impact is that every dollar invested in the reintegration of ex-combatants, 40% will be direct benefit to the community in addition to investment in social and physical infrastructure rehabilitation. Measures for community reconciliation will reflect large doses of community participation and involvement through the use of traditional organs of leadership and network of social groups such as the age groups and cultural societies.
- (viii) *Co-ordination and partnerships.* The successful implementation of the programme will depend on sound framework of partnership and co-ordination with various agencies as well as relevant political and security actors especially those involved in the crafting and implementation of the peace of the agreement. The Technical Co-ordination Committee and the Project Approval Committee as well as the NCDDRR Policy Committee are some of the mechanisms established to enhance co-ordination and partnership
- (ix) *Link to wider framework of the reconstruction and recovery effort.* Reintegration assistance for ex-combatants will be co-ordinated very closely with Government's

context of national recovery effort. This will include measures for the restoration of civil authorities and governance structures, resettlement and voluntary repatriation of IDPs and the refugees respectively and the reintegration of war affected population targets within the framework of the 4Rs process being developed by the UNDP and the UNHCR as well as other agencies.

- (x) *Regional Sensitivity.* The implementation of the programme will respond and provide for mechanism to address the regional implication of the conflict by exploring the options for a regional framework to repatriate foreign nationals who are involved in the conflict. In this regard the UNDP Mano River initiatives provides possible strategic framework to address this issue within the framework of the regional co-operation. In addition from an operational perspective, the International Committee of the Red Cross in close collaboration with the UNHCR will need to be contacted to assist in the repatriation of such categories of ex-combatants including those who moved across national boundaries in search of refuge. The success factors for any regional initiative are the existence of common legislative framework, the development of country specific programme support for the target population and deployment of enforcement capability to avert recycling of ex-combatants and the establishment of a centralised database to facilitate information ex-change.
- (xi) *Rural bias in support of reintegration.* The programme would encourage resettlement to rural communities in preference to urban settlement through the provision of permanent rural shelter support for those ex-combatants who would opt for agriculture and food production. The assistance would also include rehabilitation of social facilities in the preferred community of settlement.

The commitment of the programme to the above listed specific principles is firm and will form the basis for the collaboration of the NCDDRR with all agencies and donors. It is further understood that this commitment is shared by all parties and will be reflected in the continuation of smooth co-operation between the Government, UNMIL, UN agencies and donor organisations.

Assumptions

The success of the DDRR programme and the attainment of its overall objective are rooted in the following assumptions:

- (i) A Government driven process of post conflict reconciliation is developed and pursued to shape and define the framework for post conflict rehabilitation and reintegration measures;
- (ii) The establishment of a National Transitional Government to run the affairs of the country up until 2006 when a democratically elected government will be instituted;
- (iii) Comprehensive measures to stem and control the influx and possible recycling of weapons by all fighting groups and their regional network of contacts are put in place;
- (iv) The process of disbandment of irregular forces and restructuring of the Liberian security forces is instituted and initiated;
- (v) A comprehensive national recovery programme as well as programme for community reconstruction, rehabilitation and reintegration is concurrently developed and implemented by the government, the UNDP and other UN agencies as a strategy of pre-positioning and providing assistance to all war-affected communities, refugees and IDPs. This programme will provide the critical drive and broader framework for the post-war recovery effort.

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- (vi) Other complementary political provisions in the peace agreement are initiated and implemented in support of the overall peace process.
 - (vii) A complementary community arms collection programme supported with legislative process outlawing the possession of arms in Liberia would be instituted and enforced following the completion of formal disarmament process.

RESULTS FRAMEWORK

RESULTS FRAMEWORK – LOGICAL FRAMEWORK

Intended Outcome: Consolidation of peace, national security, reconciliation and development through the disarmament, demobilisation and reintegration of ex-combatants into civil society in support of the implementation of Chapter VI of the signed Peace Agreement for Liberia implemented

Outcome Indicators:

Strategic Area of Support: Crisis Prevention and Post-Conflict Recovery

Partnership strategy: Under the guidance of UNMIL, UNDP will partner with relevant agencies through the JIU, NCDDRR, and implementing partners

Project title: Liberia Disarmament, Demobilization, Rehabilitation, and Reintegration Programme

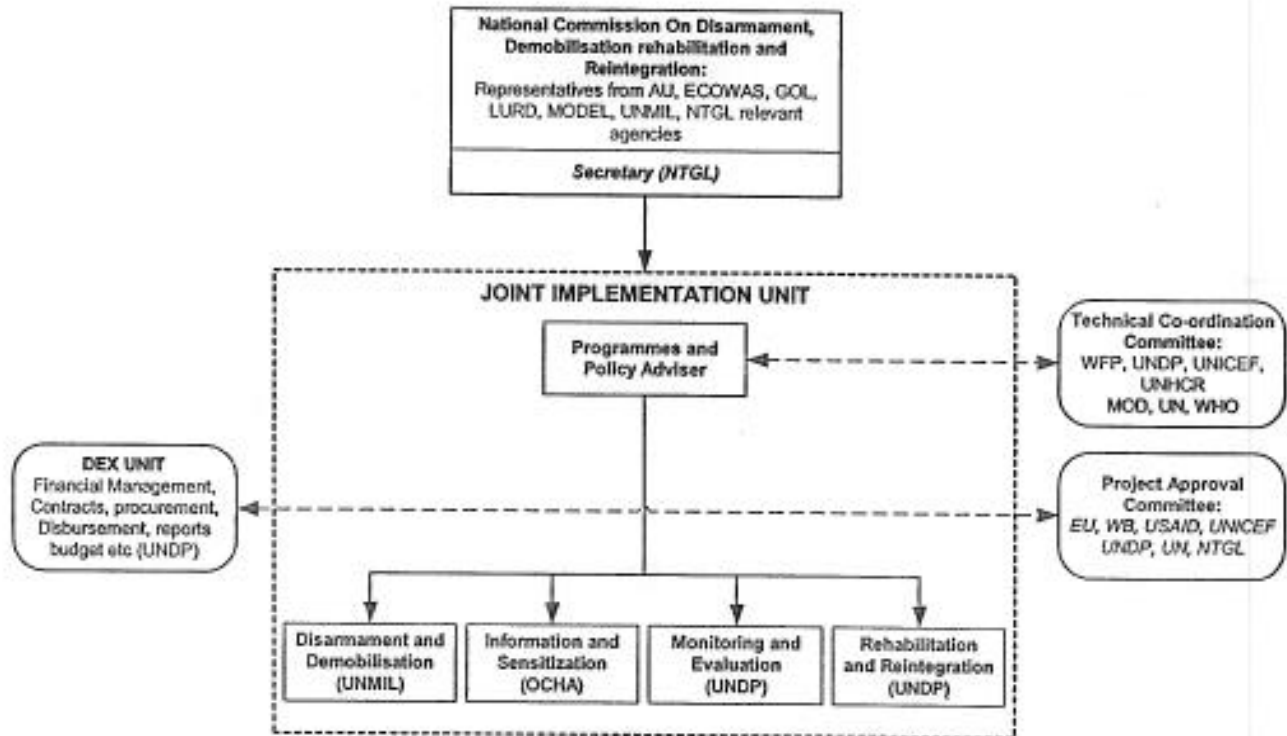
Intended Outputs	Indicative Activities	Inputs
<p>Support the implementation of the NDDRRP</p> <ul style="list-style-type: none"> • Combatants are disarmed and weapons are disposed 	<ul style="list-style-type: none"> • Carry out a national information and sensitisation campaign • Combatants hand their weapons in at cantonments for storage and subsequent disposal • Collect, disable, store and destroy all weapons and munitions handed in • Register, verify and report on the equipment disposal process 	<ul style="list-style-type: none"> • UNDP DDR policy advisor • UNDP UNV programme officer • Secretariat support including equipment • Participation of other agencies
<ul style="list-style-type: none"> • Combatants are registered and verified for participation in the DDDRRP 	<ul style="list-style-type: none"> • Register and certify the eligibility of participants for the programme • Issue eligible participants with personal identification card • Collect socio-economic data as part of the registration process • Undertake medical checks • Select out vulnerable groups for tailored programmes and separate cantonment 	<ul style="list-style-type: none"> • UNDP MIS Consultant • MIS software • Photo equipment
<ul style="list-style-type: none"> • Ex-combatants return to their areas of choice and are provided with a means for 	<ul style="list-style-type: none"> • Provide ex-combatants with temporary lodging, food and medical services • Provide ex-combatants with pre-discharge orientation 	<ul style="list-style-type: none"> • Safety net allowances • Food • Medical services,

<p>mediate subsistence</p>	<p>services</p> <ul style="list-style-type: none"> • Provide ex-combatants with part of reinsertion safety net allowance • Promote measures at the communities with a mix of ex-combatants and community members 	<ul style="list-style-type: none"> • Including drugs • Public information cost
<p>Ex-combatants are received into and contribute to the development of their communities</p>	<ul style="list-style-type: none"> • Initiate measures of reconciliation with the participation of ex-combatants and community members. • Promote ceremonial and traditional rites activities in support of reconciliation and acceptance • Promote measures at the communities with a mix of ex-combatants and community members • Promote traditional mechanisms for dispute resolution 	<ul style="list-style-type: none"> • Sub-contracts with implementing partners
<p>Ex-combatants are able to engage in economic activities</p>	<ul style="list-style-type: none"> • Ex-combatants are provided with opportunities to access market related basic skills training • Ex-combatants are provided with opportunities to access apprenticeship schemes • Ex-combatants are provided with opportunities to access further education • Ex-combatants are provided with opportunities to access credit/grants and skills for micro-business development • Ex-combatants are provided with opportunities to access opportunities in public and community based development projects • Vulnerable groupings are provided with opportunities to access tailored programmes for economic participation 	<ul style="list-style-type: none"> • Vocational training basic needs procurement • Sub-contracts with implementing partners • Seed money for credit/grants

Date	Description	Debit	Credit	Balance
1890				
Jan 1	Balance			100.00
Jan 15	Wages	50.00		50.00
Jan 30	Expenses	25.00		25.00
Feb 15	Income		75.00	100.00
Mar 1	Balance			100.00
Mar 15	Wages	40.00		60.00
Mar 30	Expenses	20.00		40.00
Apr 15	Income		60.00	100.00
Apr 30	Balance			100.00
May 15	Wages	50.00		50.00
May 30	Expenses	30.00		20.00
Jun 15	Income		80.00	100.00
Jun 30	Balance			100.00
Jul 15	Wages	45.00		55.00
Jul 30	Expenses	25.00		30.00
Aug 15	Income		70.00	100.00
Aug 30	Balance			100.00
Sep 15	Wages	55.00		45.00
Sep 30	Expenses	35.00		10.00
Oct 15	Income		90.00	100.00
Oct 30	Balance			100.00
Nov 15	Wages	48.00		52.00
Nov 30	Expenses	28.00		24.00
Dec 15	Income		76.00	100.00
Dec 30	Balance			100.00
Total		600.00	600.00	

III. MANAGEMENT ARRANGEMENTS

Institutional arrangements



The National Commission

The programme will be implemented under the guidance and supervision of the National Commission on Disarmament, Demobilisation, Rehabilitation and Reintegration (NCDDRR), a temporary institution established by the peace agreement August 2003. The NCDDRR will be comprised of representatives from relevant NTGL Agencies, the GOL, LURD, MODEL, ECOWAS, the United Nations, the African Union and the ICGL.

The NCDDRR will:

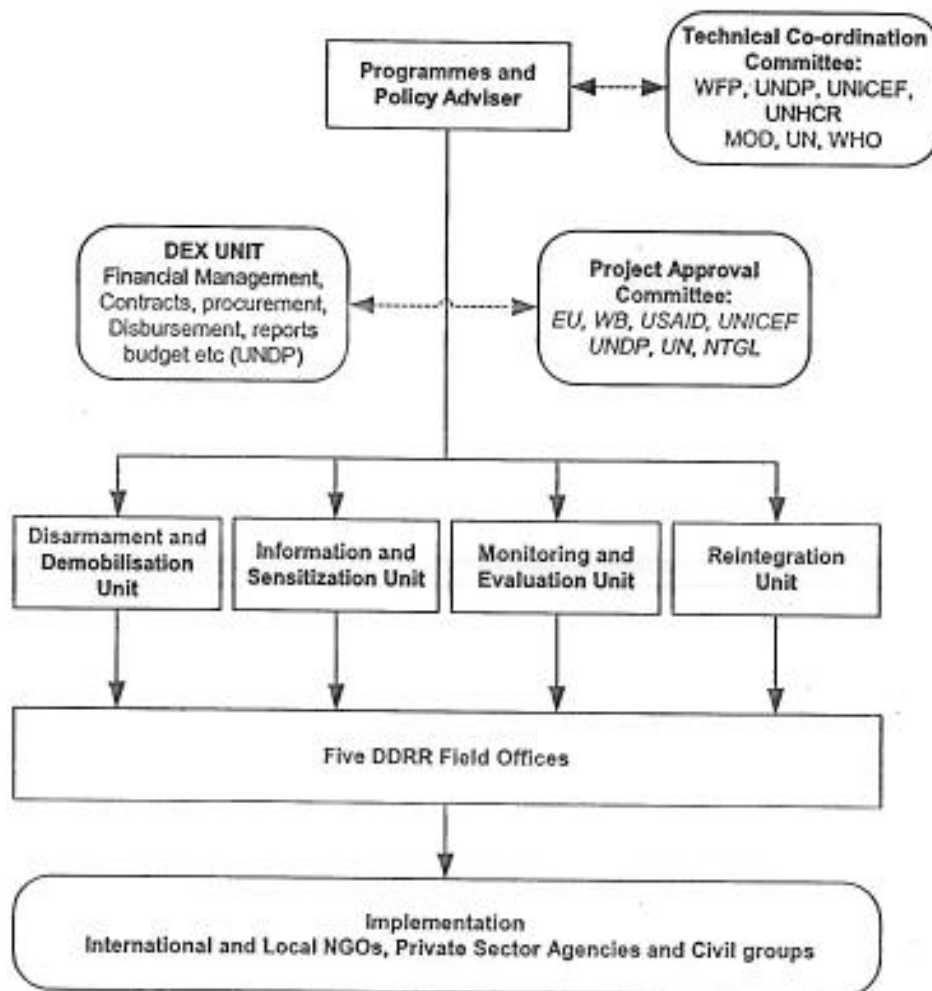
- (i) Provide policy guidance to the JIU;
- (ii) Formulate the strategy and co-ordinate all government institutions in support of the DDRP;
- (iii) Identify problems related to programme implementation and impact; and
- (iv) Undertake all measures necessary for their quick and effective solution. During start-up, the NCDDRR will hold at least monthly meetings, but extraordinary meetings can be called if necessary.

The NCDDRR will be supported by a Secretary, who will be responsible for:

- (i) Reporting to the NCDDRR on the activities of the JIU with regard to the DDRP process;
- (ii) Promoting programme activities as well as managing relationships with external key stakeholders;
- (iii) Assisting the JIU with necessary support and facilitation required to secure the political commitment of the leadership of the various fighting groups in

- (iv) Participating in the various committees of the JIU - particularly with the Technical Co-ordination Committee and the Project Approval Committee.
- (v) Providing general oversight on the DDDR process on behalf of the NCDDRR committee and preparing reports to the committee

Joint Implementation Unit



In order to ensure rapid implementation that will protect the credibility of the programme, a Joint Implementation Unit (JIU) headed by a Programme and policy Adviser will carry out the planning and implementation of the day-to-day operation and execution of the programme. The JIU will be an interdisciplinary and interdepartmental entity composed of four units dealing with:

- (i) Disarmament and Demobilisation which will be staffed with expertise from the UNMIL comprising a disarmament and demobilisation expert, demobilisation officers, field officers as well as qualified national staff

- (ii) Rehabilitation and Reintegration which will be staffed with expertise from the UNDP and other relevant agencies consisting of reintegration operation expert and national experts in vocational training and small enterprise development, employment creation and apprenticeship promotion, agriculture and food production.
- (iii) Monitoring and Evaluation staffed by technical assistance from the UNDP covering an M&E expert, and national staff as systems analyst, programmer and M&E Field Monitors as well as short term data entry clerks.
- (iv) Information and Sensitisation staffed with expertise from UNMIL and OCHA covering specialists in public information development and dissemination, social adaptation programmes in the area of civic education, psychosocial counselling, community-based reconciliation and peace-building measures.

Accountable to the NCDDRR, the JIU will be responsible for ensuring:

- (i) The planning and implementation of the individual programme components in collaboration with other government departments, NGOs and donors;
- (ii) The transparent and accountable administration of the programme (including procurement and disbursements); and
- (iii) Monitoring and evaluation.

The institutional capacity of the JIU will be ensured through rigorous selection of staff, payment consistent with the quality of outputs required, and staff training where appropriate. Technical assistance will be contracted on the basis of specific terms of reference for, management information system, and financial management as well as the implementation of specific programme components.

The various units of the JIU will be assigned with expertise from the following UN agencies:

- (i) The UNMIL DDR team will be deployed for the DD Unit in the JIU;
- (ii) Programme and Policy Co-ordination, MIS and Reintegration will be assigned to the team from the UNDP;
- (iii) UNMIL and OCHA will handle the Information and Sensitisation unit.

This arrangement will enhance the capacity of the JIU as well as reduce the overall staffing cost for the programme - while ensuring continuity in programme development in the event of the completion of the mandate of the mission. Each unit will be supported with national staff recruited to understudy the international staff of the JIU.

A Programme and Policy Co-ordinator will manage and coordinate an internal management team comprising the heads of units of the JIU and will report to the Office of the SRSG or his designate in matters relating to the implementation of the programme.

All implementing partners such as bilateral agencies, international and local NGOs will undertake their responsibilities in full compliance with programme guideline and under the supervision of the JIU in respect of contracts entered with the JIU of the NCDDRR.

DDRR Field Offices

In addition to the central office in Monrovia, the JIU will establish five small DDRR Field Offices based on the concentration of ex-combatants. The Field Offices will be co-located with the UNMIL field offices.

Each DDRR Field Office will comprise a Reintegration Officer and up to four Referral and Counselling Officers, all familiar with the local socio-political environment. The Reintegration Officers will be UNVs recruited for this purpose and support with national staff. In addition, each DDRR Field Office will have an administration and accounting officer, who will report directly to the financial manager of the DEX for administering reinsertion and reintegration assistance.

In order to reinforce to the capacity at the county level, each DDRR Field Office will have a UN Volunteer as the Reintegration or DDRR Officer working with various local staff from the county.

The Field Offices will be responsible for:

- (i) Information and counselling;
- (ii) Administration of reintegration assistance under the different programme components;
- (iii) Monitoring and evaluation;
- (iv) Co-ordination with traditional/religious leaders, and maintaining linkages and coordination with other community-based reconstruction and rehabilitation interventions;
- (v) Sensitising the local population;
- (vi) Assisting in programme implementation;
- (vii) Identifying and solving local problems related to ex-combatant reintegration;
- (viii) Reporting on the progress and impact of the programme to the JIU in Monrovia.

Based on the settlement pattern of ex-combatants, additional Referral and Counselling officers may be recruited.

Roles and functions of the military units

A military liaison office will be created to facilitate co-operation with UNMIL and the DD Unit for all security-related aspects of the programme. Within the overall mandates given to them by their respective institutions, UNMIL is expected to perform the following functions within the DDRR programme:

- (i) Provide relevant input and information as well as security assistance and advice with regard to the selection of potential sites for disarmament and demobilisation;
- (ii) Provide technical input with regard to the process of disarmament, registration, documentation and screening of potential candidates for demobilisation;

- (iii) Develop and install systems for arms control and advise on a larger legislative framework to monitor and control arms recycling;
- (iv) Monitor and verify the conformity of the DDR process along recognised and acceptable standards;
- (v) Assume responsibility for effecting disarmament of combatants, maintain a pertinent registry of surrendered weaponry and conduct pre-demobilisation screening and evaluation; and
- (vi) Ensure the destruction of all weapons surrendered.

Role of implementing partners and selection criteria

A considerable part of the programme implementation will be contracted out to local and international NGOs as well as in partnership with various UN agencies, line ministries, private sector institutions and community-based structures.

Implementing agencies will be selected on the basis of the following criteria.

- (i) *Track record and technical capacity.* The agency must demonstrate a track record of technical and functional expertise in their chosen area of participation for not less than four years;
- (ii) *Financial Management capacity.* It needs to demonstrate a proven record of sound financial management and/or the capacity to pre-finance initial project costs. It must provide audited financial record for the past 3 years;
- (iii) *Management capacity.* The agency must demonstrate sound management capability in respect of the programme delivery structure and expertise.
- (iv) It will be expected to adhere to the policy guidelines with regard to camp management and other operational regulations;
- (v) It will be accountable to the JIU in matters of technical and financial issues with regard to their contractual obligations.

Monitoring and evaluation

The programme comprises three separate but highly related processes, namely the military process of selecting and assembling combatants for demobilisation and the civilian process of discharge, reinsertion and reintegration.

How soldiers are demobilised affects the reinsertion and reintegration processes. At each phase:

- (i) The administration of assistance has to be accounted for;
- (ii) Weapons collected need to be classified and analysed;
- (iii) Beneficiaries of reintegration assistance need to be tracked; and
- (iv) The quality of services provided during the implementation of the programme needs to be assessed.

To plan, monitor and evaluate the processes, a management information system (MIS)³ on the discharged ex-combatants is required and will contain the following components:

³ See ANNEX H

- (i) A database on basic socio-economic profile of ex-combatants;
- (ii) A database on disarmament and weapons classification;
- (iii) A database on beneficiary validation process on participation on reintegration assistance;
- (iv) A database of tracking benefit administration such as on payments of the settling-in package, training scholarships and employment subsidies to the ex-combatants; and
- (v) A database on the programme's financial flows.

The MIS depends on the satisfactory performance of all those involved in the collection and processing of information. There is, therefore, a need for extensive training of enumerators, country staff and headquarters staff. Particular emphasis will be given to the fact that the MIS is not only a system of control but also of assistance. Consequently, a constant two-way flow of information between the DDDR Field Offices and the JIU will be ensured throughout programme implementation.

The MIS will provide a useful tool for planning and implementing demobilisation. In connection with reinsertion and reintegration of ex-combatants, the system is indispensable to the JIU in efficiently discharging its duties in planning and budgeting, implementation, monitoring and evaluation. The system serves multiple functions and users. It is also updated from multiple data sources.

The MIS may be conceived as comprising several simple databases that are logically linked together using a unique identifier (ID number). An MIS expert will be recruited to design, install and run the programme start-up. To keep the overheads of maintaining the system to a minimum, self-updating and checking mechanism will be put in place.

DEX Unit

The DEX Unit will be established and comprised of UNDP staff with the overall responsibility for financial management and procurement for the programme. The DEX Unit will monitor expenditures related to the activities financed under the Trust Fund. The responsibilities of the DEX unit will include procurement of goods, services and other items, screening and recommending UNDP's approval and payment, monitoring all expenditures financed by the funds. UNDP will finance the cost of the DEX unit from its own proper resources; therefore, all contributions will go towards direct costs of the DDDR programme.

Monitoring and evaluation

A sound, independent monitoring and evaluation mechanism for the entire Fund will be established as well as adequate external audits.

Reporting and auditing

Appropriate progress reports will be forwarded to the donors on a monthly basis covering general progress on implementation, financial reports on income and expenditure. The progress reporting will be the prime responsibility of the UNDP Resident Representative in Monrovia. However, the reports will also be submitted to the

donors through UNDP Headquarters in New York to the relevant Permanent Missions to the United Nations. These progress reports will include the status of intended outputs, achievements and progress on the programme.

On an annual basis, UNDP will provide financial reports on income and expenditure of the Trust Fund to donors, in accordance with UNDP's financial regulations and rules. An annual financial statement will be prepared for the Fund showing income and expenditures as of 31 December of every year and shall be submitted by the 30th June i.e. six (6) months after.

Contributions made available will be subject exclusively to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of UNDP. Should an Audit Report of the Board of Auditors of UNDP to its governing body contain observations relevant to the contributions, such information will be available to the donor(s).

Technical Coordination Committee

A Technical Coordinating Committee (TCC) will be established by the JIU to consult and inform external programme partners on critical issues of planning and programme development with regard to the DDDR programme. This will provide a broad forum for technical and strategic consultation in support of rational programming for all the DDDR activities.

The responsibilities of the TCC will be to:

- (i) Identify strategic, operational and technical issues that may impact on the disarmament, demobilisation and reintegration process;
- (ii) Develop technical standards, guidelines, and operating principles, which will be adhered to by all involved in the implementation of specific DDDR activities;
- (iii) Provide the framework for securing the support of key partners with regard to input to plan and implement disarmament and demobilisations activities as well as reintegration process;
- (iv) Provide the basis for operational planning and consensus on issues relating to disarmament, demobilisation and reintegration; and
- (v) On a regular basis identify key policy issues that need to be resolved by the policy committee and provide policy options to the NCDDRR for consideration.

The membership to the TCC will be based on invitation by the JIU and consist of relevant programme staff from agencies such as UNICEF, UNDP, UNHCR, WFP, WHO, EU, USAID, UNMIL, FOA and other appropriate agencies. Relevant NTGL agencies could be invited for participation when necessary. The TCC will be constituted on relevant sector-basis such as disarmament and demobilisation and reintegration. And it will be held fortnightly or as when required. The membership and participation will vary on the basis of the sector.

Project Approval Committee

A project approval committee will be established to ensure transparency in the use of donor resources. The PAC will be responsible for the review and approval of projects submitted by the implementing partners (i.e. INGOS and national NGOS etc) to the JIU of the NCDDRRP. This is in regard to finances from the Trust Fund only. Finances from the assessed budget of the mission would be processed outside this framework. The members of the PAC will comprise one representative each from the, European Union, USAID, UNDP, UNMIL, UNICEF and NTGL.

IV. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Liberia and the United Nations Development Programme, signed by the parties on 27 April 1977. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

In order to promote flexibility in the implementation and management of this UNDP project the following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories (if applicable) of the project document have no objections to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the project document
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation
- c) Mandatory semi-annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and

V. ESTIMATED BUDGET

The costs for the DDDRRP are calculated on the basis of the following phasing of disarmament and demobilisation and will be reviewed throughout implementation.

It is assumed that there are 38,000 ex-combatants. However, the number of all the combatants currently holding out in the bush is still not known and they will be included in the respective phase as and when they surrender.

Total programme costs are estimated at US\$ 55,457,166, of which approximately US\$ 35 million will be required for the initial 12 months of the programme. The average cost per head over the duration of the programme is estimated to be US\$1,460 per ex-combatant. The cost estimates will be reviewed and adjusted according to the lessons learned in preceding stages of the implementation. The cost as established did not include the financial requirement for military-related activities of disarmament and demobilisation process, which is expected to be covered under the assessed contribution and budget of the UN Mission in Liberia. This cost is estimated at US\$20 million covering the establishment and operations, utilities as well as supplies for six cantonments during the entire period.

DP PROGRAMME SUPPORT DOCUMENT BUDGET FOR LDDRP

Description (Category)	2004		2005		2006		Total
	M/M	in US\$	M/M	in US\$	M/M	in US\$	
SONNEL							
arts							
Prog & Policy advisor (UNDP)	12	235,000	12	240,000	12	245,000	720,000
1 & Soc. Reint. Advisers. (UNDP)	24	400,000	24	400,000	24	400,000	1,200,000
: Advisor (UNDP)	12	200,000	12	200,000	12	200,000	600,000
sultants							
sultants MIS (UNDP)	1	25,000					25,000
sultants evaluation (UNDP)	1	15,000	1	15,000	1	15,000	45,000
sultant's Financial man. (UNDP)	1	25,000					25,000
al audit cost (UNDP)	3	40,000	3	40,000	3	40,000	120,000
ministrative support							
ort staff general (JIU)	60	24,000	60	24,000	60	24,000	72,000
rs (JIU)	60	18,000	60	18,000	60	18,000	54,000
ort staff general (Field)	48	9,600	48	9,600	48	9,600	28,800
							0
programme officer (UNDP)	12	70,000	12	70,000	12	70,000	210,000
programme officer (UNDP)	12	70,000	12	70,000	12	70,000	210,000
programme officer (UNDP)	12	70,000	12	70,000	12	70,000	210,000
programme officer (UNDP)	12	70,000	12	70,000	12	70,000	210,000
programme officer (UNDP)	12	70,000	12	70,000	12	70,000	210,000
on cost							
bring visits		30,000		30,000		30,000	90,000

onal staff									
DR Secretary (JIU)	12	30,000	12	30,000	12	30,000	36	30,000	90,000
managers (JIU)	36	54,000	36	54,000	36	54,000	108	54,000	162,000
inical staff units (JIU)	72	72,000	72	72,000	72	72,000	216	72,000	216,000
officers (Field)	60	60,000	60	60,000	60	60,000	180	60,000	180,000
stant (Field)	48	38,400	48	38,400	48	38,400	144	38,400	115,200
ombatant counsellors (Field)	240	72,000	240	72,000	240	72,000	720	72,000	216,000
ponent Total	702	1,698,000	748	1,653,000	748	1,658,000	2,246	1,658,000	5,009,000
obilization									
l and water		3,420,000							3,420,000
port to communities of return		880,000							880,000
stration		304,000							304,000
cal screening		648,000							648,000
onnel hygiene kit		950,000							950,000
irds and discharge certif.		1,140,000							1,140,000
ischarge counselling		1,330,000							1,330,000
sertion									
		3,000,000							3,000,000
		2,400,000							2,400,000
EL		1,500,000							1,500,000
ERS		4,500,000							4,500,000
ing and employment									
		1,500,000		4,500,000		1,500,000		1,500,000	7,500,000
		1,500,000		3,000,000		1,500,000		1,500,000	6,000,000
EL		750,000		2,250,000		750,000		750,000	3,750,000
ERS		4,500,000							4,500,000

Disarmed ex-combatants					
Formal education	600,000	600,000			1,200,000
Training and employment	1,100,000	600,000			1,700,000
Disarmed ex-combatants					
Medical services	100,000				100,000
Prostheses/other aids	250,000				250,000
Merely disabled	62,500				62,500
Special training	37,500				37,500
Special assistance	62,500				62,500
Special reintegration					
Community sensitisation	50,000	50,000	20,000		120,000
Information and civic Education	80,000	80,000	40,000		200,000
Radio broadcasting	10,000	10,000	5,000		25,000
Community activities	125,000		125,000		250,000
Component Total	30,799,500	11,090,000	3,940,000		45,829,500
NINGWORKSHOPS					
Training Workshops staff	30,000				30,000
Component Total	30,000				30,000
IMPLEMENTATION					
Trucks (3 * 4x4) - JIU	105,000				105,000
Trucks (2*sedan) - JIU	40,000				40,000
Bikes - JIU	2,500				2,500
Bikes- Field offices	10,000				10,000