



**PEACEBUILDING FUND  
PEACEBUILDING AND RECOVERY FACILITY (PRF)**

<b>Project Title:</b> Strengthening the Rule of Law and Security Sector Reform through technical support	<b>Recipient UN Organization:</b> UNDP - Liberia
<b>Project Contact:</b> Cllr. James Verdier <b>Address:</b> UNDP Simpson Ave. Mamba Point Monrovia, Liberia <b>Telephone:</b> <b>E-mail:</b> james.verdier@undp.org	<b>Implementing Partner(s):</b> Ministry of Justice and the Judiciary
<b>Project Number:</b> To be completed by UNDP MDTF Office	<b>Project Location:</b> Monrovia (Monserrado County) & Gbarnga (Bong County)
<b>Project Description:</b> In September 2010, the Government of Liberia (GoL) and the Peacebuilding Commission (PBC) expressed their commitments to enhance efforts to promote peace and security in Liberia through a Statement of Mutual Commitments (SMC). Based on the priorities herein stated, a Peacebuilding Priority Plan (PPP) and the Liberia Peacebuilding Programme (LPP) were drafted and approved. Subsequently, a Justice and Security Joint Programme (JSJP) was also develop and approved. To date some of the funding for the implementation of the JSJP has been transferred from the PBF. Each of these documents considered as very critical the promotion of justice, security and reconciliation in Liberia. Over the past year, an elaborate consultation process took place between the GoL, the United Nations, international partners and civil society, which led to the drafting of the various policy and programmatic instruments.  However, as the Government and the UN prepare for implementation, the urgent need to recruit a number of essential positions emerges. The most immediate positions to be filled are: <ol style="list-style-type: none"> <li>1. National Justice and Security Joint Programme Manager ('National Programme Manager');</li> <li>2. International Justice and Security Joint Programme Manager ('International Programme Manager');</li> <li>and</li> <li>3. Regional Justice and Security Hub Manager, Gbarnga ('Hub Manager').</li> </ol>	<b>Total Project Cost:</b> US\$ 479,127.00 <b>Peacebuilding Fund:</b> US\$ 479,127.00 <b>Government Input:</b> <b>Other:</b> <b>Total:</b>  <b>Project Start Date and Duration:</b> January 2012 – January 2013 and to January 2015 (for the Gbarnga Regional Hub Manager post which has funding approved for three years).  <i>Note:</i> UNDP/BCPR financed an interim International Justice and Security Programme Manager for three months (Sep-Nov 2011). An extension of this support has been requested for another two months to allow for the recruitment of the international Justice and Security Programme Manager.  In order to maintain this momentum, without any critical setbacks, the recruitment and deployment of the International Programme Manager and other posts are critical.
<b>PBF Priority Area(s) and Outcomes:</b> The positions of a <b>National</b> and an <b>International Programme Manager</b> as well as a <b>Hub Manager</b> will support justice and security reform priorities as set out in the LPP and the JSJP which respond directly to overarching SSR	

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and Rule of Law priorities defined in the Statement of Mutual Commitments (SMC). Specifically, the recruitment of the National and International Programme Managers and the Hub Manager will help to respond to one of the two core outcomes set out in the LPP, namely support for, 'Enhanced access to justice and security at regional and county level in preparation for UNMIL transition'. The recruitment will also facilitate the full implementation of the Justice and Security Joint Programme (JSJP).

#### **Outputs and Key Activities:**

The shared key output for the National and International Programme Managers as well as the Hub manager is to support implementation of the justice and security component of the Liberia Peacebuilding Joint Programme (LPP).



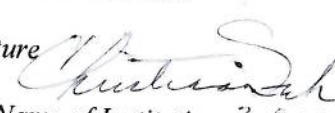

The key activities of the **National and International Programme Managers**, to be carried out in close coordination with the Ministry of Justice (MoJ) and the Judiciary, include:

- Oversee the management and implementation of the Justice and Security Joint Programme, which builds on the Liberia Peacebuilding Programme;
- Ensure continuous close coordination and information sharing with national and international partners – with mindfulness of cross-cutting issues such as gender issues, conflict sensitivity, and human rights-based approaches (HRBA);
- Establish, in collaboration with the GoL, UN, and other partner organizations, systems for project planning and implementation. Specifically, takes the lead in putting the joint programme management arrangements in place;
- Develop a risk management strategy for implementation of the Joint Programme;
- Support the Ministry of Justice and the Judiciary to supervise and manage Regional Hub Managers;
- Develop strategic partnerships for overall hub effectiveness and ensures that the JS TAG meetings are used efficiently and effectively towards this purpose;
- Maintain firm relationships with the Ministry of Justice (including LNP, BIN, BCR and the Prosecution Department) and the Judiciary; and
- Liaise regularly with UNMIL's Peacebuilding Advisor.

The key activities of the **Hub Manager** include:

- Is responsible for the daily operation and management of the Hub;
- Coordinates and collaborates with sectional chiefs of justice and security institutions at the Hub level, including the LNP/PSU, BIN, BCR and the Prosecution Department, in support of the continuous provision of quality justice and security services at the regional level;
- Ensures coordination and develops strategic partnerships with local civil society organizations, communities and other strategic partners for overall hub effectiveness;
- Maintains line of communication to the Ministry of Justice and the Judiciary on judicial matters through the primary reporting line to the Justice and Security Programme Manager;
- Contributes to a baseline study, measuring perceptions of justice and security service delivery, as required;
- Develops administrative and operational guidelines and procedures (SOPs) for the Hub. Once in place, the Hub Manager is expected to ensure compliance with all Standard Operating Procedures (SOPs) and command and control procedures put in place for the Hub;
- In coordination with the Public Services Office (PSO), establishes regular coordination meetings with local civil society and communities as well as other strategic partners and stakeholders to share information and discuss emerging 'good' and / or 'promising practices';
- Monitors risks to Hub operations and develop risk management strategies.
- Submits regular monthly progress reports to the Justice and Security Joint Programme Manager;
- Liaises with justice and security focal points as well as other relevant partners for continuous monitoring and assessment in accordance with the established Monitoring and Evaluation framework; and
- Responds in an effective and timely manner to operational challenges and/or interruptions compromising effective Hub service delivery.

**PROJECT DOCUMENT COVER SHEET**

<b>Co-chairs of the Joint Steering Committee</b> <i>(for PRF-funded projects)</i>	
<p>Replace with:  <i>Name of Senior UN Representative</i>  <b>Mr. Moustapha Soumaré</b></p> <p><i>Signature</i> </p> <p><i>Title</i>  <b>Deputy Special Representative of the Secretary-General (R&amp;G), &amp; Co-Chair, PBF Joint Steering Committee</b></p> <p><i>Date &amp; Seal</i>    29/02 2012</p>	<p>Replace with:  <i>Name of Government Counterpart</i>  <b>Hon. Amara M. Konneh</b></p> <p><i>Signature</i></p> <p><i>Title</i>  <b>Minister of Planning and Economic Affairs, &amp; Co-Chair, PBF Joint Steering Committee</b></p> <p><i>Date &amp; Seal</i></p>
<b>Recipient UN Organization(s)</b>	<b>National Implementing Partner(s)</b>
<p>Replace with:  <i>Name of Representative</i>  <b>Mr. Dominic Sam</b></p> <p><i>Signature</i> </p> <p><i>Title, Name of Agency</i>  <b>Country Director, UNDP – Liberia</b></p> <p><i>Date &amp; Seal</i></p>	<p>Replace with:  <i>Name of Head of Partner</i>  <b>Cllr. Christiana Tah</b></p> <p><i>Signature</i> </p> <p><i>Title, Name of Institution</i> 2-9-12  <b>Minister of Justice and Attorney General – Ministry of Justice, Republic of Liberia</b></p> <p><i>Date &amp; Seal</i></p>
<p>Replace with:  <i>Name of Representative</i>  <i>Signature</i>  <i>Name of Agency</i>  <i>Date &amp; Seal</i></p>	<p>Replace with:  <i>Name of Head of Partner</i>  <b>His Honor Johnnie N. Lewis</b></p> <p><i>Signature</i> </p> <p><i>Name of Institution</i>  <b>Chief Justice, Supreme Court of Liberia – Republic of Liberia</b></p> <p><i>Date &amp; Seal</i>    16.2.2012</p>

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## **COMPONENT 2: Narrative Section: Project justification**

In September 2010, the Government of Liberia (GoL) and the Peacebuilding Commission (PBC) expressed their commitments to enhance efforts to promote peace and security in Liberia through a Statement of Mutual Commitments (SMC). Based on the priorities herein stated, a Peacebuilding Priority Plan (PPP), along with the Liberia Peacebuilding Joint Programme (LPP), were drafted and approved. These documents identify a set of interventions considered critical to the promotion of justice, security and reconciliation in Liberia. Over the past year, an elaborate consultation process has taken place between UNMIL, UN agencies, civil society and the GoL, which led to the crafting of the various policies and programmatic instruments. This also led to the finalization of "costed action plans" as well as detailed work plans for the Justice and Security, Land and Youth components of the LPP. A Justice and Security Joint Programme was drafted, approved and is being funded for implementation. However, as the Government and the relevant agencies/institutions prepare for implementation, the urgent need to recruit for a number of essential positions emerges:

The **National and International Programme Managers** will be responsible for supporting the application of the justice and security component of the Liberia Peacebuilding Programme (LPP). Specifically, the Programme Managers will focus on putting in place systems to ensure the effective implementation of the Joint Programme on Justice and Security. The Programme Managers will place particular emphasis on supporting the Ministry of Justice, the Judiciary, UNDP and UNOPS to complete and fully operationalise the Regional Justice and Security Hub in Gbarnga and to make rapid progress on Hubs 2 and 3. The Programme Managers will also provide essential support to the Deputy Minister of Justice in his/her role as Chair of the Justice and Security TAG. The Programme Managers will be co-located within the Ministry of Justice and will maintain reporting lines to the D/SRSG on Recovery and Governance and the D/SRSG on Rule of Law under delegated authority, as well as to the Minister of Justice and the Judiciary.

The **Hub Manager** will be responsible for the daily operation and management of the Hub. Specifically, the Hub Manager will ensure that all necessary facilities are available and functioning in support of effective and efficient service delivery by justice and security agencies deployed to the Hub. To this end, the Hub Manager will monitor risks to Hub operations and develop risk management strategies, working closely with sectional chiefs of LNP/PSU, BIN, BCR and the Prosecution Department. He/she will liaise closely with organizational management consultant/s to develop Administrative and Operational guidelines and procedures (SOPs) for the Hub. Once in place, the Hub Manager is expected to observe all SOPs and command and control procedures put in place for the Hub. The Hub Manager will also maintain a line of communication to the Ministry of Justice and the Judiciary as appropriate, in addition to a primary reporting line to the Justice and Security Programme Manager. Meanwhile, he/she will liaise closely with the Liberia Peacebuilding Office on matters that require the attention of the Joint Steering Committee (JSC) and the Justice and Security Technical Advisory Group (JS TAG). Finally, the Hub Manager will develop strategic partnerships with local civil society organizations, communities and other strategic partners for overall hub effectiveness

## **COMPONENT 3: Logical Framework (including implementation and sustainability strategies)**

This proposal logical framework aligns with the logical framework of the Justice and Security Joint Programme (JSJP) which contains specific project outputs and outcomes including specific indicators and means of verification. The provision of technical support through the recruitment of three staffs under the LPP implementation for which this project is written – will be measured along the JSJP outcomes and targets related to the LPP.

The issue of sustainability is considered in the JSJP and LPP. However, while the position of **International Programme Manager** is only for 12 months, it is expected that the PBF will finance the post for one additional year to align with the completion date of the LPP in 2013.



Beyond 2013, the post will be nationalized and subsumed into the budget of the Liberian Ministry of Justice. The international Programme Manager will lead in putting the Programme Management Unit (PMU) in place for the Joint Programme for the first year, supported by the National Programme Manager. Following the first 12 months, management will be phased over to the National Programme Manager with the goal of the latter eventually assuming full responsibility of the PMU.

Sustainability of the position of the **National Programme Manager** will require that the salary cost is factored into the annual budget of the Ministry of Justice.

The position of the **Hub Manager** will be funded by PBF for three (3) years. Efforts to ensure the sustainability beyond the third year begins with a public expenditure review of the Liberia Security Sector planned for November 2011. The review is, funded by the United Nations-World Bank Partnership Trust Fund and will be carried out jointly by UNMIL and the World Bank. This review will place particular emphasis on ensuring that future budget cycles take the recurrent costs of the Hub into consideration, including the Hub Manager's salary.

#### **COMPONENT 4: Budget**

<b>PBF PROJECT BUDGET</b>	
<b>CATEGORIES</b>	<b>AMOUNT (USD)</b>
1. Supplies, commodities, equipment and transport	
2. Personnel (staff, consultants and travel)	
<i>a: International Justice and Security Joint Programme Manager</i>	297,782.00
<i>b: National Justice and Security Joint Programme Manager</i>	60,000.00
<i>c: Regional Justice and Security Hub Manager (Gbarnga) (3 years)</i>	90,000.00
3. Training of counterparts	
4. Contracts	
5. Other direct costs	
<b>Sub-Total Project Costs</b>	<b>447,782.00</b>
Indirect Support Costs*	31,345.00
<b>TOTAL</b>	<b>USD 479,127.00</b>

\* The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organisation. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

#### **COMPONENT 5: Management Arrangements**

The vacancies for the **International Programme Manager** will be advertised through UNDP, after which a recruitment board will be established, while the **National Programme Manager and Gbarnga Regional Hub Manager** will hold a Government contract and will be advertised through GoL channel and recruited by the Ministry of Justice and the Judiciary with the help of UNDP and UNMIL. The managers will be physically located within the Ministry of Justice or the Judiciary. The Programme Managers will report to the Ministry of Justice and the Judiciary and will maintain dual reporting lines to the Country Director of UNDP and the D/SRSG on Rule of

Law under delegated authority. Coordination around implementation of the JSJP will be facilitated by the existing institutional structures of the Justice and Security Board and the PBF Joint Steering Committee (JSC) including the Technical Advisory Group on Justice and Security (JS-TAG). Coordination will also be supported by the Liberia Peacebuilding Office (PBO) within the Ministry of Planning and Economic Affairs.

The **Hub Manager** will be physically located in the Regional Justice and Security Hub in Gbarnga, Bong County. He/she will act as the daily manager of the Hub and will report directly to the Ministry of Justice and the Judiciary as appropriate, in addition to reporting to the National and International Justice and Security Programme Managers.

#### **COMPONENT 6: Monitoring and evaluation**

See M&E section as outlined in the LPP (chapter V), and please also see staffing table outlined in the LPP which foresees the recruitment of an M&E Expert to be located in the Peacebuilding Office (PBO). The PBO is currently finalizing the ToR and accompanying Project Document for the recruitment of the M&E Expert.

#### **COMPONENT 7: Analysis of risks and assumptions**

See risk factors as outlined in the Risk Analysis in the LPP (chapter VI).