



October 7, 2008

Dear Mr. Lomoy,

**Re: Proposal for US\$2.4 million Financial Support to the Liberia National Police (LNP)**

The United Nations Development Programme (UNDP) in Liberia presents its compliments to the Government of Norway, through the Norwegian Ministry of Foreign Affairs in Oslo, Norway.

With reference to the recent discussions between the Government of Norway, the United Nations Police (UNPOL) and the United Nations Development Programme (UNDP), I am pleased to submit for the consideration of your government the enclosed proposal to support and build the capacity of the Liberia National Police (LNP).

The UNDP avails itself of this opportunity to renew to the Ministry of Foreign Affairs of Norway the assurances of its highest esteem and thank the Government and people of Norway for the contributions made to the recovery of Liberia.

Yours Sincerely

Jordan Ryan  
UNDP Resident Representative

Mr. Jon Lomoy  
Deputy Director General  
Norwegian Ministry of Foreign Affairs  
Oslo, Norway

**LNP Development Proposal**  
**Strengthening Personal and Community Security**

<b>Title</b>	<b>LNP Development: Strengthening Personal and Community Security</b>
<b>Document Language</b>	English (original)
<b>Source Language</b>	English
<b>Responsible Unit</b>	UNDP Small Arms Control Programme
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<b>Subject (Taxonomy)</b>	Implement Key Initiative under the Liberia SSR Sector including renovation of NPTA infrastructure, Support the Strengthening of LNP, etc
<b>Date approved</b>	N/A
<b>Audience</b>	N/A
<b>Applicability</b>	N/A
<b>Replaces</b>	ATLAS supported project document and AWP. The purpose of this update is to clarify and simplify the requirements for projects under a CPAP, and projects outside a CPAP
<b>Is part of</b>	UNDP CPD, CPAP and UNDAF for Liberia (2008-2012)
<b>Conforms to</b>	UNDP CPAP (2008-2012) for Liberia
<b>Related documents</b>	PRS (2008-2011)
<b>Mandatory Review</b>	After 12 months
<b>Donor</b>	Government of Norway

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**Cover Page**

**Country:** Liberia

**UNDAF Outcome 1 – Peace and Security**

National and local level personal and community security significantly improved through the strengthening of national police officer competencies reinforced with adequate equipping and infrastructure, and in creating an environment of equal public access and community police cooperation.

**UNDAF Outcome(s)/Indicators:**

Ensure national security police and architecture is functioning in conformity with Liberia human rights obligations, with particular attention to violence against women. Support the development of security sector that is accountable, transparent, and one which citizens are aware of its functions and responsibilities.

**Expected Outcomes(s)/Indicators(s):**

Contribute to the establishment and functioning of an accountable security sector; the strengthening of Liberia National Police; and provide support to Government and civil society to have the capacity for conflict prevention, management and conflict sensitive development at national and local levels.

**Expected Outcomes(s)/Annual Targets**

As indicated in project document under UNDAF

related outcomes.

**Implementing Partner(s)** UNDP/UNMIL/UNPOL

**Responsible Parties:** MoJ/LNP

**NARRATIVE**

This proposal seeks to strengthen the security sector of Liberia through support training, equipping and rebuilding the Liberia National Police, as the primary institution responsible for personal and community security in Liberia; to a level of sustained operations and institutional development necessary to assure the maintenance of law and order throughout Liberia. The proposal targets areas in which the Liberia National Police remain in need of assistance to strengthen their capacity to deliver to all citizens, the delivery of police service that is modern, democratically principled and that respects all citizens' human rights, with equal access and delivery to all, with particular emphasis on women and children.

**Programme Period:** November 2008 – October 2009

**Project Title:** Strengthening Personal and Community Security

**Project Number:** To be allocated

**Project Duration:** 12 months

**Management Arrangement:** UNDP Direct Execution Modalities (DEX)

**Project Budget:** \$2.4 million

**Norway Contribution:** \$2.4 million

Agreed by (Implementing partner<sup>1</sup>): Ministry of Planning and Economic Affairs: \_\_\_\_\_

Agreed by (UNDP): \_\_\_\_\_

<sup>1</sup> If an NGO is the Executing entity, it would not sign this page, but rather the Project Cooperation Agreement with UNDP



## Government of Liberia

### LNP Development Proposal Strengthening Personal and Community Security Project Document October 2008 – October 2009

#### Project Summary

This project aims to improve the professional performance of the Liberia National Police, "LNP," in providing for human and community security throughout Liberia through enhancement of police officer, supervisors, and specialist performance through training. It will specifically target patrol officers, supervisors and investigators – including those who conduct criminal investigations and those with mandates to investigate police misconduct; and is reinforcing this training with the necessary equipment to deliver professional police services in Liberia.

Police training is an ongoing endeavor, and the LNP remains a young force in transition. Therefore assistance will be provided to National Police Training Academy to strengthen infrastructure, provide the means to deliver refresher training to all officers, including those assigned in Leeward counties; and support for operational training expenses through the end of the current fiscal year. As the overall LNP infrastructure remains under-developed, support is also foreseen for the construction of regional classrooms in Leeward counties; and the renovation or construction of small LNP sub-stations at the district and community levels. This proposal is in line with and supports the Liberia Poverty Reduction Strategy (2008-2011) priorities for restructuring and reforming security institutions and in strengthening human and personal security.

#### Main Areas of Intervention:

1. National Police Training Academy – Institutional refurbishment and operational support (basic, in-service and specialized) and establishment of leeward training offices;
2. Enhancement of LNP County level effectiveness, through tailor-made training programme, with emphasis on rural and high crime areas and
3. Programme Coordination, Management and Monitoring.

The Government of Norway, through UNDP, is funding this project, valued at 2.4 million United States dollars.

### **Executive Summary:**

Liberia is a country on the road to recovery, yet struggling to overcome the challenges created by fourteen years of civil conflict. Although the situation has improved, ensuring human security in communities throughout Liberia remains a challenge. The Liberia National Police, responsible for law and order throughout Liberia have yet to achieve a level of institutional and sustained operational effectiveness necessary to regain public confidence and community insecurity. Though significant strides have been taken, the national police remain a young, but committed force in dire need of training to reinforce the principles of modern and democratic policing; and limited in infrastructure and necessary equipment to provide through sustained visibility and presence, public confidence throughout Liberia.

This proposal, funded by the Government of Norway, seeks to strengthen the Liberia National Police, "LNP," including the competencies of the individual officer, supervisor and specialist while providing commensurate support to the national police as a modern, democratically principled institution. The program will increase the operational effectiveness of the LNP through support for continual training, and strengthening functional areas necessary for crime deterrence and prevention, increased community-police cooperation, the maintenance of law and order, criminal investigation, investigation of internal and citizen complaints, and specialization to prevent violence against women and vulnerable groups.

The outcomes of this program will be increased public security and increased public trust in the police and criminal justice sector. The Liberia Poverty Reduction Strategy, "PRS," and the UNDAF (2008-2012) emphasize the importance of the LNP in providing for security and in working with communities to regain public trust. The following interventions support the objectives of the PRS in strengthening human and personal security:

### **Introduction/Situational Analysis:**

The consequences of conflict in Liberia have left a legacy of citizen insecurity and a mistrust of the security sector in Liberia, including the LNP. In July of 2008, senior officials of the LNP, and other key stakeholders including representatives of Community Police Forums, the Ministry of Justice and the Governance Commission, met in Accra, Ghana<sup>2</sup> to assess the current state of the LNP and determine the way forward. The group concluded that the LNP remain weak in several areas, significantly prevent the effective discharge of their sworn duties, which has unfortunately contributed significantly to the mistrust and insecurity.

Among the most critical areas, the LNP concluded they remain deficient in preventing, detecting, and investigating crimes; and they are unable to respond effectively to crimes in progress. In addition, they are limited in providing for overall public safety and in responding effectively to incidents of public disorder. Contributing factors are the limited resource available and budgetary constraints, weak management and supervision, inadequate professional skills, low officer motivation due to poor conditions of employment, and a lack of professional engagement at the community level.

Fundamental to the LNP reform, restructuring and rebuilding process is the comprehensive development of the key areas in which they have identified as critical for sustained operational effectiveness and increased public security and trust. This proposal is aimed at enabling the LNP to

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<sup>2</sup> Report From Strategic Development Planning Workshop for the Liberia National Police, 29 June – 4 July, 2008, Accra; Karin Delin, Facilitator, Managing Director and Senior Consultant, Devenio AB, Sweden

provide professional and effective policing in partnerships with communities throughout Liberia; while continuing to improve the quality of performance of the individual officer whom through contacts with the general public provides the greatest opportunity to build trust and cohesion between the police and citizens.

### **Progress of Activities within the Reform of the LNP**

UNDP has been engaged in support to the reform of the LNP since 2004, within the context of overall security sector reform. This support has been multi-faceted; including assistance and support to the Government of Liberia through the Ministry of Justice, in the training, equipping and rebuilding of the LNP station infrastructure and NPTA infrastructure. This endeavor has been in close collaboration with all partners, including the police component of the United Nations Mission in Liberia, "UNPOL." In addition to projects for training, equipping and infrastructure; ongoing projects include the development of an Emergency Response Unit capacity within the LNP; and completed projects include the deactivation of non-qualified LNP and Special Security Officers.

### **Objectives:**

This project aims to improve the quality of life in Liberian communities through a reduction of community insecurity and increased trust in the police and rule of law. This will be achieved through continued training, equipping and development of the Liberia National Police; with emphasis placed on officer development; sectional development; and overall institutional development, with emphasis on the infrastructure of the National Police Training Academy, LNP county level stations and Women and Child Protection Sections.

### **Expected Outputs/Deliverables:**

The expected outputs of this project include:

1. Achievement of a readily sustainable capacity and infrastructural architectures for LNP under the auspices of the National Police Training Academy for continuous training and human resource development of national police officers;
2. Improved LNP officer performance and professionalism through targeted ongoing training programmes;
3. Professional delivery of police services made available to all citizens, with increased accessibility for women and children in Leeward counties and
4. Public trust in the LNP and criminal justice sector, throughout Liberia, enhanced.

### **Project Justification:**

The PRS for Liberia prioritizes support for security sector reform, including priorities for LNP development; providing the key areas of focus for the Government of Liberia in partnership with its International Development Partners. Therefore, the intended outcome of this proposal is one of a strengthened and consolidated security sector through the enhancement of the operational efficiency, integrity and sustainability of the Liberian National Police to provide a safe and secure environment of all citizens through performance grounded in modern and democratically principled methods and means of policing.

### **Steering Committee**

The Steering Committee will be composed of UNMIL/UNPOL, UNDP, a representative of the Government of Germany, and representatives of Government of Liberia, including the Ministry of Justice and LNP. The role of the Committee is to ensure coordination among the implementation partners, ensure that the programme is in compliance with agreed initiatives and provide overall strategic guidance to the project. Existing management, administrative and coordination mechanisms between UNDP and the implementing/strategic partners shall be utilized fully to support program implementation.

### **Role of UNDP**

UNDP is the Executing Agency for the project. Under the UNDP Country Programme Document – CPD (2008-2011), the sector for Community Security and Social Cohesion, has been established in line with UNDP's implementation of this project under the DEX modality. It is under this programme that all programmatic and procurement aspects of this project, including financial management and reporting to donors, will be handed. This will be done in close consultation with UNMIL and other development partners.

### **Partner Organizations**

The Office of the UNMIL SRSG serves as the primary focal point for the coordination of all Security Sector Reform activities and shall work closely with UNDP, UNPOL, the relevant Government institutions – Ministry of Justice, LNP, civil society partners, etc. in the implementation of the programme.

### **Project Strategy:**

The project strategy is to raise the capacity of the NTPA, including regional training centers, and 10 LNP County Headquarters to a level of capacity necessary for operational effectiveness, and that the infrastructure and resources provided allow for a level of self-sufficiency upon which the LNP and Government of Liberia can affordably sustain through responsible budgetary allocations in FY2009-2010 and beyond.

### **Scope of Work**

The scope of work covers both hard and soft components relating to the strategic development of the Liberia National Police and the National Police Training Academy, including assistance in strengthening LNP county level and community level capacities, as prioritized by the PRS, LRDC security pillar, County Development Agendas, and the ongoing LNP process of developing a long term strategic development plan.

### **Project Activities:**

*The project seeks to implement the following activities:*

1. NPTA Infrastructure - Renovations, Construction, Equipping  
NPTA Regional Classrooms – Construction, Equipping  
NPTA Operations – Six month (2<sup>nd</sup> half FY2008-2009) support to feed, house and conduction training at a average daily capacity of 400 students at NPTA

The need for continued support in raising and reinforcing personnel competencies and professionalism of this young force is essential; and critical if this force which remains in transition is to embody a force based on professional and integrity based methods of policing. The National Police Training Academy remains at the core of this endeavor, as it has and will

continue to have the primary responsibility to ensure that the LNP as a professional police institution provides to the citizens of Liberia, a police service that can adapt and deliver modern policing methods that ensure sustained human and community security. Currently, the NTPA remains inadequate in infrastructure and facilities and operational funding to meet this challenge.

2. Enhancement of County LNP HQ operational capacities, including Women and Child Protection through equipping and infrastructure projects

The Norwegian Government has supported the renovation and construction of 10 LNP County Police HQ's with Women and Child Protection Units, and a Women and Child Protection Headquarters in Monrovia. The project is nearing completion, and while it has been a critical success in support in sustaining LNP deployments into the counties; additional needs have been identified that will further entrench the LNP County HQ's and WACP's as viable and self-sustained entities within the security sector; and these additional requirements are included herein.

3. Programme management, monitoring and evaluation

**Time Frame**

From October 2008 – October 2009

**Management and Implementation Arrangements**

This project will be implemented under the UNDP DEX Modality and overall supervision of the UNDP Resident Representative and the Deputy Resident Representative for Programme (DRR/P). Day to day management will be entrusted to the CTA for the new Community Security and Social Cohesion Programme.

In line with the Direct Execution Modalities, UNDP assumes all standard responsibilities as Executing Agency directing all aspects of programme management cycle and reporting to the donors. This means that all activities under the project at each stage of the programme cycle will be managed by UNDP in close collaboration with the identified partners.

**Assumptions and Risks:**

This project assumes that beneficiaries (LNP and MoJ) are willing to engage with partners to ensure timely implementation and that the beneficiaries ensure that FY2009-2010 budgetary submissions to Government include adequate representation of post-implementation recurrent costs (maintenance, fuel, spare parts, office supplies, etc.) and operational training expenses at the NTPA and regional training centers.

The risks, deemed minimal, include unforeseen civil disturbances that may impede implementation; limited capacity and delivery by contractors; inactive and limited cooperation by the partners.



**Monitoring, Evaluation, Reporting and Audits:**

UNDP will conduct joint monthly monitoring with UNPOL and LNP concerning the implementation of activities under this project. UNDP, in close collaboration with UNPOL and LNP, will produce quarterly narrative and financial reports for submission to the Government of Norway.

A final report will be produced and submitted to the Government of Norway upon closure of this project.

As per UNDP rules and regulations for a project of this nature, an external audit is required at the end of the project and is budgeted for this project.

**The Legal Context**

This project document is consistent with the provision of the basic standard assistance agreement between the Government of the Republic of Liberia and the United Nations Development Programme signed by both parties on April 27, 1977. The host country implementing agencies shall for the purpose of this basic standard agreement refer to the government agency described in the agreement.

Revision can be made to this document with the agreement and signatures of the UNDP Resident Representative provided there is assurance that signatories have no objections to the proposed changes:

- a) revision in or addition to any of the annexes of this project document;
- b) revision, which does not involve significant changes in the immediate objectives outputs or activities of the project but are caused by the management if input already agreed or cost increases due to inflation.
- c) revision of any budget line exceeding 20%.

COMPONENT 2: ANNUAL WORK PLAN BUDGET SHEET

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Fund/Donor	Budget Description Amount
<b>Outcome:</b> Achievement of a readily sustainable capacity and infrastructure under the auspices of the National Police Training Academy for continuous training and human resource development of national police officers; Improved LNP officer performance and professionalism through sustained training programs.	<i>Kitchen: Equipping of kitchen</i>	X				UNDP, MoJ/LNP & UNPOL	72200 – Equipment and Furniture	50,000
	<i>Freezer Container</i>	X				UNDP, MoJ/LNP & UNPOL	72200 – Equipment and Furniture	45,000
Improved LNP officer performance and professionalism through sustained training programs.	<i>Generators: Generators for Dormitories (2); Generator cost, including fuel, for 1 year.</i>	X	X			UNDP, MoJ/LNP & UNPOL	72200 – Equipment and Furniture	100,000
	<i>Security: fencing of police academy premises; installation of 2 new gates, guard towers and illumination</i>		X			UNDP, MoJ/LNP & LiNCSA	72100 – Contractual Services	250,000
<b>Output 1:</b> National Police Training Academy (NPTA) rehabilitated, equipped and furnished.; regional classrooms constructed, ongoing training programs continue at NTPA through FY2008-2009	<i>Classroom Buildings: Construction of classroom buildings and renovation of the building between the two rubber halls</i>	X				UNDP, MoJ/LNP & UNPOL	72100 – Contractual Services	200,000
	<i>10 Small Dormitories for the students in specialized training</i>					UNDP, MoJ/LNP & UNPOL	72100 – Contractual Services	350,000
<b>Indicator:</b> Number of classrooms, kitchens, administrative building, firing range dormitories and training facilities equipped and furnished.	<i>New construction for washroom facilities, male and female toilets in addition to the administrative building</i>	X	X		X	UNDP, MoJ/LNP & UNPOL	72100 – Contractual Services	100,000
	<i>Firing Range: Upgrading of Jane Grausgruber – grausgruber@un.org firing range.</i>	X	X		X	UNDP, MoJ/LNP & UNPOL	72100 – Contractual Services	100,000

Annual Target: Same as Indicator	Sport Facilities/Equipment: Renovating and equipping of sporting facilities	X	X	X	X	UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72200 - Equipment and Furniture	40,000
	Garage and Parking: Renovating and equipping of garage, Carport	X	X	X		UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72100 - Contractual Services	30,000
	Furniture: Furniture (chairs and tables) for dormitories	X				UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72300 - Materials & Goods	60,000
	Computer laboratory to the Library/computer laboratory. Need 15 computers and one printer	X				UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72300 - Materials & Goods	30,000
	Vehicles. There is a need for 1 pick up and 2 minibuses, to be able to visit the team sites when the students are in field training					UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72200 - Equipment and Furniture	100,000
	County In-service training. There is a need to establish 4 regional training centers.	X	X	X		UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72100 - Contractual Services	200,000
	Operational costs and training program for the second half of the fiscal year 2008/2009	X	X	X		UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72100 - Contractual Services	350,000
	<b>SUB-TOTAL 1</b>								<b>1,610,000</b>
	Output 2: Ten (10) Police Stations HQ and WACP units rehabilitated, equipped and furnished.	X	X	X		UNDP	Gov't of Norway	71400- Contractual Services - Individual	20,000
	Indicators: Number of Police Stations and WACP units equipped and furnished.	X	X	X		UNDP	Gov't of Norway	71400- Contractual Services - Individual	20,000
Annual Target: Same as Indicator	Additional Furniture: Furniture (desks, chairs, conference table, benches, typewriters/computers, etc) for 10 Police HQ with WACPU		X			UNDP, MoJ/LNP & UNPOL	Gov't of Norway	72200 - Equipment and Furniture	55,000

