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Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People

Annual Work Plan 2017

**United Nations Development Programme (UNDP)
United Nations Mission in Liberia (UNMIL)**

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Strengthening the rule of law in Liberia: justice and security for the Liberian people

2017 Annual Work Plan

UNDAF (2013-2017) Outcome(s):

Outcome 1.1: Liberia has an improved, inclusive rule of law framework for effective administration of and equitable access to justice in compliance with international human rights standards

Outcome 1.3: Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, country and local levels

Programme Goal: To strengthen the rule of law by developing efficient, accountable and harmonized justice and security institutions, which are gender-sensitive and rights-based, while also improving access to justice, security and protection services to disadvantaged social groups, especially women and girls.

Expected Outcomes of the Programme: (1) Capacity of justice and security institutions strengthened and linkages forged; (2) Civil society contribution to rule of law and community access to justice enhanced; (3) Gender responsiveness of justice, security and legislative actors strengthened and women and girls' access to justice and security improved; and (4) Capacity of key actors and stakeholders to monitor progress and results in rule of law development increased.

Implementing Agencies: UNDP and UNMIL (DIM)

Brief Description

Developed in close consultation with the Judiciary, the Ministry of Justice and other principal institutional counterparts, the UNDP/UNMIL Joint Programme (2016-2019) will work to enhance the capacities of, and public confidence in, the different justice and security institutions, strengthening access to justice, security and protection services, especially for women and girls. Interventions are designed with a view to ensuring sustainability and linking activities to 'system-level' policy development.

Support rests on a supply and demand equation that combines enhanced service delivery by resilient justice and security institutions with the public's ability to access such services and hold duty-bearers to account. By increasing public confidence in the sector, support is designed to be catalytic, strengthening state-society relations and creating an enabling environment for development. Importantly, the programme will focus on bringing about normative change, not only by strengthening internal accountability and oversight mechanisms and by enhancing performance management, but also by empowering civil society actors to actively monitor the performance of justice and security institutions and to ensure proper interest representation and feedback.

Interventions are informed by a coherent theory of change, building on the lessons learned during the UN system's engagement with Liberian rule of law sector since 2003. Capitalising on the comparative advantages of each of the implementing agencies, activities have been carefully designed to achieve outputs and contribute to outcome level change that impacts the lives of ordinary Liberians and engenders systemic resilience and human development.

Total allocated resources: US\$ 4.57 million

- UNDP: US\$ 700,000
- Other:
 - Sida/Sweden: US\$ 2,750,000
 - Irish Aid: US\$ 265,000
 - UNMIL: US\$ 855,000 (TBC)

Programme title: *Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People*

Programme period: 1 January - 31 December 2017

Key result area (Strategic Plan): 2 and 4

EXECUTING ENTITY: Ministry of Finance & Development Planning (MFDP)

IMPLEMENTING AGENCY: UNDP and UNMIL (DIM)

PARTNERS Ministry of Justice, the Judiciary

Agreed by (UNDP): Dr. Pa Lamin Beyai

Agreed by Ministry of Justice: Cllr. Fredrick D. Cherue

Agreed by (Judiciary): His Honor. Francis S. Korpor, Sr

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Agreed by (Government): Ministry of Finance and Development Planning: Hon. Boima S. Kamara

1. Introduction

Guided by development principles such as participation, inclusion and empowerment, the UNDP/UNMIL Joint Programme (2016-2019) is aimed at supporting the Government of Liberia in its efforts to advance critical justice and security sector reforms and sustainably improve the delivery of justice, security and protection services across the country. At the same time, the Programme is geared towards providing better citizen access to such services, including by providing quality legal aid and assistance and by sustainably increasing legal literacy amongst local communities.

The Programme represents an important effort to maximise the resources and expertise of the UN to 'deliver as one'. It is aimed at successfully implementing UNMIL's mandated tasks and, at the same time, facilitating a smooth transition to a different UN configuration in the country. Against this backdrop, the Programme signifies and articulates UNDP and UNMIL's decision to pool their human and financial resources and come together under a joint rule of law programming framework.

Following extensive consultations with an array of national and international partners, it has been agreed that the Programme will work towards the following four priority outcomes:

1. Capacity of justice and security institutions strengthened and linkages forged;
2. Civil society contribution to rule of law and community access to justice enhanced;
3. Gender responsiveness of justice, security and legislative actors strengthened and women and girls' access to justice and security improved; and
4. Capacity of key actors and stakeholders to monitor progress and results in rule of law development increased.

The proposed interventions are informed by a coherent theory of change, building on the lessons learned during the UN system's engagement with the Liberian rule of law sector since 2003. Capitalising on the comparative advantages of each of the implementing agencies, activities have been carefully designed to achieve outputs and contribute to outcome level change that impacts the lives of ordinary Liberians and engenders systemic resilience and development. As such, the Programme is closely aligned with the relevant national development goals and strategies as well as UNMIL's mandated tasks and the peacebuilding priorities set out in the new Statement of Mutual Commitments (SMC).

This work plan outlines the activity sets planned for implementation in each quarter of 2017. The proposed activities are aimed at providing sustained capacity development support across all three branches of government and, at the same time, putting in place a comprehensive access to justice strategy engaging actors at all levels, including a wide range of civil society actors.

Based on the contributions received to date, the budget available for 2017 amounts to US\$ 4,570,000; in addition to the funding provided by the Governments of Sweden (US\$ 2,750,000) and Ireland (US\$ 265,000), UNDP and UNMIL have decided to make available up to US\$ 1,555,000 to cover programme overheads and to initiate a number of priority activities and interventions across the different outcomes of the Programme.¹

During the first twelve months of implementation, efforts will be geared towards ensuring a degree of continuity and consolidating some of the gains made across the justice and security sectors in recent years, particularly in terms of strengthening the presence, reach and capacity of the different justice and security institutions across the different counties. At the same time, UNDP and UNMIL intend to step up their efforts to bring about normative change, including by enhancing internal accountability and oversight mechanisms and by empowering civil society to actively monitor performance and ensure proper interest representation and feedback.

In addition to launching a major Civil Society Initiative through which partnerships with selected CSOs and CBOs will be established, UNDP and UNMIL intend to step up their support to the Human Rights Unit of the Ministry of Justice as well as the Independent National Human Rights Commission, with a view to ensuring proper implementation of the National Human Rights Action Plan of Liberia (NHRAP). Moreover, the Programme will be geared towards fully operationalising the Professional Standards Division in the Liberia National Police and providing sustained capacity development support

¹ The mission budget for 2017/18 still needs to be approved by the General Assembly

to the Courts Inspectorate Unit and the specialised Investigation Unit in the Bureau for Corrections and Rehabilitation.

The Programme has set ambitious targets for 2017. Yet, it is likely that in the months ahead the institutional counterparts under the Programme will be increasingly preoccupied with the preparations for the presidential and parliamentary elections which are set to take place in October 2017. As such, it will be important to maintain the current momentum and kick-start programme implementation as soon as possible.

Indeed, UNDP and UNMIL are already in the process of laying the groundwork, both by assessing institutional capacities across the justice and security sectors and by exploring ways of establishing strong, sustainable and enabling partnerships with a wide range of civil society actors. At the same time, the Security Council has requested the withdrawal of all uniformed and civilian UNMIL components by 30 March 2018, other than those required to complete the mission's liquidation.² Although timely and effective delivery and implementation of the Joint Programme is considered a key priority for the mission, UNMIL is expected to be able to commit fewer and fewer resources as it continues to downsize.

In order to have sustainable and reinforcing effect, the Programme will strive to be as comprehensive, inclusive and flexible as possible. Indeed, a degree of flexibility will be required to respond to the ever-changing political and socio-economic context, particularly as the country gears up for an important transition of power. Throughout the programme cycle, great emphasis will be placed on establishing participatory and inclusive consultations with a wide range of actors and stakeholders across the justice and security sectors. Strengthening the rule of law requires a practical, flexible and constantly evolving approach that is locally driven, and UNDP and UNMIL will make every effort to expand and build on existing partnerships, both at the central level and across the country.

In addition to ensuring that the Programme itself is executed in full conformity with international human rights standards, the Programme aims to complement additional work carried-out by UNDP, UNMIL and other actors in the area of human rights, and the Programme will actively promote human rights as a cross-cutting approach. As per the UN's Human Rights Due Diligence Policy, UNDP and UNMIL will work to enable duty-bearers to develop their capacity, so as to be held accountable for their performance and to meet their obligations as far as possible to respect, protect and fulfil human rights, while empowering rights-holders to claim and exercise their rights.

Section II of the work plan provides a brief description of the planned activities presented under each of the outputs. It is important to note that many of the activity sets are cross-cutting and will be closely coordinated across the different outcomes. For example, activities aimed at recruiting, training and deploying additional prosecutors and judges across the country will, to the extent possible, be coupled with stepping up the provision of legal aid services in those districts. Similarly, support to the Bureau of Culture and Custom Affairs in the Ministry of Internal Affairs to ensure that traditional leaders play a more active role in local reconciliation and peacebuilding processes will be supplemented with civil society initiatives aimed at sustainably improving the quality and equity of informal justice outcomes.

Section III presents summary tables for each of the programme outcomes. These contain a list of the planned activities, an explanation of the associated timescale, a note of the responsible party(s), and the estimated cost associated with the implementation of each intervention.

² See Security Council resolution 2333 (2016)

2. Description of activities

Outcome 1: Capacity of justice and security institutions strengthened and linkages forged

Output 1.1: Civilian oversight of the justice and security sectors strengthened

Activity 1.1.1: Provide sustained capacity development support to the relevant legislative committees

As part of their efforts to strengthen civilian oversight of the justice and security sectors, UNDP and UNMIL intend to provide sustained capacity development support to the Liberian legislature.³ Targeting relevant working committees of both the Senate and the House of Representatives, the Programme will work to further enhance parliamentary oversight of the justice and security sectors and, at the same time, underpin law reform efforts aimed at improving the functioning of the justice system.

Working closely with DCAF's International Security Sector Advisory Team (ISSAT), UNDP and UNMIL will offer tailored trainings to both legislators and administrative staff. Aimed at ensuring the Liberian legislature exercises proper parliamentary oversight, the trainings will focus on adopting and overseeing budgetary appropriations for the different justice and security institutions, as well as on facilitating proper interest representation and feedback. The trainings are expected to take place during the first half of 2017.

Output 1.2: Institutional capacity of the Liberia Judiciary enhanced, with a focus on decentralising justice and security services and improving case flow management

Activity 1.2.1: Support the Supreme Court in the development of comprehensive SOPs on court administration, applicable to all courts, through a revision of the 'Rules of Courts'

Under this activity, UNDP and UNMIL intend to support the Supreme Court in the development of new court rules and operating procedures. Aimed at sustainably reducing case backlogs and ensuring the timely delivery of justice, the Programme will work to ensure that the Judiciary is provided with all necessary financial and administrative support, including through improved court administration and management.

Activity 1.2.2: Recruit, train and deploy 10 additional Magisterial Court level judges to Bong, Lofa, Montserrado and Nimba

Aimed at sustainably enhancing judicial capacity at the grassroots level, UNDP and UNMIL will support the Judiciary to recruit, train and deploy 10 additional Magisterial Court level judges. Following a competitive recruitment process, the recruits will receive training at the James A.A. Pierre Judicial Institute. Once deployed to those courts with the most pressing caseloads, they will receive on-going mentoring and monitoring through the Office of the Court Administrator. The Programme will cover their salaries for a period of up to six months, following which Judiciary has agreed to incorporate them into its regular budget.

Activity 1.2.3: Enhance judicial accountability, including by providing sustained capacity development support to the Courts Inspectorate Unit

Aimed at ensuring increased compliance with applicable court rules, including the Judicial Canons and the so-called Code of Moral and Professional Ethics, UNDP and UNMIL intend to provide sustained capacity development support to the Courts Inspectorate Unit. In addition to providing technical assistance on an ongoing basis and supporting the different court inspectors to carry-out their judicial supervision, monitoring, inspection and audit functions, the Programme will provide furniture, equipment and logistical support, as required.

³ Modelled after the United States' Congress, the Liberian legislature consists of a Senate - the upper house - and a House of Representatives - the lower house. The Senate has 30 members, with two senators representing each of the 15 counties. The House of Representatives has 73 members; seats are apportioned among the different counties based on their population size

Activity 1.2.4: Sustainably enhance public outreach and information, including through the publication of annual reports, quarterly newsletters and other materials

In addition, UNDP and UNMIL will support the Judiciary to enhance its public outreach and information functions, including through the publication of annual reports, quarterly newsletters and other materials. In addition to raising public legal awareness, the Programme will support the Judiciary in its efforts to increase media coverage of justice sector issues and liaising with different media outlets on a regular basis.

Activity 1.2.5: Recruit, train and deploy 6 additional public defenders to Bong, Lofa, Montserrado and Nimba

Under this activity, UNDP and UNMIL will support the Public Defenders' Office to recruit, train and deploy 6 additional public defenders to Bong, Lofa, Montserrado and Nimba. Once deployed to those courts with the most pressing caseloads, they will continue to be mentored and monitored by the Public Defenders' Office. The Programme will cover the salaries of the public defenders for a period of up to six months, following which the Judiciary has agreed to cover the cost of their salaries on an ongoing basis through its annual allocation from the national budget.

Output 1.3: Institutional capacity of the Ministry of Justice enhanced, with a focus on improving sector-wide planning and policy-making processes

Activity 1.3.1: Support the coordination role of the Ministry of Justice through continued support to the Planning & Programme Management Unit

The Planning & Programme Management Unit (PPMU) provides strategic planning and programme management support to the Ministry of Justice as well as the broader sector. As such, it plays a critical role in improving coordination amongst the principal justice, security and protection actors and enhancing functional linkages across the entire justice chain.

In addition, it ensures proper coordination of development efforts across the justice and security sectors, including by facilitating the rollout of the new Pillar 1 coordination structure. Under the new programme, UNDP and UNMIL will continue to provide support to the Planning & Programme Management Unit, including by making available two seconded advisers and supporting the professional development of MOJ staff, with a view to phasing out the embedded advisers by the end of 2018.

Activity 1.3.2: Provide technical assistance to the Human Rights Unit in the Ministry of Justice, with a view to ensuring the proper implementation of the National Human Rights Action Plan of Liberia

Aimed at ensuring the proper implementation of the National Human Rights Action Plan of Liberia and the recommendations contained in the Universal Periodic Review (2015), UNDP and UNMIL will continue to provide technical assistance and support to the Human Rights Unit in the Ministry of Justice. The Human Rights Unit acts as the secretariat for both the National Human Rights Action Plan and the Universal Periodic Review; however, government funding is limited and the unit is still largely dependent upon development assistance.

Activity 1.3.3: Provide sustained capacity development support to the Public Safety Division in the Ministry of Justice with a view to ensuring proper oversight of private security companies

Aimed at ensuring proper oversight of private security companies, UNDP and UNMIL intend to provide sustained capacity support to the Public Safety Division in the Ministry of Justice. In addition to printing and publicising the new Private Security Companies Act (forthcoming), support will be geared towards further strengthening the oversight role of the Ministry of Justice, including by providing furniture, equipment and logistical support, as required.

Output 1.4: Institutional development of the Ministry of Internal Affairs enhanced

Activity 1.4.1: Roll out early warning and early response mechanism across the country

Under this activity, UNDP and UNMIL will support the Ministry of Internal Affairs in its efforts to roll out the national early warning and early response mechanism which was established under the auspices of ECOWAS. In addition to supporting on-going conflict analysis, the Programme will support the provision of training to local officials on their roles and responsibilities in early warning and early response, ensuring close alignment of the national early warning and early response mechanism with local reconciliation and peacebuilding processes.

Activity 1.4.2: In close conjunction with the National Security Council, establish and support security councils at both county and district level to ensure a rapid and effective response to local security challenges

UNDP and UNMIL will continue to support the government in its efforts to strengthen grassroots approaches to safety and security, including through the establishment of security councils at both county and district level. By involving a wide range of community members in identifying and indeed meeting community security needs, these councils provide a strong community link with local authorities and help ensure a more rapid and effective response to emerging security challenges.

Activity 1.4.3: Support the Bureau of Culture & Custom Affairs to ensure that traditional leaders play a more active role in local reconciliation and peacebuilding processes

Under this activity, UNDP and UNMIL intend to support the Bureau of Culture and Custom Affairs to ensure that local chiefs and elders play a more active role in local reconciliation and peacebuilding processes. In addition to providing sustained capacity development support to the Bureau of Culture and Custom Affairs as well as the National Council of Chiefs and Elders of Liberia, the Programme will work towards strengthening local reconciliation and dispute resolution processes through a series of interventions that draw on the strengths of existing social protection mechanisms.

Output 1.5: Institutional capacity of the Liberia National Police enhanced, with a focus on strengthening (internal) accountability and oversight and advancing the concept of community policing

Activity 1.5.1: Raise awareness amongst all police personnel of the provisions contained in the new Police Act (2016) as well as the Regulations and Administrative Instructions

Under this activity, UNDP and UNMIL intend to support the Liberia National Police in their efforts to raise awareness amongst all police personnel of the relevant provisions contained in the new Police Act (2016). In addition, support will be geared towards developing, internalising and operationalising a series of Regulations and Administrative Instructions, as laid down in the new law.⁴ To this end, UNDP and UNMIL will organise training sessions across the country as well as disseminate pocket-size copies of the different instruments amongst law enforcement personnel.

Activity 1.5.2: Operationalise the Professional Standards Division, including by setting up an effective complaints' mechanism

The Liberia National Police has made some effort to address corruption and abuse, notably through the establishment of the Professional Standards Division. It is tasked with handling police complaints made by the public and putting forward recommendations for disciplinary action. In 2015, the Professional Standards Division received a total 605 complaints, resulting in the investigation of 206 individual officers. Based on the reports filed with the Inspector-General of Police, disciplinary measures were ordered against 128 individual officers.⁵

⁴ According to the new Police Act (2016), the Regulations and Administrative Instructions are to "provide guidance for the implementation of the Act". They cover a wide range of matters, including recruitment procedures, conditions of service and records management but also gender, professional standards and the use of force

⁵ These included written reprimands, restitutions, suspensions as well as summary dismissals

Evidently, preventing and sanctioning police misconduct is critical to the efforts by the government to restore public confidence in the ability of the justice system to uphold the rule of law, and UNDP and UNMIL are fully committed to supporting the LNP in their efforts to operationalise the Professional Standards Division and extend its presence across the country. In addition to providing operational support, the Programme will work to ensure that all investigations are conducted in a professional and impartial manner and that complaints can be made without fear of retribution.

Activity 1.5.3: Support the implementation of the LNP's community policing policy, including by providing sustained capacity development support to CSS

Aimed at fully operationalising the community policing policy, UNDP and UNMIL will continue to assist the Liberia National Police in their efforts to raise awareness amongst all police personnel of the new policy and to mainstream a community and service-oriented approach at all levels of the organisation. In addition to providing sustained capacity development support to CSS, the Programme will continue to support community outreach efforts, ensuring feedback from local communities is heard and acted upon while also encouraging diverse participation in the community policing approach.

Activity 1.5.4: Provide tailored ICT support with a view to facilitating improved (internal) communication as well as proper data storage and protection

Aimed at further enhancing the operational effectiveness of the LNP, UNDP and UNMIL will continue to invest in setting up a modern information and communications technology system. As per the LNP's strategic plan (2015-2020), support will be geared towards improving (internal) communication and ensuring proper data storage and protection. To this end, the Programme will supply and install a proper cabling infrastructure at police headquarters, including wireless access points that will support data, voice and video connectivity.

Activity 1.5.5: Renovate and refurbish police stations in Grand Kru and Sinoe

Under this activity, UNDP and UNMIL intend to renovate and refurbish four police stations in Grand Kru and Sinoe. Situated in the south-east of the country, these counties experienced particular difficulties during the country's civil war (1989-2003) and clearly merit prioritisation for support. Refurbishment of police stations in these locations is particularly needed to accommodate the increased allocation of national police that have been recruited, trained and are ready to be assigned for active duty in these locations.

Output 1.6: Institutional capacity of the Liberia Immigration Service enhanced

Activity 1.6.1: Raise awareness amongst all LIS personnel of the provisions contained in the new Immigration Service Act (2016) as well as the Regulations and Administrative Instructions

Aimed at raising awareness amongst the LIS rank and file of the provisions contained in the new Immigration Service Act (2016) as well as the Regulations and Administrative Instructions, UNDP and UNMIL will help organise an extensive outreach and information campaign targeting all LIS personnel. In addition to providing awareness-raising and advocacy support, UNDP and UNMIL will help disseminate pocket-size copies of the different instruments amongst all border police and customs personnel.

Activity 1.6.2: Renovate and refurbish border crossings in Grand Gedeh and River Gee

Liberia shares a border with three countries, i.e. Guinea, Ivory Coast and Sierra Leone. The total length of its border is 1,587 kilometres, including 560 kilometres with Guinea, 717 kilometres with Ivory Coast and 310 kilometres with Sierra Leone. The regional dimensions of the country's civil war has left a legacy of particular sensitivity around border management. The Ebola outbreak in 2014 serves as a more recent reminder of the need for robust and competent management of the country's borders.

However, border management capacity remains weak and the LIS is still largely unable to effectively protect the country's borders and prevent illegal trafficking of people and contraband. Therefore, UNDP and UNMIL intend to make available up to US\$ 50,000 for the renovation and refurbishment of selected border crossings in Grand Gedeh and River Gee.

Activity 1.6.3: Further enhance border patrol mobility by sustainably enhancing transportation capacity at county level

The LIS only has meagre transportation capacities at its disposal and is still largely unable to conduct regular patrols along the country's borders. Therefore, UNDP and UNMIL will make available up to US\$ 50,000 to boost transportation capacity at county level, including by enhancing LIS capacity to undertake regular maintenance and repairs.

Output 1.7: Institutional capacity of the Prosecution Department enhanced

Activity 1.7.1: Underpin critical law reforms aimed at reducing case backlogs and assist with the establishment of a proper plea bargaining system

UNDP and UNMIL aim to underpin a number of critical law reforms aimed at sustainably reducing case backlogs as well as to assist the Prosecution Department with the establishment of a proper plea bargaining system. In addition to looking into the possibility of increasing the number of court terms and/or extending their duration, it may be possible to expedite the disposition of cases by limiting the number of jury trials.⁶ In addition, it will be important to explore the possibility of putting in place a plea bargaining system that would allow the prosecutor and defendant to reach an agreement to dispose of the case without going to trial.

Activity 1.7.2: Recruit, train and deploy 10 City Solicitors to Bong, Lofa, Montserrado and Nimba

One of the main causes of delay in criminal trials and protracted pre-trial detention is the inability of the Prosecution Department to keep up with the ever-increasing caseload. Not only is the pace of dispensation of cases affected by the lack of prosecutors, but also the quality of work performed: prosecutors placed under too great a stress are more likely to 'cut corners'.

Under this activity, UNDP and UNMIL will support the Ministry of Justice to recruit, train and deploy 10 City Solicitors to Bong, Lofa, Montserrado and Nimba.⁷ The Prosecution Department will proceed through a competitive process to identify qualified candidates, while also actively promoting the recruitment of additional women. The addition of 10 prosecutors will increase prosecutorial capacity across the country by almost 25%, which, combined with improvements in case management and functional coordination and cooperation, should result in significant clearing of case backlogs and provide prosecutors with greater time to attend to their responsibilities to protect the rights of defendants.

Activity 1.7.3: Strengthen investigation and prosecution capacity of the specialised SGBV Crimes Prosecution Unit

The high prevalence of SGBV during and since the country's civil war is well known and the government is still trying to come to grips with the magnitude and complexity of the problem. This commitment is reflected in the establishment of specialised services to tackle SGBV crime across the entire 'justice chain', encompassing the police, the prosecution service and the judiciary, as well as health and psychosocial service providers.

In recognition of the need to foster a certain level of specialisation to effectively and professionally handle the complex legal and social issues raised by SGBV crimes, the Prosecution Department established a SGBV Crimes Prosecution Unit back in 2009. Working closely with the similarly

⁶ While the right to trial by jury is guaranteed by the Constitution, it may be possible to dispose of additional categories of offences through bench trials

⁷ The incoming prosecutors will be assigned to the Magisterial Courts in Karnplay (Nimba), Botota (Bong), Omega (Montserrado), Vahum (Lofa) and Zorzor (Lofa)

specialised Women and Children Protection Section within the LNP, the aim of the specialised prosecution unit is to reduce impunity for SGBV crimes, and to provide better support to victims. The unit currently comprises twenty-nine staff: twenty-three are based in Montserrado and six are attached to the regional justice and security hub in Bong. Most capacity-building efforts have to date concentrated on Montserrado and, to a lesser extent, on Bong; under this activity, services will also be expanded to other counties.

Output 1.8: Institutional capacity of the Bureau of Corrections and Rehabilitation enhanced, with a focus on investing in vocational activity facilities, and introducing the concept of alternative sentencing

Activity 1.8.1: Recruit, train and deploy 13 probation officers to Grand Bassa, Grand Gedeh, Lofa, Margibi and Nimba

Probation officers play a key role in reducing pre-trial detention for offenders charged with minor crimes and helping Liberia deal with the problem of serious overcrowding in prisons, both of which result in violations of detainees' and prisoners' rights.⁸ Thus, expanding the capacity of probation and parole services is an important way of addressing some of Liberia's most obstinate problems in the criminal justice system.

There are currently 17 probation officers, who are deployed to just four counties.⁹ Under this activity, an additional 13 probation officers will be recruited, trained and assigned, enabling expansion of parole and probation services to a further three counties. The Bureau of Corrections and Rehabilitation has committed itself to ensuring that at least 20% of the new recruits are women through a policy of affirmative action if necessary. Those appointed will undergo four months of intensive training, including two months of 'on the job' mentoring.

Activity 1.8.2: Provide sustained capacity development support to the specialised Investigation Unit

As part of their efforts to sustainably enhance accountability and oversight, UNDP and UNMIL intend to provide sustained capacity development support to the specialised Investigation Unit in the Bureau of Corrections and Rehabilitation. Established in 2016, the unit is currently comprised of 15 specialised corrections officers and is tasked with investigating security breaches as well as complaints filed by prisoners. In addition to providing technical assistance on an on-going basis and supporting the newly appointed investigators in their day-to-day work, the Programme will provide furniture, equipment and logistical support, as required.

Activity 1.8.3: Support ongoing vocational training programmes, with a focus on providing prison uniforms for all inmates

Vocational training programmes are essential to rehabilitating inmates and preparing them for their release and their reintegration into society. Moreover, they are often self-sustaining and help ensure that former inmates can lead self-supporting lives after they are released. Under this activity, UNDP and UNMIL will continue to support ongoing vocational training programmes, with a focus on facilitating the production of prison uniforms for all inmates.¹⁰

Activity 1.8.4: Purchase duty uniforms for all corrections officers, including caps, shirts, trousers, socks and footwear

In addition to facilitating the production of prison uniforms for all inmates, UNDP and UNMIL will purchase duty uniforms for all corrections officers, including caps, shirts, trousers, socks and footwear.

⁸ The Criminal Procedure Law (1969) mandates probation officers to make pre-sentence recommendations to the court for non-custodial dispensations such as community service, vocational training, reparation/restitution and counselling in the case of suspended sentences. They also supervise and assist parolees and conduct investigations to determine offender eligibility for parole or probation

⁹ Bong, Lofa, Montserrado and Nimba

¹⁰ As per the United Nations Standard Minimum Rules for the Treatment of Prisoners (2015), prisoners shall be provided with clothing "suitable for the climate and adequate to keep him or her in good health. Such clothing shall in no manner be degrading or humiliating." In addition, all clothing shall be "clean and kept in proper condition".

Indeed, introducing a standardised dress for all prison personnel serves as a vital security measure as it enables to distinguish and differentiate corrections officers from inmates. In addition, it is hoped that the new uniforms will help to further professionalise the work force and build pride in the prison service.

Activity 1.8.5: Renovate and refurbish correctional facilities in Grand Cape Mount and Montserrado, with a view to meeting minimum accommodation standards

The parlous state of Liberia's prisons, caused by inadequate facilities and insufficient resources for running costs, is well known. Monrovia Central Prison has almost three times the number of prisoners than the facility was designed for, and a similar trend can be seen across the prison service as a whole. Overcrowding compromises security and results in the violation of prisoners' rights as opportunities for exercise, rehabilitation activities, and even basic access to hygiene facilities and food are placed under great pressure.

While this pressure should primarily be eased by minimising pre-trial detention and maximising alternative sentencing options, this does not obviate the need for existing prison facilities to meet minimum standards. Therefore, this activity will support the renovation and refurbishment of the correctional facilities in Grand Gedeh and Montserrado. Aimed at sustainably improving living conditions and ensuring that inmates' physical, health and welfare needs are met, UNDP and UNMIL will focus on renovating cell blocks as well as bathing and shower installations.

Output 1.9: Institutional capacity of the Independent National Human Rights Commission enhanced, with a view to ensuring compliance with the Paris Principles

Activity 1.9.1: Support the implementation of the National Human Rights Action Plan and the recommendations contained in the UPR (2015)

Established in late 2009, the Independent National Human Rights Commission is mandated to receive and investigate complaints of human rights violations as well as recommend prosecution and initiate civil legal proceedings to obtain relief for victims. In addition, INHRC conducts regular inspections of prisons and detention centres, and advises the government on how to meet its human rights obligations. However, the commission continues to struggle to comprehensively and effectively fulfil its mandate and additional support will be required to ensure proper implementation of the National Human Rights Action Plan.

Activity 1.9.2: Help raise public awareness of the Independent National Human Rights Commission and its services

Under this activity, UNDP and UNMIL will help the Independent National Human Rights Commission to enhance its public outreach and information functions and help raise community awareness about the commission mandate and its services. In addition to facilitating awareness-raising sessions at the local level, the Programme will support the INHRC in its efforts to increase media coverage and further raise its profile.

Activity 1.9.3: Support the deployment of 10 human rights monitors to Gbapolu, Grand Bassa, Grand Gedeh, Lofa, Margibi and Nimba

Under this activity, UNDP and UNMIL will support the Independent National Human Rights Commission to recruit, train and deploy 10 additional human rights monitors to Gbapolu, Grand Bassa, Grand Gedeh, Lofa, Margibi and Nimba. Following a competitive recruitment process, the recruits will partake in an intensive four-month training programme.¹¹ The Programme will cover their salaries for a period of up to six months, following which the INHRC has agreed to incorporate them into its regular budget.

In 2012, the INHRC dispatched the first human rights monitors to Bong, Lofa and Nimba and in 2014, a further 10 human rights monitors were deployed to Grand Gedeh, Grand Kru, Maryland, River Gee

¹¹ The INHRC has committed itself to ensuring that at least 50% of the new recruits are women

and Sinoe. The monitors have worked with justice and security actors to reduce the unacceptably high pre-trial detention rate across the country, organised regular inspections of prisons and detention facilities, and undertaken human rights awareness raising activities with local communities.

Output 1.10: Legislative drafting skills enhanced across the legislative chain, with a focus on systematising law-making approaches and ensuring broader inclusion of societal groups and perspectives

Activity 1.10.1: Sustainably improve the law-making process, with a view of incorporating impact and costing assessments

Many laws and statutes in Liberia are deficient and outdated, and fail to address the needs of ordinary people. In addition, they do not take into consideration the particular problems and barriers faced by socially disadvantaged groups. Faced with an antiquated legal framework which is increasingly out of step with modern society, the Law Reform Commission has launched an ambitious law reform plan that is aimed at revamping and rationalising the national legal framework.

This activity aims to support the Law Reform Commission in its efforts to review, assess and improve the law-making process, including by clearly defining the roles and responsibilities of all actors, conducting proper impact and costing assessments, ensuring overall consistency and coherence of the national legal framework, meeting national and international human rights obligations, and publicly promulgating new legislation.

Activity 1.10.2: Underpin critical law reforms, including by lobbying for the passage of the Land Rights Act, the Land Authority Act, the Gender Equity Bill, the Witness and Whistle Blower Protection Bill, the Private Security Companies Act, the Domestic Violence Act, and the Corrupt Offences Act

In addition to supporting the Law Reform Commission in its efforts to sustainably improve the law-making process, the UNMIL leadership will continue to use its good offices to buttress critical law reforms, including by lobbying for the passing of the Land Rights Act, the Land Authority Act, the Gender Equity Bill, the Witness and Whistle Blower Protection Bill, the Private Security Companies Act, the Domestic Violence Act, and the Corrupt Offences Act.

Activity 1.10.3: Ensure broader inclusion of societal groups and perspectives, including by supporting multi-stakeholder consultations

As mentioned above, it will be important to ensure that these law reforms will uphold and protect fundamental rights and freedoms and produce results that are pro-poor. Therefore, law reform processes need to be consultative and inclusive: disadvantaged groups often lack voice and participation and it will be important to empower local civil society actors to ensure proper interest representation and feedback. Therefore, UNDP and UNMIL will make available up to US\$ 55,000 to support multi-stakeholder consultations and foster meaningful dialogue about the national legal framework between an array of state and non-state actors.

Output 1.11: Inter-institutional linkages forged, with a view to addressing the continued fragmentation of the justice-security continuum

Activity 1.11.1: In close collaboration with the National Security Council and other institutional partners, support the development and implementation of a new National Security Strategy

Under this activity, UNDP and UNMIL will continue to support the development and implementation of a new National Security Strategy. In addition to facilitating multi-stakeholder consultations, the Programme will support the National Security Council with the development, printing and dissemination of the document, ensuring that key national peace- and state-building goals are fully integrated and the country's security architecture remains fit for purpose.

Activity 1.11.2: Promote confidence- and trust-building between the different justice and security institutions and civil society

Evidently, confidence-building underpins all programming. While institutional capacity development is vital to create effective and accountable justice and security institutions, any effort to strengthen the rule of law must also focus on building trust and confidence, and on fostering meaningful dialogue and debate. The impact of interventions in the rule of law sector will ultimately be measured by the degree of physical, material and legal safety experienced by local populations. Hence, confidence amongst the general public in the very institutions that are entrusted with upholding the rule of law is crucial.

Under this activity, UNDP and UNMIL intend to support not only dialogue between the different agencies themselves but also between the different justice and security institutions and civil society. As part of these efforts, the Programme intends to organise a large partnership meeting in late 2017 to discuss how state-society relations could be further improved and what role the UN system could play in this regard.

Outcome 2: Civil society contribution to rule of law and community access to justice enhanced

Output 2.1: Capacity of CSOs/CBOs strengthened to deliver quality legal aid services to disadvantaged individuals and communities

Activity 2.1.1: Strengthen the capacity of selected CSOs/CBOs to provide legal aid and assistance

While effective and accountable rule of law institutions and solid coordination are essential for sustainable protection and development, change will be swifter and more resonant if it is also driven by grassroots demands. Citizens must be empowered to demand change and access to improved services at the community level, including through advocacy on justice and human rights, and by sustainably increasing the provision of legal aid services, i.e. legal information, legal advice and legal representation.

In the course of 2017, UNDP and UNMIL intend to significantly scale up the provision of legal aid and assistance across the country. Aimed at sustainably enhancing community access to justice, the Programme will support an array of CSOs/CBOs to deliver quality legal aid services in under-serviced geographical areas, with a focus on catering to the legal needs of women, children and other socially disadvantaged groups.

In addition to providing them with technical assistance on an on-going basis, UNDP and UNMIL will work towards further strengthening organisational capacities, with a focus on sustainably enhancing their project management, financial management, human resources management, and planning, monitoring and evaluation functions.

Activity 2.1.2: Raise public awareness of available legal aid services

Citizens who are made aware of their rights are subsequently likely to seek legal aid and assistance. Therefore, UNDP and UNMIL intend to launch a major legal literacy campaign, working with a wide range of media organisations and other civil society actors. In addition to sustainably improving access to justice by appropriately circulating information regarding available services, it is hoped that these activities will also strengthen the community relationship with civil society, as they will be taking care of most foreseen awareness-raising activities.

Activity 2.1.3: Undertake an audit of the legal aid services provided to measure performance and client satisfaction

UNDP and UNMIL will assess the quality of the legal aid services provided on an on-going basis, including through user surveys aimed at appraising the level of satisfaction with the services rendered. A client service charter and a proper complaints' mechanism will provide clients with a direct connection to the Programme so they can confidently raise any issues they wish. All of the information garnered through these sources will be used to adjust and improve the support provided.

Output 2.2: Quality of legal profession strengthened to enhance community access to justice and security

Activity 2.2.1: Set up a network of legal aid providers and establish a pro bono legal aid scheme in collaboration with the Liberian National Bar Association and other partners

Aimed at sustainably strengthening the quality and effectiveness of services provided, UNDP and UNMIL intend to support the establishment of a network of legal aid providers, bringing together the Liberian National Bar Association, the Louis Arthur Grimes Law School, as well as other programme partners. In addition to improving the availability and appropriateness of legal aid services, and making these services as accessible and relevant to beneficiaries as possible, support will be geared towards setting up an effective referral system, linking both legal and non-legal service providers to provide the best possible assistance.

Activity 2.2.2: Investigate viability of compulsory pro bono legal aid scheme for lawyers to re-register

In addition, the Programme will look into ways of further institutionalising legal aid, including by lobbying for the adoption of strict 'means and merit' eligibility tests and by investigating the viability of establishing a legal aid scheme which would require lawyers to perform a certain number of hours of *pro bono* services. Such a scheme would aim at equitably and systematically sharing the *pro bono* burden across the entire profession, while also ensuring proper quality control of *pro bono* work performed.

Activity 2.2.3: Strengthen clinical legal education, including by helping to set up a legal aid clinic at the Louis Arthur Grimes Law School

Aimed at further strengthening clinical legal education as well as providing basic but important legal aid services to marginalised groups, UNDP and UNMIL have committed themselves to helping to set up a legal aid clinic in conjunction with the law school of the University of Liberia. Complementing the technical assistance provided by USAID, support will be geared towards operationalising and fully institutionalising the clinic, including by ensuring that the legal aid programme will be accredited as a compulsory or elective subject.

In addition to trying to reach out to socially disadvantaged groups and providing them with basic legal information and advice, it is hoped that the clinic will help to further strengthen the legal profession by affording law students with the opportunity to put theory into practice at an early stage in their careers. Moreover, it is hoped that the Programme will help foster a *pro bono* culture by offering future legal professionals a better understanding of the legal problems commonly faced by the poor.

Output 2.3: Support an enabling legal environment conducive to increasing citizen oversight and community access to justice

Activity 2.3.1: Build civil society capacity to actively monitor the performance of the different justice and security institutions, including through the Security Sector Civil Society Working Group

Aimed at strengthening the rule of law and ensuring compliance with national and international human rights norms and standards, UNDP and UNMIL also intend to build civil society capacity to actively monitor the performance of the different justice and security institutions, including by keeping a tab on the police, observing court proceedings, and regularly inspecting prisons and other detention facilities.

In addition to assessing the performance of each of the rule of law institutions individually, civil society partners will be encouraged to monitor the performance of the sector as a whole. Indeed, advocacy is an important tool to advance law reforms and make the justice system both fairer and more effective; as such, UNDP and UNMIL will continue to foster meaningful dialogue and to forge linkages between institutional and civil society actors.

Activity 2.3.2: Foster linkages between selected CSOs/CBOs and the Independent National Human Rights Commission, with a particular focus on ensuring adherence to fair trial standards

Under this activity, the Programme will work to strengthen linkages between selected CSOs/CBOs and the Independent National Human Rights Commission, with a particular focus on ensuring adherence to fair trial standards. Aimed at facilitating increased opportunities for civil society engagement with and oversight over the rule of law sector, support will be geared towards sustainably enhancing coordination and cooperation between CSO/CBO partners and the commission.

Activity 2.3.3: Sustainably increase legal literacy, with a view to enhancing the understanding of the population about the functioning of the justice system

Several barriers negatively affect the ability of citizens, especially women and children, to access justice, security and protection services. These include not only the severe institutional capacity deficits across the entire justice chain and the lack of legal aid and assistance, but also the extremely low legal literacy levels, particularly in rural areas. Making ordinary citizens understand their rights and how to assert them is a critical element of the Programme's strategy to sustainably improve access to justice for local communities. As such, UNDP and UNMIL intend to make available up to US\$ 60,000 to help increase legal literacy, including by supporting media campaigns.

Activity 2.3.4: Enhance coverage by local media outlets of rule of law related issues, including by training selected reporters and journalists

As part of these efforts, the Programme will work to further enhance media coverage of rule of law related issues, including by training investigative journalists and sponsoring selected media organisations. Aimed at achieving greater accountability and oversight, the Programme aims to sustainably increase the capacity of local media outlets to actively monitor performance of justice and security institutions, and to investigate and expose corruption, injustice and abuse.

Output 2.4: Engagement with informal justice actors and processes to increase observation of international standards

Activity 2.4.1: Harmonise the traditional and statutory justice systems, including through the preparation of new framing legislation

As highlighted in the programme document, the overwhelming majority of Liberians still rely upon informal justice actors and processes to resolve their disputes and conflicts. While informal justice mechanisms are often lauded for being affordable and accessible, they tend to favour the interests of those with power and entrench the marginalisation of those without. As such, it will be important to harmonise the traditional and statutory justice systems, including by formally recognising informal justice actors and processes and by clearly setting the boundaries of their jurisdiction.

Activity 2.4.2: Commission a study on how Liberians use informal justice mechanisms and what kind of outcomes they achieve

As part of these efforts, UNDP and UNMIL intend to commission a study on how Liberians use informal justice mechanisms and what kind of outcomes they achieve. In addition to providing a clear and concise overview of the history and the cultural context of customary law in Liberia, the study is expected to provide a detailed description of the different informal justice mechanisms that are commonly invoked, with a particular focus on their impact on the position of women and children. Building upon the research carried-out by the United States Institute of Peace and the Carter Center in recent years, the report is expected to provide clear recommendations on possible programmatic interventions.

Activity 2.4.3: Form a network of 'progressive' informal justice actors with a view to developing and implementing an informal justice engagement strategy

Indeed, the Programme aims to give community members greater choice of venue by providing them with legal aid to access the formal justice system, while also working with informal justice actors to sustainably improve the quality and equity of informal justice outcomes. In addition to supporting the promotion of women into positions of authority and decision-making, the Programme will work to

connect 'progressive' informal justice actors to identify and promote best practices that could incrementally be adopted by more community leaders, with a view to increasing observance of international standards.

Activity 2.4.4: Provide 'progressive' informal justice actors with tailored training on international human rights norms and standards as well as relevant domestic laws

Aimed at sustainably improve informal justice outcomes, UNDP and UNMIL intend to provide selected informal justice actors with tailored training on international human rights norms and standards as well as relevant domestic laws. Working closely with its partners under the Civil Society Initiative, the Programme will reach out to informal justice actors across the country with a view to strengthening their ability to deliver equitable results and to ensure that the rights of women and children are safeguarded and upheld.

Outcome 3: Gender responsiveness of justice, security and legislative actors strengthened and women and girls' access to justice and security improved

Output 3.1: Capacity of justice and security institutions to develop and implement gender responsive laws, policies and frameworks strengthened

Activity 3.1.1: Undertake a review of national laws, policies and frameworks from a women's rights perspective and identify priority areas of justice and security sector reform

Under this activity, UNDP and UNMIL intend to commission a comprehensive review of national laws, policies and frameworks from a women's rights perspective. Aimed at identifying priority areas of justice and security sector reform, the review will assess these laws, policies and frameworks for conformity with international standards and outline a trajectory of law and policy reform in Liberia as it relates to the rights of women.

Activity 3.1.2: Help develop and implement a sector-wide gender mainstreaming strategy with a view to ensuring greater gender sensitivity of justice, security and protection services

Furthermore, UNDP and UNMIL will help develop and implement a sector-wide gender mainstreaming strategy and action plan with a view to ensuring greater gender sensitivity across the justice and security sectors. Aimed at promoting gender equality, support will be geared towards establishing specialised gender units in the different partner institutions and putting in place gender policy frameworks in the critical areas of planning, human resources and budgeting within each institution.¹² In addition, the Programme will work to improve gender responsiveness in the execution of substantive functions and the provision of specialised public services.

Output 3.2: Availability, accessibility and appropriateness of policing services for women and girls, including those threatened by or experiencing violence, improved

Activity 3.2.1: Support the sensitisation of the police force on the rights and needs of women and girls, with a view to reducing discriminatory attitudes and behaviours and strengthening gender responsiveness across the justice 'chain'

Aimed at sustainably improving the availability, accessibility and appropriateness of policing services for women and girls, including those threatened by or experiencing violence, UNDP and UNMIL intend to support the sensitisation of the police force on the specific needs and rights of women and girls. Working closely with their partners under the Civil Society Initiative, UNDP and UNMIL aim to raise awareness of existing gender bias and barriers as well as the obligation on the part of every individual police officer to integrate gender responsiveness and women and girls' protection into his/her particular role and function.

¹² Such as policies on affirmative action, service conditions, service facilities and women's representation but also on sexual harassment and abuse of power and authority

Activity 3.2.2: Promote the development and implementation of gender-sensitive HRM policies and procedures, with a view to increasing the number of women working across the justice and security sectors

In addition, the Programme will work to increase the number of women police officers, including by supporting the development and implementation of gender-sensitive human resources management (HRM) policies and procedures.¹³ In addition to establishing clear equal employment opportunity policies, this may entail putting in place affirmative action strategies to substantially increase the number of women in leadership positions.

Activity 3.2.3: Provide sustained capacity development support to the specialised Women and Children Protection Section

Working closely with UN Women as well as other partners, UNDP and UNMIL intend to build the capacity of the specialised Women and Children Protection Section (WACPS). Aimed at sustainably improving the policing services available to victims/survivors of SGBV, support will be geared towards providing them with more effective protection as well as professionalising the investigation of SGBV crimes, including by developing standard operating procedures and minimum standard guidelines for the WACPS.

Output 3.3: Availability, accessibility and appropriateness of prosecutorial and judicial services for women and girls, including those threatened by or experiencing violence, improved

Activity 3.3.1: Support the sensitisation of prosecutorial, judicial and legal staff on the rights and needs of women and girls, with a view to reducing discriminatory attitudes and behaviours and strengthening gender responsiveness across the justice 'chain'

Aimed at sustainably improving the availability, accessibility and appropriateness of prosecutorial and judicial services for women and girls, including those threatened by or experiencing violence, UNDP and UNMIL intend to support the sensitisation of the prosecutorial, judicial and legal staff on the specific needs and rights of women and girls. Working closely with their partners under the Civil Society Initiative, UNDP and UNMIL aim to raise awareness of existing gender bias and barriers as well as the obligation on the part of every individual prosecutor or judge to integrate gender responsiveness and women and girls' protection into his/her particular role and function.

Activity 3.3.2: Promote the development and implementation of gender-sensitive HRM policies and procedures, with a view to increasing the number of women working across the justice and security sectors

Mirroring activity 3.2.2, the Programme will work to increase the number of women prosecutors and judges, including by supporting the development and implementation of gender-sensitive human resources management (HRM) policies and procedures. In addition to establishing clear equal employment opportunity policies, this may entail putting in place affirmative action strategies to substantially increase the number of women in leadership positions.

Activity 3.3.3: Provide support for traineeships for female law school graduates

In addition to putting in place gender-sensitive HRM policies and procedures, UNDP and UNMIL intend to make available a limited number of traineeships to female law school graduates. In addition to providing them with the opportunity to gain valuable practical experience, it is hoped that the trainees will be able to deepen their knowledge and understanding of how the sector works, thereby significantly increasing their competitiveness on the job market.

¹³ The Liberia National Police is currently comprised of approximately 5,100 police officers, of whom just 18.6% are women

Activity 3.3.4: Provide sustained capacity development support to the specialised SGBV Crimes Prosecution Unit as well as the specialised Court E with a view to increasing case disposal and conviction rates

Aimed at strengthening the institutional responsiveness to SGBV and HTP across the entire justice chain, the Programme will also work to build the capacity of the specialised SGBV Crimes Prosecution Unit as well as the specialised Court E. Aimed at sustainably improving the prosecutorial and judicial services available to victims/survivors of SGBV, support will be geared towards further professionalising the prosecution and adjudication of SGBV crimes, including by fostering a level of specialisation to effectively and professionally handle the complex legal and social issues raised by SGBV crimes.

Output 3.4: Strengthen lawyers' capacity to provide gender-sensitive legal services and rights-based advocacy for women and girls

Activity 3.4.1: Support the delivery of a specialised training programme for lawyers who provide legal aid and assistance to women and girls

As part of their efforts to strengthen lawyers' capacity to provide gender-sensitive legal services, UNDP and UNMIL will support the delivery of a specialised training programme for lawyers who provide legal aid and assistance to women and girls. Aimed at ensuring that they are more attuned to the justice needs of victims/survivors of SGBV, the Programme will foster expertise amongst a pool of lawyers to accompany them throughout the process and ensuring that each of the 'links' in the justice chain promptly and adequately perform their mandated roles.

Activity 3.4.2: Provide tailored legal aid services to women and girls

In addition, UNDP and UNMIL intend to make available at least US\$ 110,000 to provide tailored legal aid services to women and girls. By assisting victims/survivors of SGBV who seek legal redress and by pushing cases through the system, the Programme not only aims to combat impunity for SGBV crimes, but also to ensure that the system lives up to basic legal standards.

Activity 3.4.3: Develop clear guidelines and a client service charter aimed at improving the services provided

Aimed at continuously improving the quality of the services provided, UNDP and UNMIL will develop clear guidelines as well as a client service charter, which sets out the service commitments women clients can expect from the CSO/CBO legal aid providers funded through the Programme. In addition, the client service charter will set minimum standard guidelines, guaranteeing safety, confidentiality and impartiality to all clients. Finally, UNDP and UNMIL intend to set up a complaints' mechanism to provide clients with a direct connection to the Programme so they can confidently raise any issues they wish.

Outcome 4: Capacity of key actors and stakeholders to monitor progress and results in rule of law development increased

Output 4.1: Enhanced national capacities to develop a robust PME system across the rule of law sector

Activity 4.1.1: Develop individual PME strategies and work plans for the different justice and security institutions

In spite of increasing international experience in the field of monitoring and evaluation, numerous challenges present themselves when it comes to measurement of outcome-level change. Monitoring and evaluating rule of law development and the impact of assistance activities are nevertheless essential to enable stakeholders to continuously adapt approaches. Moreover, it is essential that this process is nationally owned in order to ensure sustainability.

Indeed, collecting baseline and regular follow-up data, and continuously developing the capacity of national counterparts to monitor progress in the justice and security sector will be critical. Hence, UNDP

and UNMIL aim to further build planning, monitoring and evaluation (PME) capacities, working with institutional partners to produce robust baseline data and then follow up with comparative data on a regular basis. To this end, the Programme will work to develop individual PME strategies and work plans for the different justice and security institutions as well as harmonised indicators for the sector as a whole.

Activity 4.1.2: Help carry-out a financial review, building on the 2013 Public Expenditure Review, to determine minimum financial needs and the allocation of government resources for the reform, restructuring and effective functioning of the rule of law sector

Aimed at assessing what it will cost to adequately resource the different justice and security institutions in the years to come, UNDP and UNMIL intend to carry out a follow-up financial review to determine minimum financial needs and the allocation of government resources for the reform, restructuring and effective functioning of the rule of law sector. In addition, the financial review will provide a clear estimate of how much external aid will have to be made available in the next five years, also in the context of UNMIL's withdrawal. By doing so, it is hoped that the review will not only contribute to sustainably enhancing the performance of the different justice and security institutions but also to improving aid predictability and effectiveness in the years to come.

Output 4.2: Capacity of LISGIS developed to monitor progress in the justice and security sectors, including by conducting public perception surveys and surveys of justice and security sector data

Activity 4.2.1: In close conjunction with the Peacebuilding Office, conduct inaugural public perception survey to establish the extent to which Liberians engage with and trust justice and security institutions

Under this activity, UNDP and UNMIL will commission a public perception survey to establish the extent to which Liberians engage with and trust the different justice and security institutions. Aimed at gaining a better understanding of how Liberians perceive the rule of law landscape, and how they choose to resolve disputes, the survey will be geared towards determining the degree to which Liberians have confidence in their technical capacities, and trust them to deliver timely, effective services. The survey will be administered by the Liberia Institute of Statistics and Geo-Information Services (LISGIS).

Activity 4.2.2: Compile available justice and security sector data with a view of tracking the effectiveness of existing investments, identifying areas in which additional efforts are needed, and prioritising interventions accordingly

In addition, UNDP and UNMIL intend to collect and analyse available data across seven key justice and security institutions: the Judiciary, the Ministry of Justice, the Liberia National Police, the Liberia Immigration Service, the Prosecution Department, the Bureau of Corrections and Rehabilitation, and the Independent National Human Rights Commission. Based on a comprehensive review of the records maintained across the sector, the survey is expected to provide valuable insights into the functions and indeed performance of the different justice and security sector institutions, and help achieve greater institutional as well as system-wide accountability.

Output 4.3: Enhanced capacity amongst civil society partners to monitor, evaluate and report on results

Activity 4.3.1: Conduct training for CSOs/CBOs on developing and implementing M&E strategies and reporting on results

In addition to working with institutional partners to identify data gaps and supporting them to engage in data collection on a regular basis, the Programme will work with CSO/CBO partners to strengthen their monitoring and evaluation framework and results-based management capacities. To this end, UNDP and UNMIL will offer training for CSO/CBO partners on developing and implementing M&E strategies and reporting on results, with a focus on assessing the impact of legal aid services provided.

Activity 4.3.2: Provide on-going advice and assistance to civil society partners to improve data collection and M&E

In addition to offering training for CSO/CBO partners, the Programme will provide on-going M&E advice and assistance to its partners under the Civil Society Initiative. Aimed at increasing CSO/CBO capacity to regularly and reliably monitor, evaluate and report on results, support will be geared towards improving data collection and sharing 'best practice' M&E models and reporting systems amongst CSO/CBO partners. As such, this output aims to sustainably strengthen the capacities of civil society partners to adopt evidence and results-based approaches to their work, while also providing tools for monitoring the progress of the programme itself.

Output 4.4: A results-based approach to monitoring, evaluating and reporting on programme results adopted

Activity 4.4.1: Develop programme-wide M&E plan and submit high-quality work plans and annual reports in a timely manner

Effective monitoring and evaluation is critical to determine whether interventions are yielding the expected results. The demand for increased development effectiveness has been based on, *inter alia*, a realisation that producing high-quality deliverables is not enough; attention must be centred on realistic and positive change, and aim for results where they are most needed - in people's lives.

As such, UNDP and UNMIL intend to develop a programme-wide M&E plan which will ensure that progress towards implementing activities, achieving outputs and realising outcomes is accurately measured. In addition, the M&E plan is geared towards enhancing the overall effectiveness of the Programme by learning from past successes and challenges.

Activity 4.4.2: Undertake regular M&E assessments of all activities and interventions

At the output level, UNDP and UNMIL aim to measure the impact of its actual interventions as a means of ensuring accountability to partners and stakeholders. The starting point for this exercise is the results framework contained in the programme document, which provides clear baselines and indicators for each of the four intended outcomes.

Indeed, the Programme will collect data to monitor the indicators detailed in the programme's M&E plan on an on-going basis. These will be collected through a variety of methods including: interviews with key partners, stakeholders and beneficiaries; reviews of documentation and reports; focus group discussions and spot-checks, public perception surveys, and the collation of national justice and security sector data (see output 4.2 above).

Outcome 1: Capacity of justice and security institutions strengthened and linkages forged

Baselines	Indicators	Risks/Assumptions	PLANNED BUDGET									
			Funding Source	Budget Description	Amount							
<p>Limited presence, reach and capacity of the different justice and security institutions, particularly in outlying areas</p> <p>Lack of public awareness of the roles and responsibilities of the different justice and security institutions</p> <p>Lack of public confidence in the ability of the formal justice system to uphold the rule of law</p> <p>Heightened perceptions of corruption, nepotism and favouritism</p> <p>Continued fragmentation across the justice-security continuum</p> <p>High prevalence of SCGBV and HTP</p> <p>Continued reliance upon informal justice actors and processes to resolve disputes and conflicts</p>	<p>Number of justice and security sector personnel, disaggregated by gender, age, educational attainment, and location</p> <p>Change in the number of women employed by the different justice and security institutions</p> <p>Number of complaints, investigations, prosecutions and adjudications, disaggregated by type, gender and location</p> <p>Case disposition and congestion rates per county</p> <p>Level of public awareness of the roles and responsibilities of the different justice and security institutions, disaggregated by gender</p> <p>Level of public satisfaction with the performance of the different justice and security institutions, disaggregated by gender</p> <p>Level of public confidence and trust in the different justice and security institutions, disaggregated by gender</p>	<p>Justice and security institutions committed to programmes aimed at providing sustained capacity development support</p> <p>Sufficient funding available to adequately resource the justice and security sectors</p> <p>Political developments in the country permit timely implementation and delivery of the programme</p> <p>Sufficient political will to bring about the strategic reforms necessary to achieve improved delivery of justice, security and protection services</p> <p>Sufficient political will to tackle corruption, nepotism and favouritism</p> <p>Relations between the different justice and security institutions, and between the government and civil society remain conducive to working together</p>										
			EXPECTED OUTCOMES									
			PLANNED ACTIVITIES									
			<i>Let quality results and associated activities</i>									
			1.1. Civilian oversight of the justice and security sectors strengthened	1.1.1. Provide sustained capacity development support to the relevant legislative committees, including by offering tailored training	Q1	Q2	Q3	Q4	Senate, House of Representatives, UNDP, UNMIL, DCAF	Sweden/DPKO		55,000
			<i>Subtotal:</i>									
			1.2. Institutional capacity of the Liberia Judiciary enhanced, with a focus on decentralising justice and security services and improving case flow management	1.2.1. Support the Supreme Court in the development of comprehensive SOPs on court administration, applicable to all courts, through a revision of the 'Rules of Courts'	X	X			Judiciary, UNDP, UNMIL	Sweden/DPKO		20,000
				1.2.2. Recruit, train and deploy 10 additional Magisterial Court level judges to Bong, Lofa, Montserado and Nimba	X	X		X	Judiciary, James A.A. Pierre Judicial Institute, UNDP, UNMIL	Sweden/DPKO		160,000
				1.2.3. Enhance judicial accountability, including by providing sustained capacity development support to the Courts Inspectorate Unit	X	X	X		Judiciary, UNDP, UNMIL	Sweden/DPKO		40,000
				1.2.4. Sustainably enhance public outreach and information, including through the publication of annual reports, quarterly newsletters and other materials	X	X	X	X	Judiciary, UNDP, UNMIL	Sweden/DPKO		20,000
1.2.5. Recruit, train and deploy 6 public defenders to Bong, Lofa, Montserado and Nimba	X	X		X	X	Judiciary, James A.A. Pierre Judicial Institute, UNDP, UNMIL	Sweden/DPKO		70,000			
<i>Subtotal:</i>												
1.3. Institutional capacity of the Ministry of Justice enhanced, with a focus on improving sector-wide planning and policy-making processes	1.3.1. Support the coordination role of the Ministry of Justice through continued support to the Planning & Programming Management Unit	X	X	X		Ministry of Justice, UNDP, UNMIL	UNDP/DPKO		165,000			
	1.3.2. Provide technical assistance to the Human Rights Unit in the Ministry of Justice, with a view to ensuring the proper implementation of the National Human Rights Action Plan of Liberia	X	X	X		Ministry of Justice, UNDP, UNMIL	UNDP/DPKO		70,000			

	1.8.5: Renovate and refurbish correctional facilities in Grand Cape Mount and Montserrat, with a view to meeting minimum accommodation standards		X	X	X	Bureau of Corrections and Rehabilitation, UNDP, UNMIL	Sweden/DPKO		40,000
Subtotal:	1.9: Institutional capacity of the Independent National Human Rights Commission enhanced, with a view to ensuring compliance with the Paris Principles	1.9.1: Support the implementation of the National Human Rights Action Plan and the recommendations contained in the UPR (2015)	X	X	X	Independent National Human Rights Commission, UNDP, UNMIL	Sweden/DPKO		200,000
		1.9.2: Help raise public awareness of the Independent National Human Rights Commission and its services	X	X	X	Independent National Human Rights Commission, UNDP, UNMIL	Sweden/DPKO		20,000
		1.9.3: Support the deployment of 10 human rights monitors to Gbapoh, Grand Bassa, Grand Gedeh, Lofa, Margibi and Nimba	X	X	X	Independent National Human Rights Commission, UNDP, UNMIL	Sweden/DPKO		120,000
Subtotal:	1.10: Legislative drafting skills enhanced across the legislative chain, with a focus on systematising law-making approaches and ensuring broader inclusion of societal groups and perspectives	Activity 1.10.1: Sustainably improve the law-making process, with a view of incorporating impact and costing assessments	X	X	X	Law Reform Commission, UNDP, UNMIL	Sweden/UNDP		160,000
		Activity 1.10.2: Underpin critical law reforms, including lobbying for the passage of the Land Rights Act, the Land Authority Act, the Gender Equity Bill, the Witness and Whistle Blower Protection Bill, the Private Security Companies Act, the Domestic Violence Act, and the Corrupt Offences Act	X	X	X	Senate, House of Representatives, Law Reform Commission, UNDP, UNMIL	N/A		N/A
		Activity 1.10.3: Ensure broader inclusion of societal groups and perspectives, including by supporting multi-stakeholder consultations	X	X	X	Law Reform Commission, CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP		55,000
Subtotal:	1.11: Inter-institutional linkages forged, with a view to addressing the continued fragmentation of the justice-security continuum	Activity 1.11.1: In close collaboration with the National Security Council and other institutional partners, support the development and implementation of a new National Security Strategy	X			National Security Council, UNDP, UNMIL	Sweden/UNDP		85,000
		Activity 1.11.2: Promote confidence- and trust-building between the different justice and security institutions and civil society			X	Judiciary, Ministry of Justice, CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP		5,000
Subtotal:									20,000
TOTAL (US\$)									1,823,000

Outcome 2: Civil society contribution to rule of law and community access to justice enhanced

Baselines	Indicators	Risks/Assumptions	EXPECTED OUTPUTS				PLANNED ACTIVITIES <i>(by activity results and associated actions)</i>				RESPONSIBLE PARTY				PLANNED BUDGET		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount				
<p>Limited CSO/CBO capacity to deliver quality legal aid services to disadvantaged individuals and communities</p> <p>Low levels of legal literacy, i.e. understanding your rights and how to assert them, particularly in rural areas</p> <p>Lack of public awareness of how to file a complaint against the different justice and security institutions</p> <p>Lack of public awareness of available legal aid services</p> <p>Lack of public confidence in the ability of civil society to contribute to rule of law and enhance community access to justice</p> <p>Rural Liberians pursue justice almost entirely through traditional means</p> <p>Strained relations between the different justice and security institutions and civil society</p>	<p>CSO/CBO capacity to deliver quality legal aid services to disadvantaged individuals and communities</p> <p>Legal literacy levels amongst local communities, disaggregated by gender</p> <p>Level of public awareness of how to file a complaint against the different justice and security institutions, disaggregated by gender</p> <p>Level of public awareness of available legal aid services, disaggregated by gender</p> <p>Level of public confidence and trust in legal aid providers, disaggregated by gender</p> <p>Client satisfaction with the performance of legal aid providers and outcomes of cases, disaggregated by gender</p> <p>Number of legal aid beneficiaries, disaggregated by gender, age and location</p> <p>Level of coordination and cooperation between the different justice and security institutions and civil society</p>	<p>CSO/CBOs committed to engaging in the areas of raising legal awareness, providing legal aid and assistance, monitoring the performance of the different justice and security institutions, and promoting human rights advocacy</p> <p>Sufficient number of lawyers and paralegals with the necessary skills and knowledge to provide quality legal aid and assistance</p> <p>The security situation allows for continued access across the country</p> <p>No government restrictions on the work of human rights groups and activists, legal aid related activities can be implemented unimpeded</p> <p>Notwithstanding resistance in some quarters, women are able to participate in legal literacy activities and access legal aid services</p> <p>Relations between the different justice and security institutions and civil society remain conducive to working together</p>	2.1: Capacity of CSOs/CBOs strengthened to deliver quality legal aid services to disadvantaged individuals and communities	2.1.1: Strengthen the capacity of selected CSOs/CBOs to provide legal aid and assistance	2.1.2: Raise public awareness of available legal aid services	2.1.3: Undertake an audit of the legal aid services provided to measure performance and client satisfaction	CSOs/CBOs, UNDP, UNMIL	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	Sweden/UNDP	255,000						
			2.2: Quality of legal profession strengthened to enhance community access to justice and security	Activity 2.2.1: Set up a network of legal aid providers and establish a <i>pro bono</i> legal aid scheme in collaboration with the Liberian National Bar Association and other partners	Activity 2.2.2: Investigate viability of compulsory <i>pro bono</i> legal aid scheme for lawyers to re-register	Activity 2.2.3: Strengthen clinical legal education, including by helping to set up a legal aid clinic at the Louis Arthur Grimes Law School	Libertian National Bar Association, CSO/CBOs, UNDP, UNMIL	Libertian National Bar Association, UNDP, UNMIL	Sweden/UNDP	N/A	100,000						
			2.3: Support an enabling legal environment conducive to increasing	Activity 2.3.1: Build civil society capacity to actively monitor the performance of the different justice and security institutions, including through the Security Sector Civil Society Working Group	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	115,000										
Subtotal:													160,000				

citizen oversight and community access to justice	Activity 2.3.2: Foster linkages between selected CSOs/CBOs and the Independent National Human Rights Commission, with a particular focus on ensuring adherence to fair trial standards	X	X	X	CSOs/CBOs, INHRC, UNDP, UNMIL	Sweden/UNDP	15,000
	Activity 2.3.3: Sustainably increase legal literacy, with a view to enhancing the understanding of the population about the functioning of the justice system	X	X	X	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	60,000
	Activity 2.3.4: Enhance coverage by local media outlets of rule of law related issues, including by training selected reporters and journalists	X	X	X	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	40,000
	Subtotal:						230,000
2.4: Engagement with informal justice actors and processes to increase observation of international standards	Activity 2.4.1: Harmonise the traditional and statutory justice systems, including through the preparation of new family legislation	X			Senate, House of Representatives, Law Reform Commission, UNDP, UNMIL	N/A	N/A
	Activity 2.4.2: Commission a study on how Liberians use informal justice mechanisms and what kind of outcomes they achieve	X			UNDP, UNMIL	Sweden/UNDP	25,000
	Activity 2.4.3: Form a network of 'progressive' informal justice actors with a view to developing and implementing an informal justice engagement strategy	X	X	X	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	10,000
	Activity 2.4.4: Provide 'progressive' informal justice actors with tailored training on international human rights norms and standards as well as relevant domestic laws	X	X	X	CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP	40,000
Subtotal:						85,000	
TOTAL (US\$)						295,000	

Outcome 3: Gender responsiveness of justice, security and legislative actors strengthened and women and girls' access to justice and security improved

Baselines	Indicators	Risks/Assumptions	TIMELINE				RESPONSIBLE PARTY	PLANNED BUDGET				
			Q1	Q2	Q3	Q4		Reading Source	Budget Description	Amount		
<p>No sector-wide gender-mainstreaming strategies in place</p> <p>Limited understanding of the specific rights and needs of women and girls across the justice and security sectors</p> <p>Limited number of women working across the justice and security sectors</p> <p>Limited availability of specialised services for victims/survivors of SGBV</p> <p>Lack of capacity among lawyers to represent and advocate for cases of women and girls</p> <p>Legal aid services tailored to the specific needs of women and children not readily available</p> <p>Lack of awareness amongst women and girls of available legal aid services</p>	<p>The extent to which the different justice and security institutions are able to provide justice, security and protection services tailored to the specific needs of women and girls</p> <p>Number of gender strategies and action plans developed</p> <p>Number of women working across the justice and security sectors</p> <p>Gender-sensitive HRM policies and procedures adopted and implemented</p> <p>Number of lawyers representing and advocating for cases of women and girls</p> <p>Number of women and girls benefiting from legal aid services provided under the programme</p> <p>Satisfaction of female clients with the performance of legal aid providers and outcomes of cases</p>	<p>The different justice and security institutions prioritise capacity development in the area of gender justice</p> <p>Sufficient institutional commitment to sustainably strengthen gender responsiveness and improve women and girls' access to justice and security</p> <p>Sufficient number of posts become available for female candidates</p> <p>Sufficient number of lawyers who are able to provide gender-sensitive legal services</p> <p>Notwithstanding resistance in some quarters, women and girls are able report violence and seek redress</p>										
			<p>Activity 3.1: Capacity of justice and security institutions to develop and implement gender responsive laws, policies and frameworks strengthened</p>	<p>Activity 3.1.1: Undertake a review of national laws, policies and frameworks from a women's rights perspective and identify priority areas of justice and security sector reform</p> <p>Activity 3.1.2: Help develop and implement a sector-wide gender mainstreaming strategy with a view to ensuring greater gender sensitivity of justice, security and protection services</p>	X				UNDP, UNMIL	Sweden/DPKO		40,000
			<p>Subtotal:</p>			X	X	X	Judiciary, Ministry of Justice, UNDP, UNMIL	Sweden/DPKO		
<p>3.2. Availability, accessibility and appropriateness of policing services for women and girls, including those threatened by or experiencing violence, improved</p>	<p>Activity 3.2.1: Support the sensitisation of the police force on the rights and needs of women and girls, with a view to reducing discriminatory attitudes and behaviours and strengthening gender responsiveness across the justice "chain"</p> <p>Activity 3.2.2: Promote the development and implementation of gender-sensitive HRM policies and procedures, with a view to increasing the number of women working across the justice and security sectors</p> <p>3.2.3: Provide sustained capacity development support to the specialised Women and Children Protection Section (W/ACPS)</p>	<p>Liberia National Police, CSOs/CBOs, UNDP, UNMIL</p> <p>Liberia National Police, UNDP, UNMIL</p> <p>Liberia National Police, UNDP, UNMIL</p>	X	X	X		Sweden/DPKO		20,000			
			X	X	X		Sweden/DPKO		5,000			
			X	X	X		Ireland/DPKO		100,000			
<p>Subtotal:</p>	<p>Activity 3.3.1: Support the sensitisation of prosecutorial, judicial and legal staff on the rights and needs of women and girls, with a view to reducing discriminatory attitudes and behaviours and strengthening gender responsiveness across the justice "chain"</p>		X	X	X	Judiciary, Prosecution Department, UNDP, UNMIL	Sweden/UNDP			125,000		
<p>3.3. Availability, accessibility and appropriateness of prosecutorial and judicial services for women and girls</p>										20,000		

girls, including those threatened by or experiencing violence, improved	Activity 3.3.2: Promote the development and implementation of gender-sensitive HRM policies and procedures, with a view to increasing the number of women working across the justice and security sectors		X	X	Judiciary, Prosecution Department, UNDP, UNMIL	Sweden/UNDP	10,000
	Activity 3.3.3: Provide support for traineeships for female law school graduates		X	X	Judiciary, Prosecution Department, UNDP, UNMIL	Sweden/UNDP	40,000
	Activity 3.3.4: Provide sustained capacity development support to the specialised SGBV Crimes Prosecution Unit as well as the specialised Court E with a view to increasing case disposal and conviction rates	X	X	X	Judiciary, Prosecution Department, UNDP, UNMIL	Ireland/UNDP	60,000
<i>Subtotal:</i>							
3.4: Strengthen lawyers' capacity to provide gender-sensitive legal services and rights-based advocacy for women and girls	Activity 3.4.1: Support the delivery of a specialised training programme for lawyers who provide legal aid and assistance to women and girls		X	X	Liberian National Bar Association, CSO/CBOSS, UNDP, UNMIL	Sweden/UNDP	30,000
	Activity 3.4.2: Provide tailored legal aid services to women and girls		X	X	Liberian National Bar Association, CSO/CBOSS, UNDP, UNMIL	Sweden/UNDP	110,000
	Activity 3.4.3: Develop clear guidelines and a client service charter aimed at improving the services provided	X			Liberian National Bar Association, CSO/CBOSS, UNDP, UNMIL	Sweden/UNDP	30,000
<i>Subtotal:</i>							
TOTAL (US\$)							
							170,000
							350,000

Outcome 4: Capacity of key actors and stakeholders to monitor progress and results in rule of law development increased

Objectives	Indicators	Risks/Assumptions	PLANNED BUDGET			
Objectives	Indicators	Risks/Assumptions	RESPONSIBLE PARTY			
			Q1	Q2	Q3	Q4
Objectives	Indicators	Risks/Assumptions	FUNDING SOURCE		AMOUNT	
Objectives	Indicators	Risks/Assumptions	Funding Source	Description	Amount	
Limited PME and data collection capacity across the justice and security sectors Lack of robust baseline data for the justice and security sectors, hampering informed decision-making Lack of M&E experts working across the justice and security sectors Weak monitoring and evaluation frameworks Limited capacity of LISGIS to actively monitor developments in the Liberian rule of law sector No PME strategies and work plans in place for the different justice and security institutions Limited CSO/CBO capacity to undertake M&E activities and report on results Limited capacity of UNDP and UNMIL to ensure proper monitoring, evaluation and reporting Limited capacity amongst both institutional and civil society partners to support and feed into programme's M&E systems	PME and data collection capacity across the justice and security sectors Number of M&E experts working across the justice and security sectors PME strategies and work plans in place for the different justice and security institutions Capacity of LISGIS to actively monitor development in the Liberian rule of law sector Extent to which baseline and follow-up data is available to adequately monitor progress and results in rule of law development Extent to which both institutional and civil society partners are able to support and feed into the programme's M&E systems Capacity of UNDP and UNMIL to ensure proper monitoring, evaluation and reporting Programme's M&E milestones achieved, including the M&E plan, the mid-term review, the independent outcome evaluation, and the financial audit	Justice and security institutions committed to invest in sustainably strengthening their PME and data collection capacity Justice and security institutions willing to share data with LISGIS LISGIS committed to carrying out public perception surveys and surveys of available justice and security sector data actively monitor developments in the Liberian rule of law sector The security situation allows for public perception surveys to be carried out across all 15 counties CSO/CBO partners committed to invest in sustainably strengthening their PME and data collection capacity				
EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>					

4.1: Enhanced national capacities to develop a robust PMIE system across the rule of law sector	Activity 4.1.1: Develop individual PMIE strategies and work plans for the different justice and security institutions Activity 4.1.2: Help carry-out a financial review, building on the 2013 Public Expenditure Review, to determine minimum financial needs and the allocation of government resources for the reform, restructuring and effective functioning of the rule of law sector		X	X	X	Judiciary, Ministry of Justice, UNDP, UNMIL Ministry of Finance and Development Planning, World Bank, UNDP, UNMIL	Sweden/UNDP Sweden/UNDP		N/A 90,000
4.2: Capacity of LISGIS developed to monitor progress in the justice and security sectors, including by conducting public perception surveys and surveys of justice and security sector data <i>Subtotal:</i>	4.2.1: In close conjunction with the Peacebuilding Office, conduct inaugural public perception survey to establish the extent to which Liberians engage with and trust justice and security institutions 4.2.2: Compile available justice and security sector data with a view of tracking the effectiveness of existing investments, identifying areas in which additional efforts are needed, and prioritising interventions accordingly		X			LISGIS, PBO, UNDP, UNMIL LISGIS, Ministry of Justice, Judiciary, UNDP, UNMIL	Sweden/UNDP Sweden/UNDP		90,000 60,000
4.3: Enhanced capacity amongst civil society partners to monitor, evaluate and report on results <i>Subtotal:</i>	Activity 4.3.1: Conduct training for CSOs/CBOs on developing and implementing M&E strategies and reporting on results Activity 4.3.2: Provide on-going advice and assistance to civil society partners to improve data collection and M&E		X	X	X	CSOs/CBOs, UNDP, UNMIL CSOs/CBOs, UNDP, UNMIL	Sweden/UNDP Sweden/UNDP		140,000 20,000
4.4: A results-based approach to monitoring, evaluating, and reporting on programme results adopted <i>Subtotal:</i>	Activity 4.4.1: Develop programme-wide M&E plan and submit high-quality work plans and annual reports in a timely manner Activity 4.4.2: Undertake regular M&E assessments of all activities and interventions		X		X	UNDP, UNMIL UNDP, UNMIL, Sweden, Iceland	N/A 10,000		N/A 10,000
TOTAL (US\$)									140,000 260,000