



PEACEBUILDING FUND

Project Title: Enhancing Access to Security and Justice at the Decentralized Level – Harper and Zwedru Hub Regions	Recipient UN Organization(s): UNDP
From: <i>Head of UN Recipient Organization</i> Dr. Kamil Kamaluddeen Country Director UNDP UNDP – Simpson Building, Sekou Toure Avenue, Mamba Point, Monrovia	Implementing Partner(s): The Ministry of Justice (SG’s Office, SGBV Crimes Unit, Program Management Unit for the Public Outreach Offices), the Judiciary (Public Defender’s Office), the Independent Human Rights Commission, selected Civil Society organizations, Ministry of Internal Affairs
Project Number: To be completed by UNDP MDTF Office	Project Location: Maryland, Grand Kru and River Gee counties to be covered by Regional Hub 2 (the “Harper Hub Region”); Sinoe and Grand Gedeh counties to be covered by Regional Hub 3 (the “Zwedru Hub Region”)

<p>Project Description: This proposal is multi-dimensional and has a two-phased implementation approach. The overall strategy is intended to provide critical support to the Ministry of Justice to help enhance effective administrative and operational capabilities of the Liberia National Police (LNP), the Bureau of Immigration and Naturalization (BIN) and access to justice (including support for the Bureau for Corrections and Rehabilitation) and the fair and speedy prosecution of cases through the Solicitor General's office. It is also intended to strengthen the capacity of the Judiciary at the local level. This will be achieved through the development of two additional Hubs covering 5 counties in total. The "Harper Hub" to cover Maryland, Grand Kru and River Gee and the "Zwedru Hub" to cover Sinoe and Grand Gedeh.</p> <p>Specifically, based on lessons learned from the implementation of the Gbarnga Regional Hub and while infrastructure is very much needed to enhance the work of the justice and security</p>	<p>Total Project Cost: USD. 3,062,405.00</p> <p>Peacebuilding Fund: USD. 3,062,405.00 Government Input: In-kind contribution to house the additional justice and security officials to be deployed into the region in existing infrastructure. Starting 2014-2015 budget cycle, salaries and recurrent costs for justice and security officers deployed to provide six services.</p> <p>Other: ECOWAS for BIN Border Barracks and LNP Barracks in Hubs 2 and 3 Regions.</p> <p>SGBV Joint Programme UNDP: 2 motorcycles, fuel and stationary support in Grand Gedeh and Grand Kru counties (USD. 10,000). Women correction facility River Gee (USD. 20,000). Nationwide, including Hubs 2 and 3: mobile trial screens, judges training for every Circuit Court, advanced training for investigators (USD 80,000)</p>
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project will focus on the provision of priority services within the Hub regions. In this regard, the hubs will enhance the existing capacity of the County Attorney Offices in the 5 counties to prosecute cases at the Circuit Court level, the existing capacity of the Office of the Public Defense to provide legal representation at the Magisterial and Circuit Court levels. Through this strategy, three other services will be offered for the first time: psycho-social, medical referral and legal support / advice to SGBV survivors through the SGBV (Sexual Gender Based Violence) Crimes Unit; monitoring of human rights compliance by justice and security agencies through the Independent Human Rights Commission; referral of citizen requests to available and existing community services as well as referral of citizens' complaint to justice and security agencies through the Hub Region's Public Outreach Offices. Finally, civil society organizations will also provide justice advisory, community-based dispute resolution and support services to individuals and communities in the five counties.

The implementation pace of the second Phase of the Hub strategy will depend on the availability of GOL funding and international support. Based on the Justice and Security Technical Advisory Group (JS-TAG) recommendation, the Justice and Security Board is considering different scenarios. As it stands, Phase 2 includes several prioritized infrastructure projects that seek to continue with the decentralization of security services and to increase access to justice services in the Hub regions. This includes: courthouses in the five counties; housing units for LNP/Public Support Unit (LNP/PSU) Officers; development of a detention center in Barclayville (Grand Kru) and one in Greenville (Sinoe). It also includes operational arrangements for Justice & Security service providers (LNP/PSU, BIN/BPU, Corrections Officers, to be able to perform their functions in new or existing locations throughout the five counties. Phase 3 contemplates key projects seeking to enhance the effectiveness of the services provided by justice and security agencies including among others: development of an Access to Justice center; roll-out of criminal case management system; tools for manual record keeping systems; and, installing a communications network to strengthen the command and control capacity as well as the response capacity of the security agencies.

Also, this proposal includes support for the operational functioning of the Program Management Unit (PMU). Also covered are the administrative costs for the National Program

PROJECT DOCUMENT COVER SHEET

(for PRF-funded projects)

Co-chairs of the Joint Steering Committee

<p>Mr. Aeneas Chapinga Chuma</p> <p><i>Signature</i> </p> <p><i>Title</i></p> <p>Deputy Secretary General for Recovery and Governance – UNMIL & RC and Co-chair JSC</p> <p><i>Date & Seal</i> 17/08/13 (Usually SRSG for mission settings and RC for non-mission settings)</p>	<p>Hon. Amara M. Konneh</p> <p><i>Signature</i> </p> <p><i>Title</i> Minister of Finance, Republic of Liberia and Co-chair JSC</p> <p><i>Date & Seal</i></p>
<p>Hon. Morris Dukuly</p> <p><i>Signature</i> </p> <p><i>Title: Minister of Internal Affairs</i></p> <p>Ministry of Internal Affairs</p> <p><i>Date & Seal</i></p>	<p>Recipient UN Organization(s) (If it is a joint project all Heads of UN Entities/Agencies receiving funds should sign)</p>
<p>Dominic Sam</p> <p><i>Signature</i> </p> <p><i>Name of Agency</i></p> <p>United Nations Development Programme (UNDP)</p> <p><i>Date & Seal</i></p>	<p>National Implementing Partner(s)</p> <p>Hon. Christiana P Tah</p> <p><i>Signature</i> </p> <p><i>Title: Minister of Justice/Attorney General</i></p> <p>Ministry of Justice (MoJ)</p> <p><i>Date & Seal</i> August 15, 2013</p>
<p>His Honor Justice Francis Korkpor</p> <p><i>Signature</i> </p> <p><i>Name of Institution</i> The Supreme Court of Liberia</p> <p><i>Date & Seal</i></p>	

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Index:

COMPONENT 1: (The “Why”)

- a) Situation Analysis/Context
- b) Project Justification and Core Strategy (Theory of change)

COMPONENT 2: (The “What”)

- a) Results Framework

COMPONENT 3: (The “How”)

Implementation Strategy:

- a) Target Groups/key Actors and Geographic criteria
- b) Duration
- c) Approach
- d) Sustainability and Catalytic effects
- e) Project Activities
- f) Analysis of risks and assumptions
- g) Budget

COMPONENT 4: (The “How”)

- a) Management Arrangements
- b) Monitoring and Evaluation

COMPONENT 5: Annexes

Annex A: Donor Mapping in Peacebuilding Strategic Outcome Areas

Annex B: Mapping of critical gaps table (UN and International budgets)

Annex C: Mapping of UN Agency Capacity table

Annex D: Organigram of Project management structures table

Annex E: Target table for outcome and output indicators of the results framework

Annex F: 2013 PBF First Semester Report

Annex G: Full Range of Justice and Security Services to be offered by Hubs 2 and 3

Annex H: Existing Infrastructure Assessment to house Priority Services

Annex I: Phase 2 Table on Outputs, activities and budget

Annex J. Assessment on existing infrastructure for Phase 2 Decision Making

COMPONENT 1: (The “WHY”)

a) Situation Analysis/Context

Since the signing of the Comprehensive Peace Agreement (CPA) in August 2003 and subsequently, the ushering in of a democratically elected Government in 2006, reforms of the justice and security sectors have been prominent. Over the last six years in particular, the Government of Liberia in partnership with the UN and other partners has worked hard to improve security and access to justice. Following a request by the Government of Liberia, Liberia was placed on the agenda of the Peacebuilding Commission (PBC) in September 2010, with rule of law, security sector reform and national reconciliation identified as the three priorities for PBC engagement in Liberia. Subsequently, a Country Specific Configuration for Liberia was created, and a Statement of Mutual Commitments (SMC) was adopted by the Government and the Peacebuilding Commission in November 2010. The SMC informed the development of the Peacebuilding Priority Plan to serve as the basis for Peace Building Fund (PBF) interventions in Liberia and to provide a roadmap for additional resource mobilization and advocacy by the PBC. The SMC and Priority Plan were translated into a programme document, the Liberia Peacebuilding Programme (LPP), in May 2011. For implementation purposes, the rule of law and security sector reform component of the LPP was developed into a Justice and Security Joint Programme, signed in December 2011. A complementary Joint Programme on National Reconciliation is expected to be developed and finalized in the first half of 2013.

The underlying assumption for supporting rule of law as one of the three priorities for PBC engagement in Liberia as stated in the United Nations’ first report on rule of law in post-conflict countries is that “the consolidation of peace in an immediate post-conflict period, as well as the maintenance of peace in the long term, cannot be achieved unless the population is confident that redress for grievances can be obtained through legitimate structures for the peaceful settlement of disputes and the fair administration of justice. At the same time, the heightened vulnerability of minorities, women, children, prisoners and detainees, displaced persons, refugees and others, which is evident in all conflict and post-conflict situations, brings an element of urgency to the imperative of restoration of the rule of law”.

Because rule of law programming is complex, both conceptually and practically, the selected interventions can fall within a broad scope of dimensions of the rule of law, ranging from restoring law and order, protecting human rights, enhancing access to justice and equality among the law, among others. In the past 7 years, under the Lift Liberia Poverty Reduction Strategy (PRS) and with the support of the international community, the Government of Liberia has made enormous strides in moving the country from a situation of emergency and stabilization associated with the protracted civil conflict that destroyed the country, into one of sustainable peace and economic transformation. This finds voice and coherence in the Agenda for Transformation (AFT).

In the aftermath of the war, the justice sector infrastructure was devastated, from courts to prisons, there was low human capacity with few, qualified personnel, including police, judges, prosecutors, defense lawyers, law professors, and legal

policy experts, obtaining legal advice was a huge hurdle to accessing justice and the population had a deep mistrust and lack of faith in the justice sector. While the restoration of law and order has continued, with considerable UNMIL and other partner support, the Government of Liberia has initiated a more long term strategy to address criminal behavior and assist in conflict resolution, to restore a formal criminal justice system, including police structures, the judicial system and prosecutors. The Judiciary and the Ministry of Justice have implemented a very broad range of initiatives in many dimensions of the rule of law, including among others: police vetting, recruiting, reforming, restructuring, and training; recruiting professional lawyers to become judges and magistrates and training them in different substantive and non-substantive areas, upgrading prison infrastructure and corrections operational capacity; drafting of laws on prisons, prison policies and regulations; selecting, vetting and training local corrections personnel; recruitment and training of prosecutors; reform/drafting of laws dealing with commercial and contract matters.³ Institutions such as the Louis Arthur Grimes School of Law, the James A.A. Pierre Judicial Institute, the Liberia National Bar Association and the Liberian National Police Training Academy are increasingly playing a major role in shaping the direction and effectiveness of the country's justice and security system.

Within the context of the PRS and as part of the Liberia Peacebuilding Programme, a catalytic initiative to enhance access to justice and security at the regional and county levels was jointly agreed by the Government and the UN, namely the development of five regional justice and security hubs. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. This holistic approach of the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defence, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve. It was agreed that given the strategy of a justice and security hub was first of its kind in Liberia – the Gbarnga Regional Hub would serve as a pilot for replication to other regions in Liberia, if successful.

To date, the Gbarnga Regional Hub is about 85% functional. As far as justice services are concerned⁴, the pilot Hub in Gbarnga has made initial progress in enhancing access to justice. The Ministry of Justice's SGBV Crimes Unit, with support from AusAID and SIDA, has commenced expansion to the Gbarnga Hub region to enhance the prosecution of cases of rape, given the high incidence of reported cases of rape, particularly of minors. The Unit has conducted a baseline survey in the Bong, Lofa and Nimba counties covered by the Gbarnga Regional Hub to understand from an empirical perspective, the level/prevalence of SGBV related crimes and to be able to measure progress over time. The Ministry of Justice, with support from GIZ, has also expanded its pilot probation

³ For more complete information on the progress made by the Government of Liberia in strengthening the rule of law: *Statement of Mutual Commitment Report 2012; the 2012 Supreme Court and the Ministry of Justice's report to President Johnson within the framework of the Millennium Challenge Corporation; the 2012 Judiciary report to the Legislature and the Ministry of Justice's contribution to the 2012 GOL Performance Report*

⁴ Progress has also been made in the provision of key security services as described in Annex F. Component 2 of this project document contains the rationale behind why the focus of the present project document is on access to justice.

project to the Gbarnga Hub region and has deployed additional prosecutors. The Judiciary has, in turn, deployed additional public defenders and the Independent National Commission on Human Rights has deployed a human rights monitor to each of the three counties. Additionally, the Public Support Office has been conducting public outreach activities and the Hub training center has held trainings for justice and security sector personnel. These are just some examples, Annex F contains an update on the progress that has been made and the initial impact that is progressively being felt by users of 11 justice and security services being offered in the three counties that make-up the Gbarnga Hub Region.

As the implementation has progressed several lessons that have been learned have informed the development of the strategy and approach contained in this proposal

b) Project Justification and Core Strategy (Theory of Change)

“The delivery of justice has improved as the government has developed and implemented a national and county-level case management system; deployed public defenders throughout the country; and replenished the ranks of trained magistrates for the first time in 20 years. As part of the PRS, Liberian security institutions, primarily the Armed Forces of Liberia (AFL) and the Liberia National Police (LNP) were rebuilt and reformed into professional and capable institutions. The *Lift Liberia* PRS and Liberian Government made great strides toward recovery, but it did not meet all of its goals as a result of the enormous institutional and human capacity deficits.”⁵

In recognition of continuing challenges, the Agenda for Transformation (AFT), Liberia’s 2013-2018 development strategy, identified four main pillars to realize its medium-term goals: 1) Peace, Security and Rule of Law; 2) Economic Transformation; 3) Governance and Public Institutions; and 4) Human Development. A fifth pillar on Cross-Cutting Issues supports these core foundations. Regarding Pillar One, the AFT recognizes the strong interrelationships between poverty, unemployment, lack of investor confidence, crime, justice, insecurity and conflict. It further stresses that ongoing social and economic development and the quality of life of all Liberians depend on safeguarding and continuing to strengthen the peace and security the country currently enjoys. In fact, the AFT underlines that the achievement of the goals within the strategy depends on the continuation of Liberia’s current trajectory toward a safer society.

Notwithstanding broad-based efforts at reform, the AFT acknowledges upfront there are three challenges that need to be confronted in achieving the goal of Pillar One, they are:

- 1) Operational inefficiencies of Liberian security agencies, caused by a lack of human capacity, insufficient coordination across the sector, and the centralization of justice and security provision in and around Monrovia.

⁵ Republic of Liberia’s Agenda for Transformation, Steps towards Liberia Rising 2030

- 2) Endemic corruption, the culture of impunity and the lack of accountability that still plagues the sector, undermining the integrity and credibility of legal, justice and security institutions.
- 3) The time pressure and resource gap created by the anticipated withdrawal of the United Nations Mission, which is still the main security provider in Liberia.

In complete alignment with the key objectives of the Peace, Security and Rule of Law Pillar, the “Hub” Strategy, which is none other than a strategy supporting the broadening of access to justice and security services in areas outside of Monrovia, is an excellent means of supporting inter-agency sector strengthening while doing it in a more “controlled” geographic space and therefore increasing possibilities of success.

To support the AFT’s Pillar One Goal of “Creating an atmosphere of peaceful co-existence based on reconciliation and conflict resolution and providing security, access to justice, and rule of law to all”, the justice, security and civil society actors, through the Justice and Security Board, have identified six outcomes.

- Outcome 1: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties have increased access to fair and accountable justice services;
- Outcome 2: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties benefit from enhanced and accountable security and safety services
- Outcome 3: Corrections system provides safe, secure and human conditions as well as rehabilitation programs for offenders in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties
- Outcome 4: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties benefit from enhanced border management
- Outcome 5: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties benefit from justice advisory, human rights, monitoring, advocacy and support services provided by civil society
- Outcome 6: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties are empowered as communities to manage conflicts in a manner that is integrated with the formal system and strengthens the interface between statutory and customary systems

The justice and security sector along with civil society has developed the outputs, activities and estimated budget that would be required to achieve the totality of outcomes for the five counties. The Government of Liberia will use this framework to continue to mobilize resources to fully fund this strategy in order to confront the challenges mentioned above. Notwithstanding, since the inputs require a considerable investment, the Justice and Security Board adopted a three-pronged strategy. Phase One is the subject of this project proposal and is framed within Outcome 1, 5 and 6 of the overall strategy. Phase Two includes funding key and prioritized outputs to achieve Outcomes 2, 3 and 4. Phase Three completes the first two by identifying important infrastructure and operational arrangement inputs required to achieve the same outcomes in counties or for services that will not be covered in the first two phases.

COMPONENT 2: (The “WHAT”)

The focus of the full-fledged strategy [for the six outcomes] is access to service delivery. Back-office interventions such as the ones used for the Gbarnga Hub (including communications network, case management systems, etc.) and infrastructure are a means to an end. An important lesson learnt from the implementation of the Gbarnga Regional Hub is that it is possible to begin impacting the lives of Liberians in counties throughout the country, with the provision of key services that do not require high investments in infrastructure. This in no way implies that investing in infrastructure for the sector is not important. The prolonged conflict experienced by Liberia practically destroyed justice and security infrastructure in the counties. The rebuilding process has been progressive but slow. The 2013 Justice and Security Workplan, which builds upon the strategic plans of the different agencies, as well as the AFT, attest to the enormous needs in physical infrastructure and operational arrangements that are required by the sector. However, given the serious funding restrictions on capital investment of the GOL and the limited availability of international funding, the Board determined that Phase One would consist of the delivery of six priority services to achieve the following outcomes [three of the six outcomes of the full-fledged strategy]:

- Outcome 1: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties have increased access to fair and accountable justice services;
- Outcome 5: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties have increased access to justice advisory and human rights, monitoring, advocacy and support services provided by civil society
- Outcome 6: People in Grand Gedeh, Sinoe, Maryland, River Gee and Grand Kru counties are empowered as communities to manage conflicts in a manner that is integrated with the formal system and strengthens the interface between statutory and customary systems

Specifically, the Phase One strategy seeks to enhance access to justice through the deployment of increased numbers of qualified state prosecutors, public defenders and human rights monitors; increase access to legal and other advisory services through the development of civil society capacities; establish effective public outreach and civic education on justice sector issues; and, provide an effective reporting and referral mechanism for complaints against justice and security personnel.

As for the decentralization of key security services, and in advance of the decisions to be made within the framework of Phase Two that will support the realization of Outcomes 2 and 4, in Phase One, two additional specific interventions were identified as requiring initial funding. One of them is a refresher training course for LNP/PSU officials deployed around the country whose role is to prevent and respond to security incidents in communities. The second one is the procurement of a full set of uniforms for the totality of the BIN/Border Patrol Unit (BPU) force deployed around the country. This intervention, along with other operational arrangements funded by ECOWAS and the Government of Liberia, enhance border management in the country.

To ensure that people in the five counties covered by Hubs 2 and 3 will have increased access to fair and accountable justice services (Outcome 1), justice sector institutions must have adequate human capacity to provide key justice services

(Output 1.1.), infrastructure and operational arrangements must be in place to provide those services (Output 1.2.), and community based justice and accountability services must be available to citizens (Output 1.3.).

The people of the five counties covered by Hubs 2 and 3 will benefit from justice advisory, human rights, monitoring, advocacy and support services (Outcome 5), if the capacity of civil society organizations (CSOs) to provide justice education, awareness, advocacy and support services to communities is strengthened (Output 5.1.) and CSOs provide those services (Output 5.2.) to target communities.

The training of local traditional leaders (and CSOs working on justice advisory issues) in governance, justice sector rights and obligations and coordination with formal sector actors (Output 6.1.), will empower people in the five counties to manage conflicts in a manner that is integrated with the formal system and strengthens the interface between statutory and customary systems.

COMPONENT 3: (The “How”)

Implementation strategy

The Gbarnga Regional Hub experience has resulted in the identification of at least fourteen justice and security services that can be offered to Liberians throughout the country, they include:

1. Response to public disorder/disturbance – PSU/LNP
2. Response to crime events – PSU/LNP
3. Response to border insecurity – BPU/BIN
4. Secure prisons/detention centers - BCR
5. Community services by offenders – Probation/Ministry of Justice
6. Prosecution of cases at Magisterial and Circuit Court levels – MOJ Prosecution
7. Psycho-social and legal support/advice to SGBV victims – SGBV Crimes Unit
8. Resolution of disputes at the magisterial/circuit court levels - Judiciary
9. Adjudication of cases at same levels – Judiciary
10. Free legal representation – Public Defenders
11. Public information about the Hub - and services – PSO Coordinator and officers
12. Referral of citizen complaints to justice and security agencies – PSO Coordinator and officers
13. Referral of citizens requests to existing community services – PSO Coordinator and officers
14. Monitoring of human rights compliance by justice & security agencies - Human Rights Monitors (INHRC)

This project document proposes that six out of the fourteen be offered in priority manner in the Hub 2 and 3 regions.

a) Target groups/key actors and geographic criteria

The Justice and Security Board, in seeking solutions to the funding limitations, requested an assessment be undertaken to identify which key services could be spearheaded because they did not require immediate infrastructure arrangements. The assessment identified existing locations from where key services would be housed. (See Annex H). Table 1 shows the type of service to be offered, the groups being targeted, the key actors and geographic criteria.

TABLE 1: TARGET GROUPS/KEY ACTORS/GEOGRAPHIC CRITERIA			
Target groups	Services	Hub 2 Region – Key actors	Hub 3 Region – Key actors
Citizens (or their families, or attorneys) involved in a case	Prosecution of cases at Circuit Court level	5 county attorneys	4 county attorneys
Same as above	Free legal representation at Magisterial and Circuit Court level	3 public defenders	2 public defenders
Survivors	Psycho-social, medical referral and legal support / advice to SGBV survivors	4 case liaison and victim support officers	4 case liaison and victim support officers
Prison population and their families	Monitoring of human rights compliance by justice and security agencies	6 human rights monitors	4 human rights monitors
Citizens that have had contact with justice and/or security officials	Referral of citizens complaint to justice and security agencies; public outreach on services provided by the Hub; referral to local services on how to access the justice system	3 public outreach officers	2 public outreach officers
Citizens and their families	Justice advisory, human rights and monitoring services provided by CSOs		

b) Duration

The project will last one year, beginning in September 1, 2013 and will serve as the basis for continued provision of selected services beyond the project timeframe through the inclusion of the recurrent costs in the Government of Liberia 2014-2015 budget.

c) Approach

This proposal for Hubs 2 and 3, changes the approach used for the Gbarnga Regional Hub, which had a strong focus on building a compound to house the justice and security

agencies first. It proposes to begin with the provision key justice services to the citizens in the five counties covered by Hubs 2 and 3.

The new approach is to:

- Roll-out key justice services that do not require new infrastructure in advance of the development of the hub's infrastructure;
- Operate under the concept of the regional hub, with what already exists on the grounds (facilities and staff within the Justice and Security institutions);
- Recruit and deploy the Regional Coordinator and Public Support Office Coordinator and officers prior to the development of the hub;
- Begin public outreach in the counties and communities, so as avoid misconception of the public;
- Begin complaint referrals within the counties;
- Begin to work with CSOs in capacity building to provide advocacy, legal advice and human rights monitoring; and
- Conduct a public perception survey (as baseline) on justice and security in the three counties covered by the regional hub prior to the development of the hub.

Phase 2 for the Harper Hub Region, includes development of key infrastructure, such as the Circuit Courthouse complex, LNP/PSU dormitory and dining facility, vehicle workshop and a new detention center in Barclayville (Grand Kru), as well as operational arrangements for 60 LNP/PSU officers to be deployed to Harper and for the corrections officers that will be required to run the new detention center. The estimated investment required for this Phase is approximately US\$2.8 million.

Phase 2 for the Zwedru Hub Region, includes development of key infrastructure, such as the Circuit Courthouse Complex, LNP/PSU dormitory and dining facility, vehicle workshop and a new detention center in Greenville (Sinoe). It also covers operational arrangements for 60 LNP/PSU officers to be deployed to Zwedru, for the corrections officers that will be required to run the new detention center, as well as for 2 existing border posts with a current strength of 15 BPU officers. The estimated investment required for this Phase is approximately US\$2.5 million.

Since the funding currently available from PBF (at an estimated US \$2 million per hub region) cannot cover the total investment required for Phase 2 (See Annex I. for full breakdown of output, activities and budget), the Government of Liberia is currently considering different alternatives to mobilize resources. One such alternative is for the Government to put US\$500,000 (Five Hundred Thousand Dollars) of seed funding for capital investment, in which case the PBSO has agreed it would match a similar amount. In order to expedite the decision making process, the Justice and Security Board has requested a complementary assessment of existing infrastructure that could be renovated in Hubs 2 and 3 that could help reduce the costs of the key infrastructure projects. Annex J includes the findings of the assessment that was recently completed.

Additional important elements of the comprehensive strategy under Phase 3 include among others: development of an Access to Justice Center [this would include at a minimum the following services: human rights monitoring, reception and referral of complaints to justice and security agencies; psycho-social and legal services for SGBV survivors; justice advisory, advocacy or alternative dispute resolution services provided

by community based organizations]; new or renovated infrastructure and operational arrangements for 5 additional magisterial courts, the Harper Detention Center, the Barclayville Detention Center, the Zwedru Palace of Corrections, and 8 additional residential quarters for Border Patrol Unit officers in key border posts; and, communication network for the 2 regions. Full details and breakdown of these projects are included in Annex I. The estimated amount for the Harper Hub Region is US\$ 5,300,976 and for the Zwedru Hub Region is US\$ 4,489,309.

d) Sustainability and Catalytic effect

This proposal is timely in as much as it seeks resources for a critical intervention that has been decided based on empirical data and analysis and gaps identified in the justice and security sectors that need to be addressed before UNMIL withdraws from Liberia. However, the funding being sought is a catalyst to jump-start an effort that will be sustained by the Government of Liberia after the project ends. As in the case with the first pilot regional hub in Gbarnga, where the Government included costs for the operations and maintenance of the hub after PBF funding, the GOL has committed it would do the same with the other Hubs. In addition to operational costs, the GOL funded salaries and other benefits for justice and security personnel deployed into the Gbarnga Region. Through its 2014-2015 budget request, the GOL has also committed to funding the salaries and benefits for the deployment of the officers required to deliver the key priority services in Hubs 2 and 3, beyond September 30, 2013, the end-date of this project.

As a result of a Partner's Forum held in New York in September 2009, and following commitments from some of the partners, the GOL and UNMIL decided to establish the "Justice and Security Trust Fund". Originally, the funding was sought to strengthen the LNP and BIN, but the partners decided to expand the scope to include other actors of the Criminal Justice System including the Judiciary, Prosecution and Corrections. The donors that have contributed to the Fund include the Government of Sweden, Australia, Japan, United Kingdom and Ireland. PBF funding for the Gbarnga Regional Hub proved to be catalytic in bringing Australian funding to support roll-out of the SGBV Crimes Unit to the Hub. The provision of medical, psycho-social and legal services offered through the Unit to SGBV survivors have proven to be extremely useful in bringing access to justice to women and children in Bong, Lofa and Nimba counties. Through GIZ funding, the roll-out of the Probation Program to the Hub region also built upon the catalytic effect of PBF-funding of the Gbarnga Hub. It is expected that similar effects will occur as a result of PBF's investment in Hubs 2 and 3 regions. There are positive signals as some funding for border posts and related activities have already been secured through ECOWAS. In Hubs 2 and 3 regions, and there are on-going discussions with the African Development Bank.

d) Project activities

TABLE 2: PHASE ONE: ACTIVITIES TO IMPLEMENT PRIORITY SERVICES [THAT DO NOT REQUIRE INFRASTRUCTURE]

TYPE OF SERVICE	Activities	J&S Official	Maryland	Grand Kru	River Gee	Budget proposed for PBF funding	Sinoe	Grand Gedeh	Budget proposed for PBF funding
Prosecution of cases at Circuit Court level	Recruit, train, deploy, and provide operational arrangements	Assistant County Attorneys	3	1	1	287,359.00	1	3	241,334.00
Adjudication of cases at the magisterial court level	Provide operational arrangements for 12 magistrates								24,000.00
Psycho-social and legal support/advice to SGBV victims (work from Maryland and service other counties)	Recruit, train, deploy, and provide operational arrangements, undertake outreach, develop outreach materials, and distribute survivor "kits"	Case Liaison Officer and Social Workers	4			244,200.00		4	244,200.00
Free legal representation	Recruit, train, deploy, and provide operational arrangements	Public Defenders	1	1	1	186,215.00	1	1	126,666.00
Public information about the Hub and services, and how to access the justice system	Recruit, deploy, and provide operational arrangements, undertake outreach, develop outreach materials, and distribute survivor "kits"	Public Outreach Officers	1	1	1	312,705.00			155,443.00
Referral of citizen complaints to justice and security agencies									
Referral of citizens requests to existing community services									

TYPE OF SERVICE	Activities	J&S Official	Maryland	Grand Kru	River Gee	Budget proposed for PBF funding	Sinoe	Grand Gedeh	Budget proposed for PBF funding
Monitoring of human rights compliance by justice & security agencies	Recruit, deploy, and provide operational arrangements	Human Rights Officers	2	2	2	107,219.00			77,430.00
Justice advisory, human rights monitoring, advocacy and support services provided by CSOs to communities	Conduct local CSO assessment and training needs survey, train and provide grants accordingly					225,000.00			175,000.00
Response to border insecurity	Operational arrangements for BIN/BPU. 167 sets of uniforms and accessories.					78,490.00			0
Response to public disorder and disturbance in support to local police	Undertake refresher training for LNP/PSU.					20,400.00			20,400.00
	Provide training and capacity development on coordination for traditional leaders and justice sector actors					75,000.00			75,000.00
TOTAL						1,536,588.00			1,139,473.00

e) *Analysis of risks and assumptions*

The Government of Liberia has identified the risks and mitigation strategies that will enable it to accomplish the Agenda for Transformation in the period 2013-2018. Because the outcomes being sought by this project proposal [and those sought under Phase 2 and 3 as well] are completely aligned with the AFT, most, if not all of the risks and their mitigation strategies are applicable.

Main Risks	Mitigation Strategies	Main Responsibility
1. Security	Pillar 1 objectives and interventions.	MoJ, in close collaboration with other key relevant agencies.
2. Political economy	Mainstream appropriate measures in each pillar and cross-cutting strategies, guided by an enhanced “fragility lens.”	Lead pillar institutions.
3. Competition over natural resources	Enhanced concession reforms, transparency and compliance	Land Commission, Governance Commission
4. Interest groups, politics and slow reforms	Accelerate civil service reform, with greater accountability to moving key reforms	President’s Office, Civil Service Agency.
5. Deficient checks and balances	Political and institutional reforms and capacity development measures across three branches.	Governance Commission, Legislature, MoPEA
6. Macroeconomic, budgetary alignment/allocations, and financing gap	Sound monetary, fiscal and regulatory/investment policy environment; economic diversification; inclusive promotion of SMEs; financing strategy and operational plan; budgetary priorities and processes.	The MoF.
7. Capacity and implementation risks	Formulation and implementation of capacity development operational plan and activities, for both state and non-state change agents.	NCDU and LDA Secretariat.
8. Natural and environmental risks	Mainstreaming and implementation of environmental strategies.	Lead Pillar Institutions

g) Budget:

Table 4 includes the Budget for this Phase One proposal organized by categories.

TABLE 4				
PBF PROJECT BUDGET				
CATEGORIES	HUB 2 REGION	HUB 3 REGION	Program Management Unit	Total Project
1. Staff And other Personnel	256,600	190,800	126,000.00	573,400
2. Supplies, Commodities, Materials	78,490	-		78,490
3. Equipment, Vehicles and Furniture (including depreciation)	660,279	519,000		1,179,279
4. Contractual services				-
5. Travel	241,219	179,673		420,892
6. Transfers and Grants to Counterparts	300,000	250,000		550,000
7. General operating and other Direct Costs			60,000.00	60,000
Sub-total Project Costs	1,536,588	1,139,473	186,000.00	2,862,061
8. Indirect Support Costs	107,561	79,763	13,020.00	200,344
TOTAL	1,644,149	1,219,236	199,020	3,062,405

* See the UNDG Harmonized reporting to Donors for Joint Programmes approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note---Annex-D.doc>.

** 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 4: (The "How")

a) Management Arrangements:

The description of the Management Arrangements included herein, is the same as the one contained in the original Joint Justice and Security Program document approved in

December 2011. As the Program has advanced in its implementation, several lessons have been learnt regarding this aspect. It is likely that the two reviews undertaken in 2013 will result in changes to these arrangements.

a. Joint Steering Committee

In tandem with the PBC Liberia configuration the Joint Steering Committee is the coordination body between the Government of Liberia and the international community on related PBC and PBF related issues. Based on regular exchange with the PBC Liberia configuration, the Joint Steering Committee (JSC) will ensure overall guidance and direction in terms of implementation of the PBC Statement of Mutual Commitments (SMC). The Peacebuilding Office will support the JSC in this task by acting as its Secretariat and by rolling out the Monitoring & Evaluation (M&E) Plan for the SMC.

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

- Ensure that PBF money is spent in line with the LPP, costed action plans and approved work plans
- Engage closely with the Justice and Security Joint Programme Board to ensure coordinated and cohesive direction to the JSJP, as part of the overall Liberia Peacebuilding Programme;
- Ensure coordination, coherence and synergy between the JSJP, the work on youth and land reform and a policy future joint programme(s) on national reconciliation, based on a national reconciliation policy;
- Ensure that the do-no-harm principle is applied and that all the interventions under the JSJP are conflict sensitive in terms of policy decisions and programme implementation;
- Ensure that the SMC is instrumental and conducive to facilitate UNMIL transition;
- Ensure that the Government of Liberia allocates adequate funding to ensure sustainability of the PBF actions
- Review and endorse Government of Liberia progress reports to be submitted to the PBC on a nine-month basis as agreed in the Statement of Mutual Commitments.

b. Justice and Security Board (JSB)

The Justice and Security Trust Fund (JSTF) is a coordination, planning and monitoring mechanism that has been in place for approximately one year. The JSJP will build on this experience by broadening the scope of the JSTF Board and expanding its remit to encompass the JSJP. As such, the Justice and Security Trust Fund Board will be renamed and reconstituted as a Justice and Security Board (JSB) and will take on the additional tasks of providing overall guidance for the implementation of the JSJP (which includes the following financing instruments: the JSTF, bilateral support, UN core budget support, UN benefit in kind, Government of Liberia support and the PBF monies). The establishment of a unique board for justice and security matters is a positive step forward in having a forum that seeks to have a holistic approach to justice and security reform in Liberia. Ensuring the highest

representation of both the security and judicial sectors is key to reinforcing the principles of national ownership and leadership.

It is important to note that trust fund management obligations will be fully respected within the framework of the Board. Efforts will also be made to maintain the Board's present efficiency in reviewing and approving proposals.

The JSB will be co-chaired by the Minister of Justice, the Chief Justice, and the DSRSG-RoL and will be in charge of the implementation of the JSJP on matters of policy, prioritization and allocation of funding, and will act as the decision-making body regarding the oversight of activities implemented under the JSJP. At these meetings, to be held regularly (potentially every two weeks), decisions will be made on ensuring adequate allocation of resources to projects related to meeting the objectives of the JSJP. To ensure speedy implementation of projects, the JSB will be assisted and supported by the Programme Management Unit (PMU) in charge of the implementation of the entire programme. The PMU will initially have two full time managers (a national and an international), who – among other things – will prepare the meetings, ensure that management obligations of financing instruments are met (including the Multi-Donor Trust Fund), provide administrative support and assure the flow of information and delivery of documents.

As such, the Justice and Security Board will be responsible for:

- Providing strategic direction for implementation of the projects based on agreed prioritization as set out in the Joint Programme log frame; providing solutions to problems identified by the JS-TAG or the Programme Manager during implementation;
- Engaging closely with the JSC to ensure coordinated and cohesive direction to the JSJP, as part of the overall Liberia Peacebuilding Programme;
- Ensuring that Justice and Security Trust Fund management obligations are respected;
- Taking the final decision on the sequencing of priorities based on both advice from the technical advisory groups and available budget considerations; Overseeing and ensuring that the activities within the JSJP are allocated resources according to the JSJP, or if un-earmarked, according to the priorities of the GoL;
- Tasking the PMU to undertake continuous assessment of the projects (and activities therein);
- Ensuring that the Government of Liberia allocates adequate funding to ensure sustainability of the Programme;
- Making final decisions on the appropriate implementing partner for specific output activities;
- Ensuring coordination, coherence and synergy between the various projects being undertaken under the JSJP;
- Ensuring that the do-no-harm principle is applied and that all the interventions under the JSJP are conflict sensitive;
- Ensuring that the JSJP is instrumental and conducive to facilitating UNMIL transition;
- Approving Annual Reports of the JSJP for transmission to the JSC; and

- Reviewing and endorsing Government of Liberia progress reports to be submitted to the JSC for further transmission to the PBC on a nine-month basis as agreed in the Statement of Mutual Commitments.

The proposed JSB membership includes the Minister of Justice, Chief Justice, and the DSRSG-RoL (co-chairs); Solicitor General; LNP Inspector General, Commissioners of BIN and BCR, D/Minister of Justice, D/Minister of Planning, UNMIL (2), UNDP (2), donors financially supporting the justice and security sector, and at least two representatives from civil society that are engaged in justice and security interventions. The presence of civil society members is of particular importance, because it fosters cooperation and collaboration, and balances national realities and international best practice and experiences. Other international partners and NGOs can participate in the discussions and can attend as observers; however, decision-making will remain with the Board itself.

c. Justice and Security Technical Advisory Group

A Justice and Security Technical Advisory Group (JS-TAG) has been constituted to provide technical advice on the roll out of the Justice and Security Joint Programme, of which the hubs are a key part. The JS-TAG will provide technical advice to both the Justice and Security Board and the JSC and will provide written monthly summary reports and/or ad-hoc updates to, the JSC and the JSJP Board.

The JS-TAG will comprise key government representatives and UN and partner technical experts responsible for leading work in implementation of the hub. The Minister of Justice (or his/her designate) and the Chief Justice (or his/her designate) will co-chair regular meetings of a Justice and Security Technical Advisory Group (JS-TAG) that will help to steer the programme. The JS-TAG will convene on a monthly basis. Meeting agendas and minutes will be prepared and circulated by the PBO, working with the PMU, on behalf of the co-Chairs.

The JS-TAG will be responsible for the following:

- Ensure that the PBF Gbarnga hub project and future hubs are implemented in line with agreed criteria.
- The JS-TAG will seek regular updates from UNOPS in the agency's capacity as manager of the infrastructure component of the project (development/refurbishment of LNP/BIN regional HQ, plus courts and prisons). The Joint Steering Committee will approve the UNOPS plans and subsequent adjustments to the plans must be brought to the JS-TAG for approval;
- Review the narrative and budget breakdown for the "service delivery" components of hubs 2, 3, 4 and 5, to be prepared by the PMU after consultation with JS-TAG members, and in line with the priorities set out in the costed action plan. The JS-TAG will subsequently submit the proposal to the JSB for final approval. Subsequent adjustments to the plan must be brought to the JS-TAG for approval;
- Ensure implementation of the M&E plan for both the infrastructure and service delivery components of the regional hub as reflected in the LPP;
- Ensure a focus on operational coherence between the infrastructure component of the project managed by UNOPS and the "service delivery" component managed

by UNDP. The JS-TAG will also ensure that the project is carried out in line with the management arrangement set out in agreed upon documents;

- Where appropriate refer policy and strategic issues to the JSB and the JSC and bring any major problems or challenges to them for direction;
- Provide guidance on the establishment of the overall long-term management structure of the Hub (composition, resources, systems, etc.) and work with the Law Reform Commission to ensure that the required legislation is in place so that the Hub can operate effectively and sustainably;
- Ensure that interests of vulnerable groups are taken into consideration in the implementation of the hubs, including women, children and youth;
- Ensure that issues around sustainability, added value, service delivery and shared running costs between Government institutions (including the MoJ (LNP, BIN, Correction and Rehabilitation) and the Judiciary), as well as international partners are given prominence by the JS-TAG;
- Ensure that the PBO builds a monitoring and evaluation component into the project from the outset, in line with the logical framework outlined in this document, while ensuring that an adequate balance between quantitative and qualitative indicators are developed; and
- Ensure that in light of the Gbarnga hub being a pilot exercise, lessons learned and good practices are captured as the project is being implemented in order to inform the development of future hubs.

The JS-TAG can propose at any time to the Joint Steering Committee to revise its ToR in order to address JS-TAG membership and/or other pressing needs and priorities in supporting the implementation of the proposal.

Proposed Membership of the JS-TAG:

- Government of Liberia: Senior Ministry of Justice Officials, LNP, BIN, Corrections, Finance Ministry, Judiciary, MIA, Public Works, General Services Agency officials, the Law Reform Commission, PBO, and the INCHR;
- United Nations: UNMIL (O/DSRS Rule of Law, SSR, UNPOL, CAU, AJS), UNOPS, UNICEF, UNDP (Rule of Law, SSR) and World Bank; and
- National CSOs and others: LNBA, GTZ, Carter Centre, ABA, ICTJ, LINLEA, Prison Fellowship of Liberia (PFL), the Justice and Peace Commission (JPC), FIND and FOHRD.

d. The Programme Management Unit

The Programme Management Unit (PMU) will be responsible for the day-to-day operations of the JSJP. This Programme will be managed by a Justice and Security Programme Manager, who reports to the Minister of Justice and the Chief Justice. An international programme manager will be recruited who will work in close collaboration with a national programme manager, both of whom will be co-located within the Ministry of Justice. The international programme manager will manage the PMU for the first year, supported by the national programme manager; following the first year, management will be phased over to the national programme manager with the goal of the national programme manager eventually assuming full responsibility of the PMU.

Programme managers from the various recipient agencies (i.e. UNDP and UNOPS) should be co-located within the PMU to ensure oversight and coordination of the various activities under the JSJP.⁶ In addition, there should be dedicated finance and/or procurement staff members assigned specifically to the implementation of the JSJP. Justice and Security Experts/Advisors from UNMIL and/or the UNCT should engage regularly with the JS-TAG and the PMU to provide advice and assistance with regard to the implementation of the JSJP. UN Agencies might also want to consider seconding staff to the PMU to ensure adequate sharing of information and linkages on reconciliation and infrastructure, respectively.

In particular, the PMU will be responsible for:

- Day-to-day management of the programme, to ensure implementation of the outputs and activities of the JSJP;
- Planning, monitoring and oversight of the programme activities, ensuring coherence amongst the projects in the programme, appropriate coordination with other actors within the sector, and ensuring that the activities are conflict-sensitive;
- Working closely with the UN recipient agencies and their programme managers to ensure that PBF funding is administered in a timely manner, i.e. delivery of funds to implementing partners, as well as monitor staff performance, track progress, and ensure effective overall delivery through appropriate mechanisms;
- Establishing a database of projects and implementing partners under the JSJP, which is updated monthly, with reports provided to the JSJP Board and the JS-TAG by the Programme Manager as set forth in the terms of reference of the Programme Manager;
- Working closely with the UN recipient agencies to prepare quarterly, semi-annual and annual work plans, as well as quarterly semi-annual and annual programme reports;
- Reporting progress to the JSJP using output and outcome indicators (see M&E plan reflected in the LPP; working close with the M&E Specialist – see section below);
- Arrange regular JS-TAG meetings in coordination and collaboration with the MoJ and PBO; and
- Performing other responsibilities as contained in the JSC approved terms of reference and/or as needed.

d. Peacebuilding Office

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

In particular, the PBO will be responsible for:

- Acting as the secretariat to the Justice and Security Technical Advisory Group;
- Acting as the JSC's Secretariat, preparing JSC meetings and producing the necessary documentation for effective decision making;

⁶ Please see Annex IV for the Terms of Reference for the Programme Managers.

- Rolling out the Monitoring & Evaluation plan and produce quarterly reports for the JSC members on the progress made by the LPP (based on output indicators, contained in the M&E plan);
- Bringing to the JSC's attention any outstanding issues and risks regarding the implementation of the Programme;
- Reviewing Programme component achievements through the M&E plan, in reference to the output and outcome indicators;
- Coordinate the writing of the GoL progress report for review by the JSC and Government for submission to the PBC as agreed in the SMC;
- Follow – up and report to the JSC on the extent to which the commitments agreed in the SMC are being implemented;
- Follow-up with Recipient Agencies and implementing partners and ensure quarterly and annual reports on projects are submitted to the MDTF and the PBSO and uploaded on the MDTF Office Gateway;
- Serve as repository for all reports (including internal M&E, assessment, survey and other related reports) and disseminate information on the LPP;
- Facilitate the conduct of a perception survey focusing on justice and security in geographic locations of the regional hub beginning with the Gbarnga regional hub;
- Facilitate mid-term and end of programme evaluation and audit where possible; and
- Ensure coordination and coherence between the outcome and outputs set out in the JSJP.

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

e. Hub Project Management

The Minister of Justice (or designate) will lead the recruitment of a national Project Manager (NPM) for each of the five hubs to be financed by the PBF. The Hub Project Manager will report to the Minister of Justice via the Justice and Security Joint Programme Manager and will have the following primary responsibilities:

- Supervise the infrastructure development and liaise at the hub level with both the implementing agencies, i.e., UNOPS, UNDP, and the relevant government counterparts;
- Ensure that proper management structures are in place so that command and control, along with deployment and rotation of staff works effectively within the hubs.
- Supervise the development of the service component at the hub level; and liaise with both the implementing agency (UNOPS/UNDP) and relevant government counterparts;
- Coordinate capacity building activities for staff deployed to the hub, in the different institutions;

- Ensure effective coordination and regular meetings among the different institutions to be deployed at the hub;
- Manage common hub facilities and operations;
- Ensure coherence and coordination between the reconciliation-related activities implemented in the region, with the justice and security services provided at the hub;
- Gather relevant data to facilitate the Monitoring & Evaluation process, and report progress towards Programme outputs to the Justice and Security Programme Manager; and
- Ensure participation of local stakeholders, including LNP, courts, traditional and religious leaders, and civil society.

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

f. Implementing Partners

For each output activity, UN agencies will perform as Recipient Agencies⁷ and/or Implementing Partners⁸ where applicable, as detailed in the results and resources framework. Where more than one UN agency is identified as an Implementing Partner, where applicable, this should be reflected in the Annual Work Plan to be approved firstly by the JSJP Board and the JSC and then submitted to the Programme Manager. The Work Plan must clearly identify the results (outputs) to be delivered by each of the Implementing Partners. Rules and regulations of the Implementing Partners will be applicable for procurement and other operational requirements.

Initially, the UN agencies designated as Implementing Partners will be the recipients of PBF funds, and therefore accountable for the effective disbursement and use of those funds. The UN agencies designated to receive PBF funds are required to allocate funds from other sources to complement the investment made through PBF funds, and to reflect, in their own programming tools, the priorities identified in this Programme. As the process of implementation moves forward, the Government of Liberia and UNDP will develop a strategy to increase the national capacity to manage, account for, and report on project implementation. As this capacity improves and an assessment of this capacity is undertaken, the Government of Liberia will seek to sign an increasing number of Letters of Agreement to implement projects agreed to in the work plans.

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

⁷ Recipient Agencies are those UN agencies that will receive funding from the PBF and/or donors, and will be in charge of the administration of those funds.

⁸ Implementing Partners are those UN agencies and/or international or national entities that will be engaged by Recipient Agencies to implement the activities set forth in the JSJP.

7. Fund Management Arrangements

This programme has multiple sources of funding – some of which are delivered directly to the Government, while others are channelled through various UN Agencies. With regard to the funds being channelled through the Agencies, this will include monies from: PBF, JSTF, bilateral donors, as well as core UN Agency funds. With regard to the PBF funds, the MDTF in NY will release the funds upon the presentation of this joint programme and the attached work plans; the monies will be allocated accordingly. With regard to the JSTF, international donors will continue to have the option of earmarking or not-earmarking funds towards specific institutions as before – and these funds will continue to be managed according to the parameters set up under the JSTF. Core Agency funding will pay for staffing for the UN Agencies, where possible, or will pay for specific activities and will be allocated as such. For any additional funding that will be channelled directly to the JSJP, the JSJP Board will make the decision as to its allocation based on the priorities of the GoL, as outlined in the JSJP.

b) Monitoring and Evaluation

At the start of the programme cycle, the M&E Specialist will be responsible for undertaking a public perception survey/baseline assessment to ensure that there is a baseline from which the impact of the hubs' activities can be measured over time.

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The M&E Specialist recruited for the PBO, will work close with the Programme Management Unit (PMU), and will actively compile with national partners the data required for M&E purposes comprising across each of the specified activity areas:

- Monitoring progress towards the prescribed indicators and project components on a quantitative basis i.e. the numbers of person trained, activities undertaken, issues addressed.
- Monitoring the achievement of the prescribed targets on a qualitative basis i.e. number of fundamental changes made to prior policies and practices, adoption and implementation of new norms and systems, direct involvement of stakeholders with new skills; acquisition of new skills via the project.

To this end, the M&E Specialist, working with the PMU, will monitor each activity component by:

- Interacting with designated national coordinators in each activity area to confirm implementation of activities and progress.
- Interview randomly selected participants from capacity development activities to acquire feedback on the activities.
- Solicit participants' written feedback from any capacity development activity via a questionnaire.
- Monitor the media (press, radio, television, relevant internet sites) for relevant information reflecting the achievement of targets.

The M&E Specialist will also draw up relevant lessons learned on the basis of their findings as appropriate to shape the next phases of the project, and to evaluate the project in the final instance.

- (a) An Issue Log shall be updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- (b) Based on the initial risk analysis (see below), a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- (c) Based on the above information, Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the JS-TAG.
- (d) A Lessons-learned log shall be activated and regularly updated to ensure ongoing learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.
- (e) A Monitoring Schedule Plan shall be updated to track key management actions/events

Annually

- **Annual Report.** An Annual Review Report shall be prepared by the Programme Manager and shared with the JSJP Board. As a minimum requirement, the Annual Review Report shall consist of information covering the whole year as well as a summary of results achieved against pre-defined annual targets.
- **Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcome.

Each recipient agency will also under its own monitoring and evaluation activities in accordance to its UNDP standard policies and procedures, in collaboration with the Peacebuilding Office. The M&E Specialist, working with the PMU, will submit quarterly progress reports (both narrative and financial) to the JSJP Board. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the programme. An internal final evaluation will be carried out at the end of the programme.

COMPONENT 5: Annexes

The complete set of Annexes as listed below is included in a separate file.

- Annex A: Donor Mapping in Peacebuilding Strategic Outcome Areas
- Annex B: Mapping of critical gaps table (UN and International budgets)
- Annex C: Mapping of UN Agency Capacity table
- Annex D: Organigram of Project Management Structures table
- Annex E: Target table for outcome and output indicators of the results framework
- Annex F: 2013 PBF First Semester Report
- Annex G: Full Range of Justice and Security Services to be offered by Hubs 2 and 3
- Annex H: Existing Infrastructure Assessment to house Priority Services
- Annex I: Phase 2 Table on Outputs, activities and budget
- Annex J. Assessment on existing infrastructure for Phase 2 Decision Making

TABLE 5: BREAKDOWN OF BUDGET ACCORDING TO PBF CATEGORIES

HARPER REGION HUB	AMOUNT	Category as reflected	1	2	3	5	6
1.1.4. Train county attorneys and public defenders to be deployed into the Hubs 2 and 3 regions	24,000	5					
1.1.5. Recruit and deploy 5 Assistant County Attorneys (3 for Maryland, 1 Grand Kru, 1 River	85,000	1					
1.1.6. Deploy 3 Public Defenders (1 per County) Salaries for 1st year, GOL for subsequent years.	60,000	1					
1.2.2. Provide operational arrangements 5 county attorneys and 3 public defenders (mobility, equipment, furniture)	304,574	3					
1.2.7. Provide operational arrangements for "referral of complaints against justice and security officials" service in 3 counties (mobility for 3 Public Outreach Officers, outreach campaign, outreach material, travel, transportation, 1 hard-top vehicle, 2 motorbikes)	90,000	5					

1.2.8. Provide operational arrangements for Hub operations in 3 counties (1 hard-top vehicle	90,205	3						
90,500								
1.4.2: Recruit 3 PSO officers to receive and refer complaints against justice and security	42,000	3						
1.4.5.: Recruit and train 4 staff to provide psycho-social support services to SGBV victims and provide "survivor" kits (excluding assistant county attorneys to strengthen prosecution of SGBV	175,000	1						
1.4.6. Deploy 4 staff to Maryland. Salaries for 1st year, GOL subsequent years. Location either in Access to Justice	19,200	3						
1.4.7.: Conduct awareness campaign (outreach) to citizens	50,000	1						
1.4.8. Train 6 human rights officers to report on human rights violations (2 to be deployed to each county) Salaries for 1st year, GOL for subsequent years.	50,400	5						
1.4.9. Provide operational arrangements for 6 human rights officers (office equipment and furniture; 6 motorbikes, relocation costs)	56,819	1						
		5						

2.1.1: Provide refresher training to 60 LNP/PSU officers (of a total of 120 for the region, 30 to Grand Kru and 30 to River Gee)	20,400		5					
4.2.2: Provide operational arrangements for BIN/BPU. 1 full set of uniforms and accessories for 167 existing BIN/BPU Officers (there are a total of 207 BPU	78,490		2					
5.2.3: CSOs provide justice advisory, community-based dispute resolution and support services to individuals and	225,000		6					
community								
6.1.2: Provide training and capacity development on coordination for traditional leaders and justice sector actors	75,000		6					
TOTAL	1,536,588			256,600	78490	660,279	241,219	300,000

ZWEDRU REGION HUB	BUDGET	Category as reflected in Table 4	1	3	5	6
1.1.5: Recruit and deploy 4 Assistant County Attorneys (3 for Grand Gedeh, 1 Sinoe) Salaries for 1st year, GOL for	68,000					
1.1.6: Deploy 2 additional Public Defenders (1 per County) Salaries for 1st year, GOL for subsequent years.	40,000	1				
1.2.2: Provide operational arrangements 4 county attorneys and 2 public defenders (mobility, equipment, furniture)	260,000	1				
1.2.3: Provide operational arrangements for 12 magistrates for 3 counties (manual typewriters, furniture, 1st year communications costs)	24,000	3				
1.2.7: Provide operational arrangements for "referral of complaints against justice and security officials" service in 2 counties (mobility for 2 Public Outreach Officers, outreach campaign, outreach material, travel, transportation, 1 hard-top vehicle, 1 motorbikes)	65,443	3				
		5				

1.2.8. Provide operational arrangements for Hub operations in 2 counties (1 hard-top vehicle for		60,000						
<i>Practical Considerations</i>								
1.4.2: Recruit 3 PSO officers to receive and refer complaints against justice and security officers		30,000		3				
1.4.5.: Recruit and train 4 staff to provide psycho-social support services to SGBV victims and provide "survivor" kits (excluding assistant county attorneys to strengthen prosecution of SGBV cases)		175,000		1				
1.4.6. Deploy 4 staff to Zwedru. Salaries for 1st year, GOL subsequent years. Location either in Access to Justice Service Center or other		19,200		3				
1.4.7.: Conduct awareness campaign (outreach) to citizens on SGBV		50,000		1				
1.4.8. Train 4 human rights officers to report on human rights violations (2 to be deployed to each county) Salaries for 1st year, GOL for subsequent years.		33,600		5				
1.4.9. Provide operational arrangements for 6 human rights officers (office equipment and furniture; 6 motorbikes, relocation costs)		43,830		1				
				5				

2.1.1: Provide refresher training to 60 LNP/PSU officers (of a total of 120 for the region, 30 to Grand Gedeh and 30 to Sinoe)	20,400		5				
5.2.3: CSOs provide justice advisory, community-based dispute resolution and support services to individuals and communities	175,000		6				
6.1.2: Provide training and capacity development on coordination for traditional leaders and justice sector actors	75,000		6				
	1,139,473			190,800	519,000	179,673	250,000

TABLE 4

PBF PROJECT BUDGET

CATEGORIES	HUB 2 REGION	HUB 3 REGION	Program Management Unit	Total Project
1. Staff And other Personnel	256,600	190,800	126,000.00	573,400
2. Supplies, Commodities, Materials	78,490	-		78,490
3. Equipment, Vehicles and Furniture (including depreciation)	660,279	519,000		1,179,279
4. Contractual services				-
5. Travel	241,219	179,673		420,892
6. Transfers and Grants to Counterparts	300,000	250,000		550,000
7. General operating and other Direct Costs			60,000.00	60,000
Sub-total Project Costs	1,536,588	1,139,473	186,000.00	2,862,061
8. Indirect Support Costs	107,561	79,763	13,020.00	200,344
TOTAL	1,644,149	1,219,236	199,020	3,062,405

Referral of citizen complaints to justice and	“kits”		1	1	1	312,705.00			
Referral of citizens requests to existing community services									
Monitoring of human rights compliance by justice & security agencies	Recruit, deploy, and provide operational arrangements	Human Rights Officers	2	2	2	107,219.00		77,430.00	
Justice advisory, human rights monitoring, advocacy and support services provided by CSOs to communities	Conduct local CSO assessment and training needs survey, train and provide grants accordingly					225,000.00		175,000.00	
Response to border insecurity	Operational arrangements for BIN/BPU. 167 sets of uniforms and accessories.					78,490.00		0	
Response to public disorder and disturbance in support to local police	Undertake refresher training for LNP/PSU.					20,400.00		20,400.00	

	Provide training and capacity development on coordination for traditional leaders and justice sector actors						75,000.00			75,000.00
TOTAL							1,536,588.00			1,139,473.00