

GOVERNMENT OF THE REPUBLIC OF LIBERIA
UNITED NATIONS DEVELOPMENT PROGRAMME
Small Arms Control Programme in Liberia

PROJECT DOCUMENT

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Brief Description:

The Small Arms Control Programme in Liberia is conceptually designed under the Ecomas Small Arms Control Programme (ECOSAP) and aims to promote the conditions for stability, human security and socio-economic development in Liberia through support to grass root communities, civil society organization and national institutions, creating opportunities for the voluntary surrender of weapons and community recovery.

This project is linked with UNDAF/UNDP Country Programme Annual Plan (CPAP).

This programme has three major components, namely (1) Arms for Development (AfD), (2) Capacity Building for the Liberia SALW National Commission (NC), Liberia National Police (LNP) and Civil Society and (3) Public Awareness.

Main Areas of Intervention:

1. Collect illicit weapons through a voluntary surrender programme in exchange for development projects (weapons to be destroyed through ceremonial arms destruction);
2. Facilitate the operationalization of the National Commission on small arms
3. Support review and implementation of the Firearms Traffic Act;
4. Interventions to reduce cross border trade of Small Arms and Light Weapons.
5. Increase the public awareness on the dangers associated with the Small Arms proliferation.

The project will adopt a multi-faceted strategy focusing on:

- i. Supporting capacity building of grass root communities, National Commission, Liberian National Police, civil society and local authorities in socio-economic development and conflict resolution;
- ii. Raising community awareness through sensitization and mobilization to promote socio-economic development and stigmatize the use, production and trade of small arms while promoting voluntary surrender and destruction of non-licensable firearms;
- iii. Ensuring long-term sustainability by linking grass root initiative to national policies, UN national recovery and peace building programme and wider regional Small Arms Control initiatives.

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Acronyms

AAE	Arms, Ammunitions and Explosives
AfD	Arms for Development
CBO	Community Based Organization
ECOWAS	Economic Community of West African States
ECOSAP	Ecogas Small Arms Control Programme
GoL	Government of Liberia
MRU	Mano River Union
MoYS	Ministry of Youth and Sports
NCDDR	National Committee for Disarmament, Demobilization and Reintegration
NCSA	National Commission on Small Arms
ONS	Office of National security
PCO	Project Coordination Office
PMC	Project Management Committee
SALW	Small Arms and Light Weapons
LNP	Liberia National Police
UNMIL	United Nations Mission in Liberia
UNDP	United Nations Development Programme

PART I a – SITUATION ANALYSIS

1. Background

Following the holding of successful presidential and legislative elections in Liberia in October and November 2005, and the inauguration of President Ellen Johnson-Sirleaf on 16th January, the country is expected to continue its emergence from two waves of protracted wars that lasted about 14 years (1990-96 and 1999-2003, respectively). The wars claimed the lives of some 250,000 persons and forcefully displaced about 60% of the total population both internally and externally. Some of the small arms and light weapons (SALW) that were used in the country for over a decade were collected and destroyed during the Disarmament, Demobilization, Rehabilitation, Reintegration and Reconstruction (DDRRR). The country is on a positive path, transiting from conflict to recovery. The UN has deployed a fifteen thousand-strong military mission (its largest ever). National Transitional Government of Liberia (NTGL) was put in place, in Accra in August 2003 and its mandate ended on 16th January this year. Liberia has set history with the election of a woman as president. The first ever in Africa.

Liberia is a country that has natural reserves of iron ore, diamonds, gold, and other precious minerals, and is endowed with forest vegetation that is rich in rubber, timber, coconut and palm. The country enjoys a coastline of 560 km – a continental shelf of 14,894 km sq, and a territorial sea of up to 159,200 sq km. Despite this rich natural endowment and abundant potential, Liberia is today one of the world's poorest countries. An estimated 76.2% of the population lives below the poverty line; 63% is illiterate, and 74% of the population does not have access to safe drinking water. The national economy is bankrupt, and it is estimated that about 86% of the work force is either underemployed or unemployed. Consequent to the conflict, the national social and community infrastructure network was destroyed. Homes have been looted and destroyed. The social service delivery system, including schools, health centers and clinics, and water supply systems have been dismantled and dilapidated over the years.

Given the implementation the Demobilization and Disarmament (DD) programme, and the smooth launch of the Rehabilitation, Reconstruction and Reintegration (RRR) programme, it is widely maintained that there is a formidable number of held small arms and light weapons in the hands of individuals. This is borne out of the fact that although the total reported number of disarmed ex-combatants is 103,019; the weapons collected are only 27,000 (with 2.2 million small arms ammunition (SAA) and nearly 30,000 other ammo).¹ The current ratio of 1 weapon to nearly 4 combatants does strongly suggest that there are a considerable number of small arms held by individuals, which could pose a serious impediment to security, freedom of movement, sustainable peace, and socio-economic and political recovery and growth in the Mano and Cavalla River Basins².

Media reports in late 2005 stated that some of the ex-combatants who joined the wars in Liberia have crossed borders to serve as mercenaries in neighboring Cote d'Ivoire, and previously in Guinea and Sierra Leone. The sub-region in general and Liberia in particular suffer from these 'unofficial Ecomog'. The international borders in the region are very porous and poorly unattended. Thus making the proliferation of small arms easy.

The two main requisite factors necessary for sustaining the current peaceful environment and reducing the potential threat posed by these small arms are:

- (a) the design and implementation of appropriate strategies and programmes to help reduce small arms/armed violence and comprehensive security sector reform (SSR), and
- (b) promoting economic growth and sustainable peace in Liberia and its immediate neighbours.

¹ DDRR Consolidated Report Phase 1, 2 and 3; JIU-NCDDRR Status of Disarmament and Demobilization Activities.

² The Mano River borders north and western Liberia; the Cavalla River border eastern Liberia.

To address the above challenges, the United Nations Development Programme (UNDP) initiated the Small Arms Control and Micro-disarmament initiative: a Preparatory Assistance Phase (April 2005) - which laid premium on community participation, ownership and capacity building. This new developmental approach applied to human security proved efficient in removing illicit small arms but, equally important, to develop the socio-economic potential of targeted communities. Building on this experience and similar initiatives in other countries within the region such as Sierra Leone, Mali, Niger, Guinea Bissau etc., UNDP aims through a multi-faceted programme, to strengthen human security as part of the post-conflict peace building strategy linking socio-economic development to sustainable peace. The PA included four activities, namely:

- Facilitating the establishment of the National Commission on small arms;
- Revision of the 1956 Firearms Traffic Act;
- Awareness and public education on small arms and;
- Community arms collection for development (4 chiefdoms)

RATIONALE

Rationale

Following the implementation of the Preparatory Assistance (PA) and the lessons drawn³, it is proposed that a Small Arms Control Programme under the ECOSAP Framework be established with the objectives of (1) enhancing Arms for Development (AfD) component launched under the pilot Small Arms Control & Community Micro-Disarmament Programme, (2) capacity building of the National Commission on small arms and the Liberian National Police and (3) continue the public awareness and information campaign. This would forge a strong partnership with the communities, national stakeholders and civil society at large. Liberia is in transition, and control of the illicit proliferation of small arms is critical to the attainment of peace. The national transitional strategy, as articulated in the **Results Focused Transition Framework (RFTF)**, considers security, DDDR of armed fighters as requisite factors for continued stability and sustainable socio-economic and political stability. Therefore, the programme will sensitise communities on the need for a voluntary arms collection in exchange for development projects to be selected based on the community priorities; and capacitate the National Commission and Liberia National Police (LNP) to control small arms.

The rationale for this approach is that people hold weapons for various reasons, including security and economic. Therefore, sufficient awareness and incentives are required to encourage and educate people to give up these weapons. These incentives include material benefits that accrue to communities and ultimately to individuals, and a mutually assured peaceful security environment, among others. Importantly, the programme will use valuable lessons learnt and experience acquired during the implementation of its Preparatory Assistance phase.

2. Institutional and Legal Framework.

This programme works within existing national and international frameworks for peace building and socio-economic recovery in Liberia and the Economic Community of West African States (ECOWAS/ECOSAP), as contained in the following documents:

- 2.1 **Millennium Development Goals (MDGs) and Secretary General's (SGs):** This programme draws on the global targets established as the MDGs and the guidelines established by the SG's report on

³ Lessons from PA include: the need for a national programme on a long term basis, linkage to Sierra Leone, Guinea and Ivorian armed violence control, capacity building of national institutions including the National Commission.

prevention of armed conflict with specific reference to the **Liberia: Millennium Development Goals Report, 2004**.

- 2.2 **United Nations Development Assistance Framework (UNDAF)³**: The UN Country Team incorporated the objectives of the NRS in the forthcoming UN Development Assistance Framework for Liberia. Emphatically, it is to contribute to Good Governance, Peace, Security and Conflict Prevention by strengthening security institutions and personnel through training of law enforcement agents and mass awareness raising regarding security issues;
- 2.3 **A National Youth Policy for Liberia**: A Framework for Setting Priorities and Executing Actions. This document formulated in December 2005 outlines a number of measures for priority action to promote the participation of youth in the post-conflict recovery and reconstruction agenda.
- 2.4 **ECOWAS Moratorium on Light Weapons** This programme is designed to work hand in hand with the provision made in the 1998 ECOWAS Moratorium on Importation, Exportation and Manufacture of Light Weapons and the draft ECOWAS Convention on Small Arms (2006) in order to ensure complementarities of efforts in achieving the goals envisaged by ECOWAS Heads of States;
- 2.5 **Accra Comprehensive Peace Agreement** (August 2003): was signed between the Government of Liberia and the then rebel movements of Liberians United for Reconciliation and Democracy (LURD) and Movement of Democracy in Liberia (MODEL) and legitimizes the peace agreement in the country; and
- 2.6 **The 150 Days Activities of the new government** (January 2006). This is a quick-impact programme to consolidate the democratic gains of the last two years and instill confidence in the new democratic government.

3. Intended Beneficiaries

The proposed activities aim to benefit five groups in Liberia. These include:

- 3.1 **Grass root Communities** - through:
 - Support the economic development of the community through the implementation of development projects and the provision of alternative means of livelihood;
 - Support social rehabilitation by strengthening community cohesion;
 - Improvement of human security by removing illicit weapons, UXOs and by stemming illicit trade of SALW;
- 3.2 **Community Based Organizations**: (or Project Management Committee – PMC) through a comprehensive capacity building package that aims at empowering the organization to undertake peace building and development activities. It is envisaged that after completing the implementation of the arms collection and the development project, they shall be able to further develop their community and engage with other potential donors who again reflect the sustainability approach towards the issues.
- 3.3 **National Commission and Civil Society**: Through capacity building in conflict prevention mechanism and policy/ advocacy of national government. National Commission and the Civil Society through the Liberia Action Network on Small Arms (LANSA) are supported to take an active role. LANSA is part of the International Action Network on Small Arms (Inansa).
- 3.4 **Liberia National Police (LNP)**– through:
 - Capacity building to support community policing in close coordination with the Security Sector Reform (SSR) programme framework;
 - Strengthening the capacities for the implementation and monitoring of the Firearms Traffic Act (FATA);

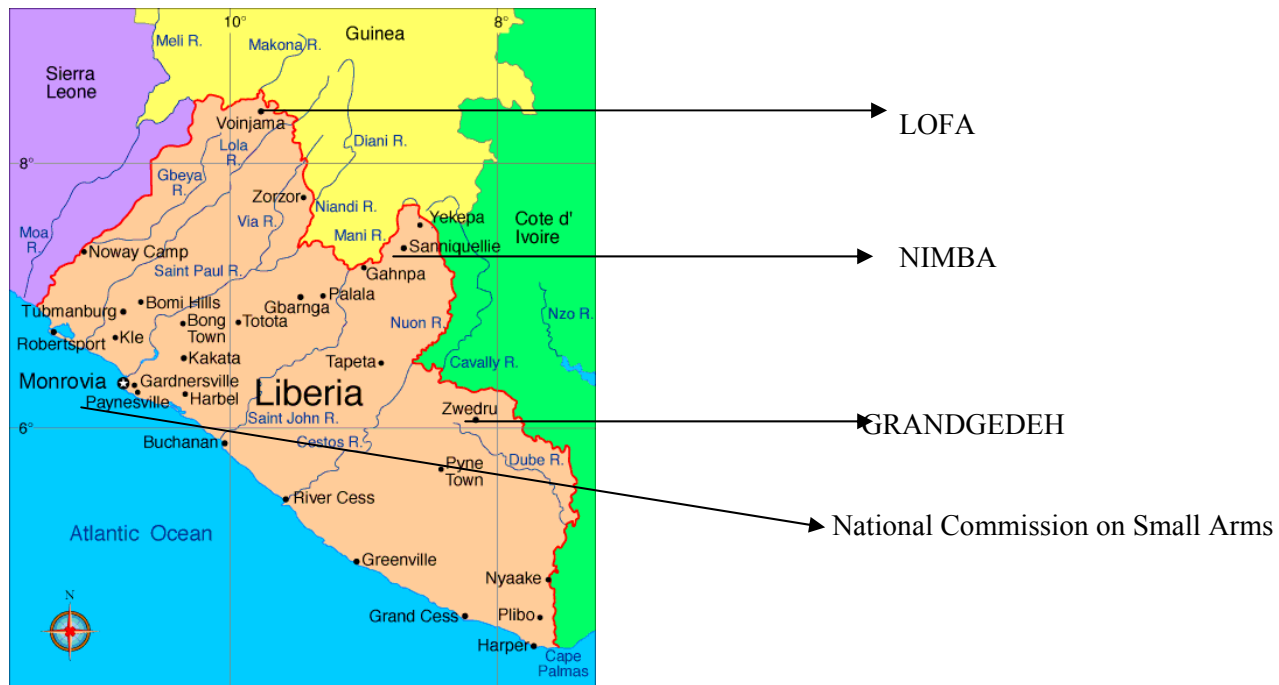
³ The United Nations Development Assistance Framework (UNDAF) for Liberia (2003-2005).

3.5 Government of Liberia: through:

- Contribution to the consolidation of its authority and supporting peace and stability in the region;
- Supporting the capacitation of the National Commission on small arms control;

4. Project set-up and cross boarder coordination:

During the PA phase, the programme has established and staffed a programme coordination office in Monrovia and three field offices shared with other UNDP projects-Community Based Recovery (CBR)/Joint Implementation Unit (JIU) to support field activities:



- **Lofa County** - The Field Office is strategically located in Voinjama. A network of District Assistants is based in the 2 districts covered (i.e. Foya and Voinjama). They in turn are supported by Field Assistants working at the initial stage in each chiefdom to support the setting up of the project management structure.
- **Nimba and Grand Geddeh Counties** – Provision has been made to establish a second Field Office shall be established in Zwedru as we expand our activities in the South-east, the least developed part of the country.
- **There is a Technical Working Group for the National Commission** on small arms, hosted at the Executive Mansion, Monrovia (Office of the vice-President).

As indicated above, in addition to the field offices, temporary offices will be deployed using UNAMIL in supporting the project in different ways.

However, given the expansion expected during the implementation of the full project, other new UNDP field offices will be established in other three counties (River Gee, Mary-Land and Grand Kru).

The Cross Border Coordination will be sited in five counties located near international borders and in towns that experienced heavy fighting and which were occupied by various warring factions. The counties include Lofa County - bordered by Sierra Leone and Guinea; Nimba County - bordered by Guinea and Ivory Coast; Grand Gedeh, River Gee, Maryland Counties– all bordered by Ivory Coast; Bong County – bordered by Guinea; and

Cape Mount and Gbarpolu Counties - both bordered by Sierra Leone. This strategy is expected not only to help control SALW from local communities, but also will allow for the Programme to ultimately link up and collaborate with similar UNDP programs on the other side of the international borders in the effort to help cross-border flow of illicit arms. As a first phase of this activity, links will be established with the Sierra Leone Country Office arms collection and disposal program in order to share experiences and help improve programme implementation.

Metal detectors and arms x-ray machines will also be provided at six major border crossing points in Cape Mount, Nimba, Bong, Lofa, Grand Gedeh and Maryland counties.

PART I-b – UNDP STRATEGY

1. Support to Recovery and Peace Building

The UNDP will support national and international efforts on peace building and recovery through the implementation of the National Recovery Programme, within which this project is integrated. This programme framework is based on several of UNDP's main service lines in the areas of peace and recovery, including:

- **Inter-Agency Coordination of peace and recovery activities through the Resident Coordinator's system.** As part of its traditional role to support the Resident Coordinator/Humanitarian Coordinator's system, UNDP will provide necessary technical expertise and resources, monitoring and backstopping for the day-to-day operations of the National Recovery Programme.

Of special significance, UNDP Country Office in Liberia is engaged in a joint venture with Government of Liberia through the Joint Implementation Unit (JIU) in implementing the '4-R' concept for "Resettlement, Reintegration, Rehabilitation and Reconstruction" under the heading: **Enhanced Security Environment for National Cohesion**

- **Community-based peace building and socio-economic recovery.** UNDP is to strengthen peace and support the recovery process drawing from its experiences in other countries as well as from current community recovery activities in Liberia such as youth engagement and job creation network, Community-Based Recovery (CBR) and Micro-finance programmes to prevent the return of conditions that foment insecurity.
- **Human Security and Development.** UNDP, through the framework provided by ECOWAS members, will support the disarmament of civilians in the Mano River Union and Cote d'Ivoire. The experience gained in Sierra Leone is important helping to expand the Small Arms Control Programme initiative in MRU i.e. Liberia, therefore securing gains in Sierra Leone while further strengthening peace in the region.
- **Liberia Local Government Capacity Assessment Study** (Draft, UNDP-Governance Sector, March 2006). This document covers a number of areas of local governance, including political and administrative set-up, legal framework, citizens participation, role and functions of local government, and role of various actors including the DDcs.

2. Development Objective

The overall programme **development goal** is: Reduction of armed violence related conflicts, crimes through establishing institutional mechanism, community awareness and development incentives and coordinating with neighboring countries

The **overarching objective** of the programme is to contribute to the reduction of small arms in civilian hands and to build confidence, stability and security through capacity building of grass root communities, of the National Commission and Liberian National Police and Civil Society as well as by increasing the public awareness on the small arms issues.

The proposed programme intends **(1)** to build confidence, stability and security through capacity building of grass root communities, national institutions (National Commission and Liberia National Police), civil society and **(2)** support community recovery by creating opportunities for the voluntary surrender of weapons. The programme is expected to support conflict-affected communities to move towards recovery by providing incentives for the voluntary surrender of weapons, improving border controls for the trafficking of small arms, and helping to establish a database for all arms reported or discovered by the Liberia National Police (LNP).

Specifically, the programme will focus on the following **objectives**:

1. To support sustainable community based recovery through the implementation of socio-economic development projects in exchange for voluntary surrender of weapons; Enhance direct engagement of 50 chiefdoms⁴ in the collection and disposal of arms from their midst through the Community Arms for Development component;
2. Build capacity of national players, including the National Commission and the Liberia National Police (LNP) and other security forces (boarder guards), to effectively undertake their role in preventing the trafficking of small arms and mobilizing and sensitizing communities on the social and economic risks entailed by the presence of small arms and armed violence; Stem the flow of illicit arms into and from Liberia;
3. To promote increased public awareness, sensitization and mobilization among communities on the negative impact of possession and use of illicit SALW; To develop popular support for the Arms for Development campaign; To establish a media database on the SALW issues;

3. Strategic Approach

The effective control of the illicit trade in SALW is a prerequisite for peace building, conflict prevention and sustainable development. Hence the UNDP, in partnership with the new Government of Liberia puts emphasis on implementation of a programme, which ensures that both grass root communities and government institutions play an active role in community security and socio-economic development. To this end, the programme will adopt a multi-faceted approach focusing on the implementation of Small Arms Control Programme under the ECOSAP framework ('Arms for Development') packages as well as the development of suitable institutional capacities and structures to ensure sustainability of the process. This programme has a link to the 150 Days Action Plan of President Ellen Johnson-Sirleaf and subsequent national programme priorities that Government would be developing. Small arms control has become one of the central points in the foreign policy of the new government. Security is first in Liberia today. Outputs would be linked to national government priorities.

The Arms for Development Programme (AfD) is designed to respond to, and help realise, the national recovery strategy as outlined in the **RFTF**. It will draw from experiences and lessons learnt from other similar interventions in Sierra Leone, Niger and Mali in the Ecowas region and Kenya, Somalia, Uganda in East/Horn of Africa. AfD will feature three basic strategies. These are community participation and ownership, cross border coordination and capacity building, and public awareness.

The main components of this strategy are:

I. ARMS FOR DEVELOPMENT (AfD)⁵

a) Community Participation and Ownership

This approach is predicated on the belief that lasting peace can only be guaranteed by the willingness of the people to lay down arms and resort to peace and development. In this context, disarmament and community reconciliation are seen as a pre-requisite to community development.

Community Disarmament: Before attaining the Weapons-Free Certificate linked to the community incentive, the targeted chiefdom must first prove its commitment to peace and stability by successfully undertaking grass root disarmament.

Our foreign policy will take due cognizance of the sacrifices and contributions that have been made to restore peace, security and stability to our country. We will therefore work to be a responsible member of sub-regional, regional and international organizations, including the Mano River Union, Economic Community of West African States (ECOWAS), African Union and the United Nations. We will do all that we can to honor our obligations, past and current, and enforce all international treaties to which our country has subscribed.

Mrs. Ellen Johnson-Sirleaf
President of the Republic of Liberia

⁴ Liberia is divided into 15 administrative areas called counties, each headed by a superintendent. The counties are further divided into clans, chiefdoms, towns and villages. The chiefdom comprises people of the same clan in towns and villages.

⁵ Annex 1: Arms for Development

Past disarmament initiatives (1997) were centralized, and marginalized the community. This programme aims to empower the community to participate in arms collection under a special waiver from legal prosecution. Entrusted individuals such as religious/traditional leaders, community leaders and elders volunteer to man the Arms Collection Centers, which are strategically located within communities believed to have a high number of illicit small arms. The proximity of the Arms Collection Centers and a special emphasis on an intimidation-free environment encourages individuals to voluntarily surrender their weapons. This is used as a first 'test' to prepare the community to select, design and implement development projects.

Community Incentive: The development project is only allocated to communities that have proven their commitment to peace through the successful organization of the disarmament activities.

While the DDR process (2003-5) was based on individual incentive, AfD aims at rewarding successful chiefdoms with a community development project of their choice. Chiefdoms issued with a 'Weapons Free Certificate' will identify, design and implement a development project so as to benefit the broader community. This community project acts as a substantial incentive, but the fact that the actual selection of the content of the project lies with the community is also a decisive aspect. Thus, this initiative ensures that the people of Liberia are made responsible for their own development.

Community empowerment: Empowerment is the process by which common people get engaged, informed and trained to actively participate in activities, developing ownership under democratic and participative procedures where they are in charge of their own situation. Communities will be empowered to take a leading role in their development.

b) Social Cohesion

The project will first consider those underlying issues of conflict that have remained a serious impediment to social cohesion, sustainable peace and development. The project will help to foster a sense of belonging to the community by encouraging community members to work together towards a common goal. The process undertaken in each step of Arms for Development will bring community members to reflect on the needs and aspirations of the community as a whole.

c) Arms for Development: the 'spilling' effect'

The successful completion of community disarmament and the first development project shows not only determination by the community to focus on developmental activities, but also that the community-based coordination is effective. This will encourage the return of families who still perceive their chiefdom, towns or villages as insecure, and furthermore attract development agencies and the private sector to engage in these communities. The issuing of a 'Weapons Free Certificate' by the Liberia National Police (LNP) to the chiefdoms hence acts as a license for development. It also fosters reintegration of displaced populations by providing an opportunity for the marginalized to take active part in the development of their community.

d) Psychosocial approach

The Small Arms Control Programme under the ECOSAP Framework is especially designed to focus on behavioral change. The psychosocial impact of community disarmament contributes to shifting people's mindset towards development. A community that still believes that weapons proliferate in their midst neither feel safe nor secure and will be less development focused. When people not only hear the benefits of disarmament through sensitization but also actually see their neighbors give up guns, it gives sense of security and confidence.

The afore-mentioned aspect coupled with the implementation of community development projects as an incentive, further makes the possession of weapons a taboo and helps to responsibly sensitize grass root communities and their leaders in securing sustainable peace and development. The approach used in the Arms for Development (AfD) is thus facilitating a change from the prestige of owning guns to the prestige of being weapons-free.

e) Strategic Partnership

The community alone cannot attain the objective of a 'Weapons Free Certificate' without the active support and the sustained effort of national institutions such as the Liberia National Police and the National Commission. The establishment of efficient collaboration with national partners through the creation of the District Development Committees (DDCs) is an important strategy utilized to enhance the impact and sustainability of the programme while guaranteeing community ownership⁶.

f) Sustainability

The final strategic concept of this programme stresses the importance of capacity building and linkage to the local governance structure through the Ministry of Internal Affairs. There is an urgent need to strengthen the conflict management capacity of national and community based institutions for sustainable peace and development. Throughout this initiative, UNDP and its partners remain fully engaged to support, coach and monitor communities as they make their way towards the multiple steps of the programme. After completion of the development project, communities and their leaders will have spent up to 15 months in training and testing. Hence, the theory received, coupled with the experienced gained during the implementation of AfD activities, allows these groups to move independently and undertake new developmental initiatives on behalf of the people they represent.

Guiding principles characterizing this approach:

- a) Districts and chiefdoms mostly affected by the war should be targeted at the early stage of the intervention;
- b) Full political support and participation at the highest as well as grass-root levels will lead to a genuine national project in order to realize the desired objectives;
- c) Collaboration with other peace building and recovery initiatives to generate a substantial impact at community level with special focus on the 'Weapons Free Certificate' used as license for development;
- d) Adequate provisions should be made for the secure storage and immediate destruction of non-licensable weapons in order to prevent future leakages and re-circulation in the society

Implementation and Sequencing of Project Component Activities (AfD):

The sequencing of the various activities of the project component (AfD) strategy needs to take into account the extent and dynamics of the problem and the availability of much needed financial resources. In this regard, the following phased approach shall be adapted (see annex I for details):

Phase I - Starting up: Based on the lessons learned during the preparatory phase in 2005/6, a full scale Small Arms Control Programme under the ECOSAP Framework (Arms for Development programme) which will start in June this year and under the Community Based Recovery framework (CPR). The capacity of the community to implement projects being way below our expectations, the project team faced a first task to develop a comprehensive, modular training course adapted to the needs of the initiative. Our capacity building initiative became one of the leading and most comprehensive training exercises in Liberia to date, showing our commitment towards empowering the community. Hence, with the limited funding received in 2005, the Arms for Development (AfD) were initiated in a total of 4 chiefdoms located in 4 districts. The project selected depends on the choice of the community such as market places, primary schools, health posts, community centers, and income generating activities.

Phase II - Expansion & Consolidation: Phase I succeeded to further refine, test and finalize the last details of the different components of the programme. Depending on much needed resources, the programme plan to expand the initiative to cover an additional 50 chiefdoms over 2006 and 2007.

⁶ The Preparatory Assistance Phase succeeded to establish mutually beneficial collaboration between the Grass Root Community and NGOs, UNAMIL Peace Keeping Force and Military Observers, DDR Coordination Section and the Government bodies such as the Police, Ministry of Justice, Internal Affairs, Foreign Affairs, the Ministry of Defense and, the National Commission on Small Arms. This partnership will be strengthened and further extended to include the Ministry of Information.

As shown in the schema on ‘grass root empowerment’ (see Section 5, step II below), the full AfD process requires on average 10 to 15 months of coaching and monitoring in each chiefdom. This aspect is of prime importance if a real impact is to be made, by which community based organisations participating in this programme are to become self sustainable.

However, this can only be an estimated overview, as the final decision on selected chiefdoms depends on the outcomes of discussions with civil authorities and collaboration with the communities.

Phase III - Development projects in exchange for voluntary surrender of weapons steps:

Step I – Preparation

Selection of Chiefdoms

Targeted chiefdoms are selected based on the outcome of a consultative process, which involves the District Development Committee (DDC)⁷, the Town and Paramount Chiefs and the communities. The DDC are the district governance structure that coordinates and manages the districts’ priorities. The PMC will be the subcommittees under the DDC structure in order to ensure cohesion and coordination among UNDP programmes as well as within UN at large. These key stakeholders are best positioned to provide knowledge on political, social and human security, which are important factors to consider before initiating the programme. The information gathered feeds into a plan of action that takes into consideration the specific challenges we may encounter as well as the overall District recovery priorities. This process helps to secure ownership from traditional and civilian authorities. The process is sealed by the signing Chiefdom Action Plan⁸, which is agreed upon the District Action Plan. The plan will spell out the roles, and responsibilities of all key stakeholders in the Arms for Development (AfD) activities.

The Project Management Committee (PMC)⁹

While we prefer to use existing structure such as Community Based Organisation (DDC), our experience shows that it is rare to find capable organisation to support the project and consequently, each targeted chiefdom end up creating its own Project Management Committee (PMC). The committee is essentially composed of key individuals from selected groups such as the youth, the women, the elders and the traditional authorities to represent the general interest of the chiefdom within Districts’ structure. A rigorous process has been set-up to ensure adequate representation and ownership. The PMC is thus composed of approximately 5 members (1 woman, 1 youth, 1 elder, 1 community leader and 1 other). They shall be engaged for the full duration of the project activities.

Local Government Structure

The local government of the country draws its legal framework from the Constitution of Liberia Article 3 (1986). The structural linkage between the DDCs and the Ministry of Internal Affairs is important. Local government in Liberia is organized in a hierarchical manner with the Ministry of Internal Affairs at the top. The structure is composed of both rural and urban semi-autonomous entities, whose survival depends on central government. The rural entities of local government include: Counties, Statutory Districts, Administrative County Districts, Chiefdoms and Clans, while urban entities include: city corporations, municipalities, cities, and townships. Liberia has 15 counties, 32 Statutory Districts, 119 County Districts, 215 Chiefdoms and 476 Clans, 126 Cities.

Step II - Capacity Building

Capacity building will be provided through formal training and coaching during the full length of AfD project activities. The objective is to train the PMC to implement peace building activities and development projects. The exercise should lead to the development or strengthening of a Community Based Organisation (CBO) that shall remain as a mechanism to further develop the chiefdom after the completion of the AfD process.

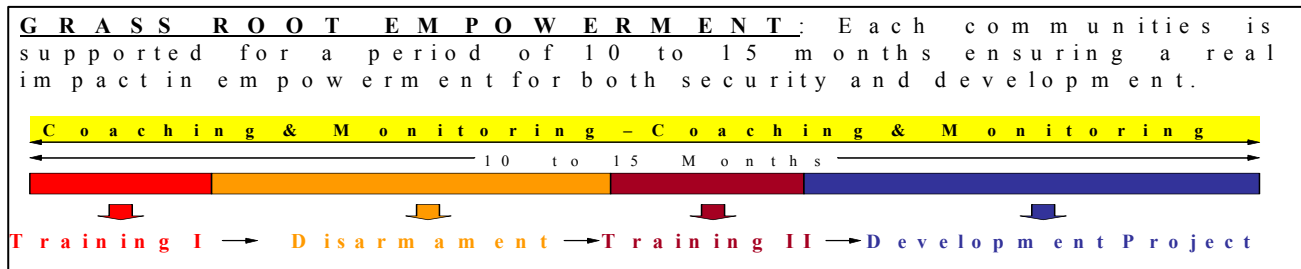
⁷ Annex 2: DDC

⁸ The Chiefdom Action Plan is a non-binding document signed by all key stakeholders at the chiefdom level. It serves as a un-official contract explaining each step of the process along with roles and responsibilities. It is signed during the launching ceremony.

⁹ Annex 3: PMC

Two comprehensive training modules are used to facilitate this exercise (see annex V for capacity building and training modules detailed modalities). Training I covers essential aspects needed to undertake disarmament and peace strengthening activities while Training II is specifically designed to give the tools required for the implementation of the development project. Each modular training is followed by a practical exercise (i.e. disarmament after the first training and community project implementation after the second training) whereby the PMC/CBO is monitored and evaluated on the given theory. This allows the AfD project team to address any gaps that may have occurred during the theory while allowing the PMC/CBO members to put in practice what they have learned. Hence, provision is made to organise ad-hoc workshops on specific subjects as required.

This approach proves to be one of the most efficient methods to transfer knowledge to the local community.



Civil authorities shall also be trained simultaneously as they are invited to actively monitor, support and more specifically coordinate project activities at the district level. Their role which is defined within the Local Government Administration requires them to monitor local projects and to ensure transparency and accountability. As policy makers call upon them to formulate development strategies, AfD shall provide them with an invaluable experience to build their capacity.

Step III – Sensitization and mobilization

All project activities are tailored within a broader process of community sensitisation and mobilisation to address issues of public security (security first) and the provision of socio-economic alternatives to violence-based livelihoods (e.g. banditry, armed extortion, etc). The objective is to create a socially enabling environment for the successful implementation of the community arms collection and the implementation of the development project, by promoting a mindset in which the prestige of owning guns is abandoned for the benefit of a weapon-free environment.

The PMC/CBO's first task is to sensitize the community but they are assisted by a civil society organisation that will help to organise chieftdom outreach visiting schools, religious and community leaders. Evening social events with grass roots community members are currently the only channel of communication to effectively spread the AfD messages. Sensitisation kits¹⁰ are available to facilitate community events for the duration of the arms collection. The Bureau for Crisis Prevention and Recovery (BCPR) has developed an awareness kit for the west-African sub-region.

Step IV - Community Arms Collection

The objective of this component is to encourage the voluntary disarmament of civilians and ex-combatants through an 'Arms for Development' approach whereby the further provision of developmental projects will be contingent on the successful collection of all SALW within any given chieftdom. The Liberia National Police (LNP) report will lead to the weapons free statute, hence leading to the allocation of a block grant used to implement development projects. All activities in this component are tailored within a broader process of community sensitization and mobilization to address issues of public security and the provision of socio-economic alternatives to violence-based livelihoods (e.g. banditry, armed extortion, etc). The AfD shall hire one Field Assistant per chieftdom at an initial phase to support the preparation of arms collection activities until the

¹⁰ Includes a public address system, portable generator, jingles and posters

PMC/CBO's capacity is sufficient. This approach was tested during the pilot phase and has proven to be effective in removing SALW from the target communities (Refer Annex V1).

Thus, the reduction in firearms availability will contribute to, or create the potential for downscaling incidents of armed violence, and actual or perceived insecurity. The approach requires the full and active participation of the community and its civil authorities. As such, the concept of community empowerment is extended to include public security under a special waiver from legal prosecution. This reinforces the concept that peace and security is no longer a central government responsibility only, but that everyone has a role to play to help secure its environment.

Step V - Community Development Projects

The successful completion of disarmament activities is a pre-requisite to accessing the block grant. After acquiring the Weapons Free Certificate, UNDP will allocate a minimum sum of US\$40,000 that shall be used to finance developmental projects within the chiefdom. The monies are allocated following a rigorous process:

- *Consultation & Decision:* The AfD project ensures a broad consultation of all community members at the chiefdom level. The outcome is a series of project ideas that could be eligible to be financed by the development grant. The list of projects is then presented to representatives from the youth, women, elders and traditional leaders during an extraordinary meeting. This is a very important occasion in which each individual participating in the meeting is requested to vote for any project through secret ballot. The project(s) that attracts the biggest number of votes shall be selected¹¹. This approach reinforces democratic values and ensures a fair and transparent disbursement of monies.
- *Feasibility Study:* Prior to the development of the project document, the PMC/CBO shall conduct an assessment to ensure that the project selected is viable. The criteria includes:
 - ✓ Visible community involvement;
 - ✓ Meeting a priority need of the community;
 - ✓ Long term sustainability;
 - ✓ Minimal environmental impact.
- *Development of Project Document:* The PMC/CBO shall write a project proposal for the project(s). The project is then endorsed by the Chiefdom authorities and related line ministries at the district level (see annex III for project proposal template).
- The projects that were not selected but are feasible and sustainable are put on a list, ranked by order of priority. This list will serve the PMC/CBO to undertake other development projects after the completion of the AfD process.

Finally, the project shall be revised and approved by AfD community development staff. A standard Memorandum of Understanding (MoU) between the community and UNDP is used to formalise the funding. The community decides on how any amount left from the block grant is utilized. The AfD's involvement ceases after the handing over of the project to the community.

Block Grant & Bonuses

In order to encourage the highest number of small arms collected, a top-up bonus is given to communities that have attained the following result:

Arms Collected	Related Grant
Less than 100:	US\$ 34,000
Between 100 & 124:	US\$ 36,000
Between 125 & 149:	US\$ 38,000
More than 150:	US\$ 40,000

II. CAPACITY BUILDING FOR NATIONAL COMMISSION AND LIBERIA NATIONAL POLICE

National Commission: ¹²

¹¹ Thus far, projects selected include: community center, market place, primary school, health post, and sports field.

It is located at the Executive Mansion (Presidency). It has representation from the Ministries of Justice, Defence, Land, Mines and Energy, Foreign Affairs, Information, Commerce, Finance, Internal Affairs and Economic Planning. LANSAs is also represented. The United Nations Programme of Action UNPoA, 2001 and the Ecomog draft Convention on Light Weapons (2006) calls for the establishment of National Commission and support to enhance the role of civil society.

The Small Arms control programme would facilitate the operationalization of the National Commission through capacity building, financing the purchase of office equipment, personnel training and the operationalization of the new Fire Arms Control Act 2006, which the House of Representatives would be passing later this year. Linkage to the Mano River Union and ECOWAS, based in Bamako, Mali is encouraged. AfD will provide technical support to the National Commission to facilitate reporting on the UNPoA, baseline survey on small arms and armed violence. Support to Senators and Legislatures dealing with small arms under the Parliamentarians and Small Arms Control of BCPR. The Ecomog budget line will cover all National Commission activities.

This approach is predicated on the assumption that an effective and resourced National Commission will facilitate the implementation of the national, sub-regional (ECOWAS), regional and international agreements on the control and eradication of small arms. Liberia and Cote d'Ivoire are the only countries not having a full operational National Commission in West Africa. In the context of Liberia, and the end of the DDRR, there is the need for a National Commission on small arms to manage and control illicit weapons in circulation.

Through training, the National Commission would enhance its capacity on international and regional norms and standards, to enable members to engage on the issue of SALW. The National Commission would work on the implementation of the new firearms act.

Main activities in supporting the National Commission are:

- a) Drafting of the national law formalizing the legal status of the National Commission
- b) Support to the design and implementation of Firearms Arms Control Act – 2006
This Act is a new legislation formulated to provide a legal framework for the firearms licensing process. This will be complemented by the development of a firearm licensing procedure and safe storage. The National Commission would work to raise public awareness on this new act.
- c) Providing technical support and training to the Technical Working Group of the commission in formulating the annual national plan
- d) Capacitating the operational and technical infrastructure of the National Commission.

Liberia National Police:

The programme will also help build the capacity of the Liberia National Police (LNP). It will train the national police in control and detection of small arms. Importantly, the AfD will help create a national arms collection database to be used by police to facilitate control of small arms, crime and armed violence.

After the provision of the operational infrastructure and adequate training, the project will use the UNDP 'Small Arms and Light Weapons Control & DDR Management Information System' (DREAM) software and expertise to build the capacities regarding the arms registration and better stockpile management. This database will help document with marking and tracing small arms. This would also facilitate enhancing border control and linkage to Sierra Leone, Guinea and Cote d'Ivoire through the Mano River Basin cluster within Ecomog.

The project team will work together with the Liberia National Police (LNP) in designing and implementing these components. The aim is to ensure that national security agencies have a strict control over the activities and sensitive material, which has the potential to be used to spark and fuel conflict within the region. Metal detectors and arms x-ray machines will also be provided at six major border crossing points in Cape Mount, Nimba, Bong, Lofa, Grand Gedeh and Maryland counties.

¹² Annex 4: National Commission

This component is considered in relation to the illicit trade of weapons in the Mano/Cavalla Rivers countries. For Liberia to stay weapons free, a good border control as well as good cooperation practices with neighbors is of utmost importance. In order to develop its capacity, the government needs advice and support on:

- i. Strengthening border control;
- ii. Harmonizing of legislations and licensing processes;

The Cross Border Coordination will be sited in five counties located near international borders and in towns that experienced heavy fighting and which were occupied by various warring factions. The counties include Lofa County - bordered by Sierra Leone and Guinea; Nimba County - bordered by Guinea and Ivory Coast; Grand Gedeh, River Gee, Maryland Counties– all bordered by Ivory Coast; Bong County – bordered by Guinea; and Cape Mount and Gbarpolu Counties - both bordered by Sierra Leone. This strategy is expected not only to help control SALW from local communities, but also will allow for the Programme to ultimately link up and collaborate with similar UNDP programs on the other side of the international borders in the effort to help cross-border flow of illicit arms. As a first phase of this activity, links will be established with the Sierra Leone Country Office arms collection and disposal program in order to share experiences and help improve programme implementation.

III. PUBLIC AWARENESS

Public awareness refers to increasing knowledge and understanding of issues, often with the goals of developing popular support, promoting dialogue, mobilizing political will and commitment to action and building confidence both within a state and amongst states in the region.

Public awareness about the dangers of possessing illicit weapons, if well conducted, can assist in changing attitudes and behavior towards possession and use of small arms among the public and assist government in control efforts. Public awareness will be used to build culture of peace, for example destructions can promote transparency and contribute to community reconciliation and confidence building.

The Arms for Development Programme (AfD) will utilize the Project Management Committees (PMC) and District Development Committees (DDCs) for sensitizing and mobilizing their respective communities for the collection of arms, and ultimately for the management of the incentive projects. At the chiefdom level, the programme is helping to establish arms collections committees, which will work directly with the DDC in each county.

The overall objectives of the awareness raising will be:

- To increase knowledge and understanding of the dangers of the proliferation of SALW among the public (institutions and communities).
- To develop popular support for the Arms for Development campaign
- To establish a media database on the SALW issues

The sustainability of the awareness raising strategy depends to a large extent on the ability of the Government, UNMIL, UNDP and other humanitarian and development stakeholders to ensure an enabling environment for media participation.

All the above objectives will be achieved through the various strategies and activities already designed during the PA phase.

4. Partnerships and Coordination

(Please refer to the schema in annex V)

Government of Liberia: This project will be closely integrated into the overall national programme on post conflict peace building, national reconciliation and will establish links at both the strategic and operational levels to ensure effective coordination and implementation. Key decisions affecting the implementation of the project, as well as strategic oversight, will be exercised in collaboration with the Government through the National Commission on small arms, the Ministry of Justice, Defense, Ministry of Youth and Sports, Ministry of Internal Affairs and the Office of National Security.

Community Based Organization: The Community Based Organizations (CBO), or the Project Management Committees (PMC), is the main focus of this programme. They are empowered through comprehensive capacity building activities to take an active role, often leading the process, in all aspects of this project. During field activities, they are the implementing partners and this network created through the AfD is consulted on human security and socio economic recovery policy reviews that are initiated at the national level.

Local Government / District Council: The newly elected District Development Committees are key partners in coordinating all field activities. The project aims at building their capacity to support, monitor and give policy guidance. Each step of the project is undertaken through their consent and the community project document must be endorsed by the Councillor before it can be submitted to UNDP for funding. As such, they are currently considered the highest authority and they have the leading role at the district level.

Liberia National Police (LNP): The LNP will be responsible to ensure safety and security of the community arms collection exercise, including the safely handling and storage of weapons collected, and safe removal of UXOs found and reported by communities.

Civil society organisations: The Liberia Network on Small Arms (LANSA) is a member of the West African Action Network on Small Arms (WAANSA) based in Accra, Ghana that advocates for better control over the proliferation of small arms and is actively involved in broad peace strengthening activities and the development of conflict prevention mechanisms. This network is now empowered and trained to undertake specific activities for the AfD related to social mobilization and public awareness in all the sections of the target chiefdoms. The network is also a considerable lobbying group.

NGOs: AfD shall enter into a partnership with organisations working in the area of capacity building to enhance the impact of the AfD process on the Community Based Organisations. Sustainability is our main concern and capacity building is one of the most effective responses that have long lasting impact. Consequently, AfD associated itself with the most experienced organisation available in Liberia develop two comprehensive training modules adapted to the specificity of the programme (see annex V).

UNDP is maintaining a permanent office in Monrovia responsible for policy design, and a permanent field office in Voinjama, responsible for implementation. A District Assistant will be hired for each targeted district, and a Field Assistant for each targeted chiefdom.

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PART II –RESULTS FRAMEWORK

Programme title: Small Arms Control in Liberia

UNDP Programme Outcome:

Development objective: The overarching objective of the programme is to contribute to the reduction of small arms in civilian hands and to build confidence, stability and security through capacity building of grass root communities, of the National Commission and Liberian National Police and Civil Society as well as by increasing the public awareness on the small arms issues.

Intended outcome I:

- ✓ Strengthened community recovery and community cohesion through the number of community development projects successful completed in Liberia (i.e. youth, women, refugees, ex-combatants);
- ✓ Sustainable disarmament of the people of Liberia; Reduction in the incidence and level of armed violence in communities;

Intended outcome II:

- ✓ Human security and conflict prevention mechanism strengthened;
- ✓ National Commission operationalized;
- ✓ Liberia National Police capacities in arm registration, tracking enhanced.
- ✓ Implementation of the Fire Arms Act enforced;
- ✓ Reduce and control circulation of SALW in the Mano/Cavalla Rivers Basins under the ECOSAP programme

Intended outcome III:

- ✓ Knowledge and understanding of the dangers of the proliferation of the Small Arms and Light weapons promoted;
- ✓ The public awareness strategy on popular support to the “Arms for Development” implemented;
- ✓ Database on small arms activities established;

Outcome indicator I:

- ✓ Number of community project successfully implemented by the community;
- ✓ Number of Community based Organisation empowered to undertake socio-economic projects;
- ✓ Number of SALW collected, surrendered or recovered;

- ✓ Decline in incidences of arms violence in the community

Outcome indicator II:

- ✓ Establishment of the National Commission Law
- ✓ Establishment of the National Commission operation and technical infrastructure;
- ✓ Training and operational support to the Liberia National Police;
- ✓ Installation and implementation of the DREAM software;
- ✓ Coordination of all small arms activities in Liberia/Mano River Union;

Outcome indicator III:

- ✓ Communities informed on all aspects of small arms issues;
- ✓ Armed violence prevention issues mainstreamed in the campaign activities;
- ✓ “Arms for Development” messages mainstreamed in communities education curricula;
- ✓ Database established and maintained;

Partnership strategy: National Commission, Liberian National Police, Community Based Organisation (DDC), Traditional Authorities, ECOWAS/ ECOSAP, Ministry of Justice, Ministry of Local Government and Community Development - Ministry of Internal Affairs - Ministry of Foreign Affairs – Ministry of Defence, LANSA, Press Union of Liberia and other national and international development partners.

Objective 1: To support sustainable community based recovery through the implementation of socio-economic development projects in exchange for voluntary surrender of weapons.		
Intended Outputs	Indicative Activities	Inputs
1.1 Community based mechanism for conflict prevention and socio-economic development established	1.1.1 Sensitise local government and communities on the linkages between human security and socio-economic development; 1.1.2 Support the creation of grass root community based organisation; 1.1.3 Capacity building of grass root organisation to design and implemented peace building activities and development projects; 1.1.4 Set-up community watch mechanisms for community security; 1.1.5 Sensitise national security institution on community policing and the role of community in human security;	Technical expertise in community empowerment and public awareness, project personnel, community based organisation.
1.2 Strengthened community security through reduced small arms related incidents;	1.2.1 Support community based organisation to collect and register small arms as a pre-requisite to development project; 1.2.2 Support the handling, storage and disposal of SALW; 1.2.3 Build a war remembrance monument in each district.	Equipment and training, LNP and UNDP project personnel.
1.3 Strengthened a “culture of development” and improved livelihood through socio-economic development projects in 50 chiefdoms.	1.3.1 Enhance the capacity of the Local government to develop and oversee community project activities with a view to building long-term capacity and supporting local structures. 1.3.2 Support community to analyze, plan and eventually manage any form of development initiative as a cohesive group; 1.3.3 Capacity building of grass root organisation to design and implemented community project; 1.3.4 Investigate and develop alternative means of livelihood to the use and production of firearms in the community; 1.3.5 Encourage the identification, selection and implementation, by grass root communities, of community projects to be used as incentives in ‘Arms for Development’ approach; 1.3.6 Coaching of the Community Based Organisation.	Training and coaching by community empowerment expert. Block grant, personnel from UNDP, Community Based Organization and Local Government, project personnel.

Objective 2: To support the Capacity Building of the National Commission and Liberia National Police through design and implementation of national policies aimed at providing sustainable support to SALW control;		
Intended Outputs	Indicative Activities	Inputs
2.1 National Commission legal, technical and operational capacities established	2.1.1 Support the implementation of the Firearms Control Act; 2.1.2 Capacity building of police to implement the new legislation; 2.1.3 Strengthen the capacity of the police to support effort made by the community to remove illicit weapons.	Technical consultant-Centre for Democratic Empowerment, LANSA, National Commission, workshop and training. Personnel from GoL and UNDP, equipment.
2.2 Firearms tracking system through the Liberia National Police/National Commission	2.2.1 Capacity building of police licensing bureau (procurement and training); 2.2.2 Set-up a control system to help sustain the community disarmament; 2.2.3 Create a database that shall track all firearms assisting the police in solving small arms related crimes;	Technical consultant, National Commission, UNDP GoL and UNDP-BCPR backstopping, equipment.
2.3 Border strengthening programme through the National Commission/LNP and collaboration established with similar UNDP programmes in neighboring countries (Sierra Leone, Cote d' Ivoire and Guinea) and with regional organizations (ECOWAS)	2.3.1 Conduct a border assessment including recommendations on the roles of border communities; 2.3.2 Organise cross-border meeting with border communities to discuss conflict prevention and human security issues; 2.3.3 Small scale pilot project for community based border strengthening activities; 2.3.4 Support the preparation of a comprehensive strategy and action plan to strengthen border including civil society, border communities and security institution	Small scale grant, and UNDP personnel and ministries, ECOWAS, UNAMIL, National Commission, Technical backstopping from specialized agencies or consultant

Objective 3: Promote increased public awareness, sensitisation and mobilization among communities and other national institutions on the negative impact possession and use of the illicit SALW;;

Intended Outputs	Indicative Activities	Inputs
3.1. Knowledge and understanding of the dangers of the proliferation of the small arms;	3.1.1 Outreach tools such as publications, brochures and guidance notes developed and disseminated in the communities. 3.1.2 Information and discussions on armed violence reduction in the County aired through local/national television and radio. 3.1.3 Organize public events such as symbolic destruction, cultural performances, sport competitions, concerts, cultural exhibitions, etc. on the themes related to the Programme 3.1.4 Knowledge and information shared through the UNDP CO and BCPR web page.	District Development Committees, Chiefdom Arms Collection Committees (CACC), Ministry of Justice, Ministry of Internal Affairs, Community Groups, National Small Arms Commission, UNDP Small Arms Control Programme (SACP)
3.2. “Arms for Development” public awareness strategy implemented;	3.2.1 Use media strategy developed under the Preparatory Assistance Programme to convene focus group meetings to discuss public security, armed violence, and development concerns of the communities. 3.2.2 Implement a public awareness campaign 3.2.3 Help establish and train Chiefdom Arms Collection Committees in 50 chiefdoms	DDC, PMC, UNDP, LANSAs and other development stakeholders
3.3. “Public awareness” Database established and maintained;	3.3.1 Articles on the impacts of small arms disseminated through local/national print media. 3.3.2 Capacitate Liberia Press Union to establish and maintain a database on articles and news related to SALW issues;	UNDP, Liberia Press Union

Project Performance Indicators

NARRATIVE	PERFORMANCE INDICATOR	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
IMPACT (GOAL)			
Reduction in armed violence related conflicts, crimes through establishing institutional mechanism, community awareness and development incentives and coordinating with neighboring countries	<ul style="list-style-type: none"> Fire Arms Traffic Act enacted and put in place Functional National Commission on Small Arms Control Increased capacity of LNP in Licensing, tracking, and destroying small arms and illicit weapons Reduced armed violence related crimes in Liberia Reduced number of illicit arms in Liberia Increased community awareness and response to control illicit arms Enhanced community skills in Project Management Increased involvement, coordination of CSOs, NGOs in Small Arms Control Programme 	<ul style="list-style-type: none"> Police records, NEWS articles, Community Survey Weapons Tracking Register/Licensing Register Database Mid-term/Final Programme Evaluation 	<ul style="list-style-type: none"> Stable, peaceful and conducive environment in Liberia and neighboring countries No major or frequent changes in Law Communities acceptance to the project Commitment/cooperation from neighboring countries
OUTPUTS			
I. Enhance direct engagement of 50 chiefdoms in the collection and disposal of arms from their midst through the Community Arms Collection for Development component	<ul style="list-style-type: none"> Percentage of people knows about list of small arms, laws, and its implications Percentage change in the people voluntarily surrendering SALW Positive change through development project 	<ul style="list-style-type: none"> KAP survey Collection report Surveys, focus group discussion 	<ul style="list-style-type: none"> Community participation Cooperation of all stake holders Mutual trust
	<ul style="list-style-type: none"> Number of people voluntarily surrendered SALWs by age group Number of Radio distributed Number of Civil Society Partners participating in the programme Number of copies of act distributed 	<ul style="list-style-type: none"> SALW collection report Distribution Report Partner database 	<ul style="list-style-type: none"> Trainees sincere in learning Donors commitment and timely support
	<ul style="list-style-type: none"> Number and types of projects identified by the community members Number and types of project successfully 	<ul style="list-style-type: none"> Project list 	

	implemented by the community members	<ul style="list-style-type: none"> Project completion report 	
<p>II. Police and border control officials trained and fully capacitated to conduct armed violence control duties</p> <p>Training and logistical support provided to National Commission on Small Arms</p>	<ul style="list-style-type: none"> Number, grade, types and locations of officers trained Number, grade and types of National Commission officers trained Number and types of equipments deployed and/or installed at National Commission 	<ul style="list-style-type: none"> Training Report Training report Inventory/Distribution Report 	<ul style="list-style-type: none"> Trainees sincere in learning Donors commitment and timely support
Build capacity of national players, including the National Small Arms Commission and security forces	<ul style="list-style-type: none"> Number and types of SALW license issued Number and types of SALW collected, tracked Number and types of SALW destroyed according to standard Number of copies of Small Arm Act distributed Number of IEC material, community meetings attended/facilitated by trained officers An effective and well equipped National Commission established with secretariat staff 	<ul style="list-style-type: none"> Database report, License register Database, Collection register Database, Register Distribution List Distribution List Physical checks 	<ul style="list-style-type: none"> No frequent change of staff No change in border transit point Commitment of the staff Transparency, accountability
Stem the flow of illicit arms into and from Liberia	<ul style="list-style-type: none"> Percentage reduction in the smuggled in/out SALW at the border crossing/check points Improved cooperation between bordering countries 	<ul style="list-style-type: none"> Border report/Collection report Surveys, reports, observations 	<ul style="list-style-type: none"> Commitment and cooperation from bordering countries
<p>Cross-border links and collaboration established with similar UNDP Programmes in neighboring countries and with regional body – ECOWAS, ECOSAP</p> <p>Border checks and controls established at 6 crossing points in 6 counties</p>	<ul style="list-style-type: none"> Number of meetings, MOUs signed between bordering countries to control SALW Six border crossing points/check points equipped and established 	<ul style="list-style-type: none"> MOUs Inventory/Distribution report 	<ul style="list-style-type: none"> Commitment and cooperation from bordering countries
II. Comprehensive Public Awareness And Sensitization Campaign Against Small Arms Proliferation And Armed Violence Implemented			

ACTIVITIES				
1.1.1	Conduct training for officers of the Liberia National Police and Firearms bureau of the Ministry of Justice	<ul style="list-style-type: none">▪ Number and types of training conducted▪ Licensing registered designed▪ Database designed▪ Training conducted on the database▪ Number and types of Equipments procured and distributed at each identified locations	<ul style="list-style-type: none">▪ Training report▪ Register▪ Database▪ Training report▪ Inventory report/Distribution report▪ Training report▪ Inventory report▪ Inventory report/Distribution report▪ Field visit report	<ul style="list-style-type: none">▪ Trainees sincere in learning▪ Donors commitment and timely support▪ Stability, and conducive environment▪ Government commitment▪ Stakeholders commitment▪ Transparency, accountability of the stakeholders
1.1.2	Set up a national arms tracking and collection database at the Liberia National Police			
1.1.3	Provide arms detection facilities at six major border-crossing points in six counties.			
1.2.1	Regular training of Commission on national, regional and international instruments on the control of SALW	<ul style="list-style-type: none">▪ Number and types of training conducted▪ Vehicle procured and handed over▪ Number of types of equipment procured to enhance the operational capacity of the commission▪ Number of joint field visits conducted		
1.2.2	Provide one vehicle and help strengthen Commission operational capacity			
1.2.3	Conduct joint field missions with Commission members i.e. Baseline survey on small arms			
2.1.1	Use media strategy developed under the Preparatory Assistance Programme to convene focus group meetings to discuss public security, armed violence, and development concerns of the communities.	<ul style="list-style-type: none">▪ Number of focus group meetings organized▪ Number of Project Management Committees established and trained▪ Number of people in Project Management committee trained in Project Management▪ Number and types of outreach material printed and distributed in various targeted areas▪ Number, type and frequency of BCC material aired/televised	<ul style="list-style-type: none">▪ Focus group report▪ PMC database▪ PMC database▪ IEC report/Inventory report▪ BCC report/Radio/Television Copy	<ul style="list-style-type: none">▪ Support from media▪ Community support and acceptance to the project
2.1.2	Help establish and train Project Management Committee in 50 chiefdoms			
2.1.3	Outreach tools such as publications, brochures and guidance notes developed and disseminated in the communities.			
2.1.4	Information and discussions on armed violence reduction in the			

2.1.5	County aired through local/national television and radio	<ul style="list-style-type: none"> Number of times, paid and unpaid issues related to small arms published in newspaper 	<ul style="list-style-type: none"> News Paper clipping file 	
2.1.6	Articles on the impacts of small arms disseminated through local/national print media.	<ul style="list-style-type: none"> Materials, progress and knowledge shared with BCPR and posted on the net 	<ul style="list-style-type: none"> Number of reports send to BCPR 	
2.1.7	Knowledge and information shared through the UNDP CO and BCPR web page.	<ul style="list-style-type: none"> Number of symbolic events organized 	<ul style="list-style-type: none"> Event Report 	
2.2.1	Organize public events such as symbolic destruction, cultural performances, sport competitions, concerts, cultural exhibitions, etc. on the themes related to the Programme			
2.2.1	Implement 50 development incentive Programme in 50 chiefdoms over a 5-year period using local expertise	<ul style="list-style-type: none"> Number of chief dome/ PMC conveyed ides of the project 	<ul style="list-style-type: none"> Number Chief-dome understands the Project Concept 	
3.1.1	Establish contacts with UNDP offices in neighboring countries and with the Mano River Union, ECOWAS and other regional arms control bodies	<ul style="list-style-type: none"> Contact database established and updated every month 	<ul style="list-style-type: none"> Contact List 	<ul style="list-style-type: none"> Commitment and cooperation from bordering countries
3.1.2	Organize and attend workshops and seminars on arms control in the region	<ul style="list-style-type: none"> Workshops, organized and or attended 	<ul style="list-style-type: none"> Workshop report 	
3.1.3	Conduct and participate in confidence-building visits with similar programs in Guinea, Sierra Leone and Cote d'Ivoire	<ul style="list-style-type: none"> Number of study tour organized 	<ul style="list-style-type: none"> Study tour report 	
3.2.1	Regular screening of passenger and cargo traffic at border crossings	<ul style="list-style-type: none"> Percentage of cargo, passenger screened 	<ul style="list-style-type: none"> Border crossing point report or survey 	
3.2.2	Information-sharing with Sierra Leonean, Guinean and Ivorian border control officials	<ul style="list-style-type: none"> Report and information sharing on a monthly basis 	<ul style="list-style-type: none"> Monthly reports from other countries 	

Monitoring and Evaluation Indicators Small Arms Control

OBJECTIVE 1: To support sustainable community based recovery through the implementation of socio-economic development projects in exchange for voluntary surrender of weapons

KEY INDICATORS		BAS ELI NE	Y1	Y2	Y3	Y4	Y5	DATA SOURCE	FREQUEN CY OF DATA COLLECT ION	RESPONSIBILI TY	USE OF INFORMATION
1	Percentage of people knows about list of small arms, laws, and its implications							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming
2	Percentage change in the people voluntarily surrendering SALW (providing information on crime)							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming
3	Positive change through development project – community security							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming
4	Number of people voluntarily surrendered SALWs by age group							PMC register	Quarterly	PMC	Quarterly Reports and programming
5	Number of Free play Radio distributed							PMC register	Quarterly	PMC	Quarterly Reports and programming
6	Number of Civil Society Partners participating in the programme (Scale of Preference)							Internal Records	Quarterly	National Commission on SALW, UNDP Liberia	Reporting and build further partnerships
7	Number and types of projects identified by the community members							PMC Report	Quarterly	PMC, UNDP Liberia	Quarterly Reports and programming
8	Number and types of project successfully implemented by the community members							PMC register	Quarterly	PMC, UNDP Liberia	Quarterly Reports and programming
9	Number of focus group meetings organized on the Small Arms Programs							FGD Report	Quarterly	CSOs, UNDP Liberia	Quarterly Reports and programming
10	Number of Project Management Committees established and trained							UNDP Liberia Report	Quarterly	UNDP Liberia	Quarterly Reports and programming
11	Number of people in Project							CSO Report	Quarterly	CSOs,	Quarterly Reports and

	Management committee trained in Project Management										programming
12	Number and types of outreach material printed and distributed in various targeted areas							CSO Report, LNP,	Quarterly	CSOs, LNP	Quarterly Reports and programming
13	Number, type and frequency of BCC material aired on radio/television/information Vans							CSO Report, LNP,	Quarterly	CSOs, LNP	Quarterly Reports and programming
14	Number of times, paid and unpaid issues related to small arms published in newspaper										

OBJECTIVE 2: To support the Capacity Building of the National Commission and Liberia National Police through design and implementation of national policies aimed at providing sustainable support to SALW control

KEY INDICATORS		BAS ELI NE	Y1	Y2	Y3	Y4	Y5	DATA SOURCE	FREQUEN CY OF DATA COLLECT ION	RESPONSIBILI TY	USE OF INFORMATION
1	Number and types of SALW license issued							Licensing register, Data Base	Every Quarter	Liberia National Police, Licensing branch	Data should be available for the reporting and analysis purpose
2	Number and types of SALW collected, tracked							Recovery Register, Database	Every Quarter	Liberia National Police, Licensing branch	Data should be available for the reporting and analysis purpose
3	Number and types of SALW destroyed according to environment standard							Destroy Register, Database	Every Quarter	Liberia National Police, Licensing branch	Data should be available for the reporting and analysis purpose
4	Number of copies of Fire Arms Act distributed							Distribution Register	Every Quarter	National Commission on Small Arms	Data should be available for the reporting and analysis purpose
5	Number of IEC material, community meetings attended/facilitated by trained officers							IEC/BCC reports, Focus Group	Every Quarter	All Stakeholders (CSOs, NGOs, UNDP Liberia, etc)	Outcome Evaluation,

								Discussion, Surveys			
6	An effective and well equipped National Commission established with secretariat staff							Observation , Interaction			
7	Number, grade, types and locations of LNP officers trained							Training Report	As and when Workshop finish	CSOs, UNDP Liberia	Should be used to write reports and analysis purpose
8	Number, grade and types of National Commission officers trained on UNPSA, ECOWAS convention							Training Report	As and when Workshop finish	CSOs, UNDP Liberia	Should be used to write reports and analysis purpose
9	Number and types of equipments deployed and/or installed at National Commission/Border post							Inventory Records, Assets Handover record	As when equipment handed over/Every Quarter	UNDP Liberia, LNP, National Commission on SALW	Auditing and reporting purpose
10	Number and types of training conducted i.e. Project Management/Armed Violence							Training Report	As and when Training finish	CSOs, UNDP Liberia	Should be used to write reports and analysis purpose
11	Number of joint field visits conducted							Field Visit Report	After every field visit	All stake holders	Use to analyses information, writing reports

OBJECTIVE 3: Promote increased public awareness, sensitisation and mobilization among communities and other national institutions on the negative impact possession and use of the illicit SALW;

	KEY INDICATORS	BAS ELI NE	Y1	Y2	Y3	Y4	Y5	DATA SOURCE	FREQUEN CY OF DATA COLLECT ION	RESPONSIBILI TY	USE OF INFORMATION
1	Percentage of people knows about list of small arms, laws, and its implications							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming
2	Percentage change in the people voluntarily surrendering SALW (providing information on crime)							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming

3	Positive change through development project – community security							Surveys	Quarterly	Stakeholders, including UNDP Liberia	Quarterly Reports and programming
4	Number of people voluntarily surrendered SALWs by age group							PMC register	Quarterly	PMC	Quarterly Reports and programming
5	Number of Free play Radio distributed							PMC register	Quarterly	PMC	Quarterly Reports and programming
6	Number of Civil Society Partners participating in the programme (Scale of Preference)							Internal Records	Quarterly	National Commission on SALW, UNDP Liberia	Reporting and build further partnerships
7	Number and types of projects identified by the community members							PMC Report	Quarterly	PMC, UNDP Liberia	Quarterly Reports and programming
8	Number and types of project successfully implemented by the community members							PMC register	Quarterly	PMC, UNDP Liberia	Quarterly Reports and programming
9	Number of focus group meetings organized on the Small Arms Programs							FGD Report	Quarterly	CSOs, UNDP Liberia	Quarterly Reports and programming
10	Number of Project Management Committees established and trained							UNDP Liberia Report	Quarterly	UNDP Liberia	Quarterly Reports and programming
11	Number of people in Project Management committee trained in Project Management							CSO Report	Quarterly	CSOs,	Quarterly Reports and programming
12	Number and types of outreach material printed and distributed in various targeted areas							CSO Report, LNP,	Quarterly	CSOs, LNP	Quarterly Reports and programming
13	Number, type and frequency of BCC material aired on radio/television/information Vans							CSO Report, LNP,	Quarterly	CSOs, LNP	Quarterly Reports and programming
14	Number of times, paid and unpaid issues related to small arms published in newspaper										

PART III – MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

Management and Implementation Structure:

This project will be implemented under the overall management of the Project Executive Group¹³.

Project Executive Group: will be responsible for making executive management decisions for the project when guidance is required by the Project Coordinator, including approval of project revisions. Project Assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Coordinator.

The Project Coordinator for decisions consults this group when project objectives and activities have been exceeded. This group contains three roles: an Executive to chair the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries.

Members of the Project Executive Group are reviewed and approved during the Local Project Acceptance Committee (LPAC). The Executive role is held by the UNDP Resident Coordinator (DSRSG), the Senior Beneficiary representative is being represented from the government – Ministry of Foreign Affairs of Liberia and finally the Senior Supplier role is held by the representative of the Implementing partner hereby represented by UNDP Liberia Country Director

Implementing Partner: Given the national capacity situation in Liberia, the project will be implemented by UNDP Country Office under Direct Execution (DEX) modality, therefore UNDP is the single Implementing Partner designated to lead the management of the project. The Implementing Partner (UNDP Recovery and peace Building Unit) is the entity responsible and accountable for managing a project, achieving project outputs, and for the effective use of UNDP resources.

Project Coordinator: The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Implementing Partner (UNDP CO) appoints the Project Coordinator who will implement and will oversee project implementation performance, strategic planning, policy revision, contingency planning and budget application and control.

Project Assurance: The Project Assurance role supports the Project Executive Group by carrying out objective and independent project oversight and monitoring functions. During the “Running a Project” process, this role ensures appropriate project management milestones are managed and completed, UNDP designates the Deputy Resident Representative for Programming to provide this oversight. The Project Coordinator role should never hold the Project Assurance roles and vice versa.

Project Support: The Project Support role provides project technical, management and administrative support to the Project Coordinator as required by the needs of the project or Project Coordinator. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance

Project partners:

Ministry of Foreign Affairs (MOFA): MOFA will be the coordinator of the National Commission activities; Close collaboration with the Ministry of Justice, Internal Affairs, LNP, Ministry of Local Government and Community Development, Ministry of Youth and Sports, Customs Department and the National Commission on Small Arms from Sierra Leone and Guinea will be ensured through project activities;

Liberia Action Network on Small Arms (LANSA): will contribute to the implementation of the public awareness project component

¹³ Annex 5: Project Management Structure

UNMIL will provide security assistance when necessary and will help with the destruction activities.

UNDP/BCPR: are providing technical backstopping and resource mobilization assistance to the project, as necessary

UNDP Country Office: The UNDP Recovery and Peace Building unit will closely monitor the implementation of the project and facilitate the establishment of appropriate institutional arrangements with the Government. Moreover, the UNDP Recovery and Peace Building unit will facilitate the establishment and maintenance of close linkages and coordination with the Government, UNAMIL, UN agencies and other actors involved, at both strategic/institutional and field operational levels. This will ensure the smooth flow of activities accompanying the implementation process.

The management of project funds will be carried out according to UNDP financial rules and regulations, based on work plan with a detailed budget. The DEX unit will be responsible for managing and reporting back to the unit on the resources allocated to the work plan.

Project Monitoring, Reporting, Evaluation and Closure

Monitoring

Monitoring will be a continuous function that will provide the main stakeholders of a project with early indications of the quality, quantity and timeliness of progress towards delivering intended results. Therefore, all project activities will be subject to continuous monitoring by project implementers and clients against the indicators determined in the project document¹⁴. Effective monitoring will require assessment of project progress against the plan and management of any exceptions. The Annual Work Plan (AWP) and any detailed workplans prepared by the Implementing Partner will provide a basis for progress assessment. In carrying out such monitoring activities, the tools set up, meaning the indicators during the Initiating a Project process will be updated in different timeframes (yearly).

Within the annual cycle¹⁵:

Update of Quality Log: Progress and quality of the deliverables being produced will be assessed based on the quality criteria established in the indicators and deliverable description and planned schedule and recorded in the Quality Log. If changes are required, the deliverable description and/or schedule will be updated.

Update of Issues Log: Any project issues will be recorded in the Issues Log to facilitate tracking and resolution.

Update of Risks Log: The Risks Log will be established and updated by reviewing the external environment that effects the project implementation, and associated risk management plans.

Quarterly Report: the Project Coordinator to Project Assurance and to the Executive Group will submit quarterly monitoring progress reports. Such progress reports should form a basis for decisions regarding further disbursement of UNDP resources to the Implementing Partner.

Lessons Learned Log: Project lessons learned should be actively captured to ensure ongoing learning and adaptation within the organisation.

Annual Review: An annual project review will be conducted during the fourth quarter of year as a basis for assessing the performance of the project outputs. In the last year, this review will be a final assessment. This review will involve all key project stakeholders and the Implementing Partner, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate UNDP overall outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved.

¹⁴ Small Arms Control indicators' table.

¹⁵ All templates are available in the UNDP Results Based Management Guide and should be adjusted to meet the project needs.

Provision of Financial Resources and Monitoring their Use

Based on the approved AWP, UNDP will provide required financial resources to the Implementing Partner to carry out project activities during the annual cycle. Financial resources will be made available thanks to the resource mobilization efforts at the country, regional and global levels which will then be operationalised through “financial processes” (detailed procedures can be found in the user guide “Financial Processes”). In all cases, the Implementing Partner is accountable for:

- Managing UNDP resources to achieve the expected results specified in the Project Document or AWP
- Maintaining up-to-date accounting system to ensure accuracy and reliability of financial reporting
- Maintaining an inventory that records acquisition and disposal of equipment

At the end of a quarter, UNDP DEX Unit (implementation support unit) prepares a Combined Delivery Report (CDR) as an input to the review. The Implementing Partner should sign this Combined Delivery Report. The review should be both financial and substantive and focus on scope, quality, schedule, progress versus work plan and financial resources situation.

Procurement

The Implementing Partner may contract other entities to undertake specific tasks, in accordance with the description of management arrangements in the Project Document or AWP. Unless such entities are UN agencies, Government Institutions, or UNDP, a competitive bidding process must be carried out by the Implementing Partner to select such an entity, as described in the Procurement User Guide. Likewise, all procurement actions carried out by UNDP for the project implementation are required to follow the policies and procedures outlined in the Procurement User Guide.

Project Revisions

Providing that the project remains relevant to the Country Programme as approved by the Executive Group, and consistent with the provisions in the UNDP Country Programme, where appropriate, project revisions can be made at any point in time in response to changes in the development context or to adjust the design and resource allocation to ensure the project operates effectively in a changing environment. The Project Coordinator prepares the project revision for submission to the Project Executive Group.

The record of an approval decision made by the Project Executive Group, and an updated and signed AWP should support a project revision. UNDP will track all revisions within Atlas (Justifications).

Redeployment of resources among different inputs and change in activities to ensure achievement of an output does not require a project revision. In other words, changes to a project that do not affect the scope (outputs), completion date, or total estimated project cost do not require a project revision approved by the Project Executive Group. However, attention should be paid to ensure that such redeployment of resources within the existing project framework does not conflict with financing arrangements with donors. The Project Executive Group has the responsibility to define for the Project Coordinator the specific project tolerances within which the Project Coordinator can operate without intervention from the Project Executive Group.

Transfer of Assets

Assets purchased with UNDP funds remain UNDP property until formally transferred or otherwise disposed of. Assets can be transferred or disposed of at any point in time. The UNDP Country Director is responsible for deciding on the transfer or other disposal of assets financed by UNDP. This is done in consultation with the Executive Group. Refer to the Asset Management Guidelines regarding

procedures and policies associated with the transfer of assets. At the completion of the project, the parties must agree on the disposal of assets that remain as the property of UNDP.

Audit

Where UNDP provides financial resources to the Implementing Partner to carry out project activities (in this case UNDP DEX), audit arrangements must be agreed upon with the Implementing Partner at the time the AWP is approved. The audits provide UNDP with assurance that resources are used to achieve the results described in the Project Document or AWP and that UNDP resources are adequately safeguarded. Detailed procedures on audit can be found in the UNDP user guide audit section.

PART IV – RISKS

There are a number of risks associated with implementing this project in the near future. The risks that could be expected include:

- **Outbreaks of violence:** The outbreak of violence reduces the confidence in security or trust in continuous peaceful development. Regardless of whether the disturbances are of Liberian, Ivorian, Guinean or Sierra Leonean origin, a feeling of increasing insecurity is triggered. On the other hand, the project is designed to deal with and reduce this risk.
- **Active and full participation of partners:** such as the Local Government/District Development Committees (DDCs), grass root communities, LNP, Ministry of Internal Affairs and UNAMIL. A change in policy by either partner could affect the project considerably.
- **Arms for Development Initiative:** The process builds on the achievement of the pilot project initiated in June 2005. Its successful expansion to neighboring chiefdoms requires the momentum to be maintained through to the next phase. This entails a high degree of flexibility during the implementation of the project as well as secured funding.
- **Misinformation:** intentionally or accidentally, to meet and instantly respond to miss-information is high priority. A broad network of partners regularly reporting and the project's access to media are essential.

PART V – LEGAL CONTEXT

The project document conforms to the provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Liberia and the United Nations Development Programme signed by the parties on 27 December 1977. The host country-implementing agency shall, for the purpose of the SBAA, be referred to as the Government co-operating agency, described in that agreement.

Revision can be made to this document with the agreement and signature of the UNDP Resident Representative only, provided that there is assurance that the other signatories have no objections to the proposed changes, in the case of:

- i. Minor revision to the project document;
- ii. Revision which do not involve significant changes to the immediate objectives, outputs and activities of the project, but are caused by re-arrangement of inputs already agreed to or by cost increased due to inflation; and
- iii. Mandatory annual revision that re-phase delivery of agreed projects outputs or increase cost due to inflation, or take account of agency expenditure flexibility.

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WORK PLAN: June 2006-May 2008

Steps	Main activities Initiated for each wave. This correspond to Section 5: Project Component - Component 1 (see below)	Leading Implementing agency	One wave last approximately 15 months							
			1	2	3	4	5	6	7	8
I – a	Preparation – Selection of Chiefdom	District Dev.Com/Nat- Commission								
I – b	Preparation – Creation of the Project Management Committee (PMC)	Community								
II - a	Capacity Building – Module I	NGO, UNDP, NC								
III	Sensitization of grass root community on linkages between human security and socio-economic development.	Civil Society								
IV - a	First training exercise: Community Arms Collection	Community								
IV - b	Weapons Free Certification	LNP								
II - b	Capacity Building - Module II	NGO, UNDP								
V - a	Block Grant – Consultation & decision, feasibility and project document	UNDP								
V - b	Block Grant – Approval and implementation of development project	UNDP								
III	National Public Awareness Campaign and Lobbying on Human Security and developmental Issues	Civil Society, UNDP								
Project Geographical Progression			Months (1 square = 3 months)							
Wave 1 ¹⁶		UNDP								
Wave 2		UNDP								
Wave 3		UNDP								
Wave 4		UNDP								

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¹⁶ Each wave consists of a cluster of chiefdoms that shall be initiated simultaneously. The AfD cannot be initiated all at the same time and through this phasing, we ensure smooth implementation of activities and adequate support to Community Based Organisation.

Implementation Steps for AfD: April 2006-2007/8

Step	Target	Details/Procedures
Step 1: Project Launching Meeting	District	Participants: DDCs, NGOs, key community leaders and National Commission Responsible: Field Officer/District Assistant
Step 2: District Working Group Meetings	District Frequency: once a month	Participants: District Council, LNP, DDR, LANSA, National Commission Responsible: District Assistant
Step 3: Chieftdom Assessments	Chieftdom	Responsible: District Assistant interviews with authorities, NGOs and social groups (women, etc)
Step 4: Public Awareness Meeting- Community Disarmament	Chieftdom	Responsible: Sensitisation Assistant and District Assistant Outputs: public awareness; selection of PMC/CBO
Step 5: Training of the PMC/CBO Module 1	District	Topics: Disarmament; Participation & Consultation; Responsible: DDCs
Step 6: Launching Ceremony	Chieftdom	Responsible: PMC/CBO, Sensitisation Officer, District Assistant, Field Assistant
Step 7: Section tour	Section	Responsible: LANSA/Sens. Assistant Output: awareness of the people on community arms collection; collection of weapons
Step 8: Training of the PMC/CBO Module 2	District	Topics: all aspects of community project design and implementation; responsible: District Development Committees
Step 8: Public Consultation Meetings-Dev. Project	Section	Focus group discussions (women, youth, elders) Responsible: Community Development Assistant
Step 9: Voting Meeting-Dev. Project	Chieftdom	Responsible: Community Development Assistant, District Assistant Participants: 4 representatives for each section Output: choice of Dev. Project
Step 10: Certification Ceremony	Chieftdom	Responsible: Sensitisation Officer, District Assistant, Field Assistant, PMC/CBO

The National Commission would be involved at all stages of the implementation of the AfD.

Project Proposal Template

1. Project Title:

2. Project Location:

Chiefdom, District, County i.e. Nimba County

3. Project Time Frame:

Specify start date and end date.

4. Implementing Partner Background (PMC/CBO):

Its expertise: a brief summary of the history, purpose and activities of the partner organisation including structure of the organisation and representation from the chiefdom.

5. Executive Summary/ Background Information:

Justification of the project and summary of the entire project proposal. Include a brief statement of the priority, need or problem that the organisation has identified and is prepared to address on behalf of the entire community. A short description of the project, including what will take place and how many people will benefit directly and indirectly, how and where it will operate, the time frame, and who will be responsible for the implementation.

6. Number of Beneficiaries:

Outline number and geographical scope of the direct and indirect beneficiaries.

7. Goal:

E.g. to build a community clinic which will increase community involvement in preventive health activities and cultural events throughout the chiefdom.

8. Specific Objectives:

To hold regular health (HIV/Aids) and other communal activities with the participation of 10 villages.

A constructive and safe environment for community school children to carry out their health activities.

What health activities do you have planned for the health centre (HIV/Aids)?

What to do with the funds received from the Health Centre buying additional equipment, funds for maintenance, expansion of the complex, etc.

9. Project Activities & Work plan:

Describe the main activities to be undertaken in the implementation of the project together with a timetable outlining the schedule of the project activities.

Project Activities	Responsible Officer	Start Date – Finish Date

10. Project Outputs:

Physical description of project, e.g. construction of a Health Centre, fencing wall, and VIP latrines

11. Project Inputs:

Table of inputs of project from donor, community, and implementing partner.

Inputs	UNDP	Community

12. Implementation, Monitoring and Evaluation of Project:

Outline how the project will be implemented, monitored and evaluated to ensure its success.

13. Sustainability and Long Term Impact of Project:

Outline what are the mechanisms for the sustainability of the project after the handover to the community.

Outline the long-term impact for the beneficiaries of the project (Prevention of HIV/Aids/Malaria etc).

14. Detailed Budget:

Financial description of the project including community contribution, hiring of staff, funds from other sources and description of all line items (no miscellaneous items will be accepted). All items have to be defined and justified.

15. Project Design:

If the project is a rehabilitation or construction project, it is necessary to provide a detailed site plan by a qualified civil engineer (provided by Community Based Recovery of UNDP). The engineer/ supervisor must provide evidence of his qualifications or expertise.

16. Implementing Partner Contact Details:

This is important information for the purpose of transparency and for donors. It will include project supervisors and community contact persons to contact in the event of issues and project related concerns.

Terms of Reference

Structure: Steering Committee on Small Arms Collection

Background.

The Steering Committee would be created towards the end of March 2006 of the Preparatory Assistance Phase. Initially, we expect six organisations participate in the policy and strategic discussions but as the programme progressed, it succeeded to harness the interest and active collaboration of a growing number of organisations. As of today, UNDP is liaising with more than ten organisations on a regular basis.

Purpose:

Within the context of the Arms for Development Programme, the Steering Committee will provide policy and strategic guidance to the management of the UNDP SALW. More specifically, the Committee's input will be required in the following aspects:

- Provide guidance for political approaches;
- Provide a neutral forum for policy and strategy discussions;
- Facilitate the development of a community mobilization and sensitization campaign;
- Facilitate the implementation of the community development project,
- Develop a best practices and lessons learned tool;
- Assist in programme development and its regionalisation;
- Coordinate the action of the working groups created under its auspices;
- Periodic review of the programme.

Participation:

Participation to the Steering Committee on Small Arms Collection is open to all organizations interested in providing an active and meaningful contribution to the programme.

However, the following organisations have a direct role to play and are expected to be represented:

- | | |
|---|--|
| 1. Ministry of Internal Affairs; | 8. Liberia National Police; |
| 2. Ministry of Foreign Affairs | 9. Office of National Security; |
| 3. Ministry of Justice; | 10. National Commission on Small Arms; |
| 4. Ministry of Defense; | 11. Civil Society; LANSAs |
| 5. Ministry of Customs and Immigration; | 12. UNAMIL's Organisations; |
| 6. Ministry of Youth and Sports; | 13. INGO's (Landmine Action) |
| 7. Ministry of Local Government and Development | |

Chair: UNDP Project Coordinator.

Deputy Chair: (to be determined)

Secretariat: Liberia National Police.

Frequency: Quarterly or as required.

Capacity Building Detailed Modalities: National Commission and Arms for Development

Training of Trainers and National Commission Members

Two training modules were developed to address the needs of the Arms for Development initiative in general, and the AfD project in particular. Two training workshops were organized for the National Commission team and its partners, including the Liberia National Police, LANSAs¹⁷ and District Council representatives. The first module focused on arms collection and democratisation and included the following topics:

- i. Arms collection procedures;
- ii. Security First
- iii. Terminology –Small Arms
- iv. Legal Basis for National Commission (Ecowas Code of Conduct, Dec 1999, Lome, Togo)
- v. Safety of community arms collection;
- vi. Community participation;
- vii. CBO registration requirements
- viii. United Nations Programme of Action (UNPoA, 2001)
- ix. Ecowas Moratorium on the Light Weapons/Draft Ecowas Convention/ECOSAP documents
 - i. Marking and Tracing of SALW
 - ii. The Bamako Declaration on small arms
 - iii. Firearms Control Act
 - iv. Arms for Development: The Case of Sierra Leone.

The second module focused on community development projects and included the following topics:

- v. Project identification & community consultation;
- vi. Leadership & communication;
- vii. Proposal writing;
- viii. Budget designing;
- ix. DEX Procurement Rules;
- x. Reporting;
- xi. Accountability & transparency
- xii. Project Cycle

Support to the training of PMCs/CBOs

Following the training of trainers, training sessions are organised by UNDP and its partners at the district level for the Project Management Committees/Community Based Organisations. The District Working Group, with support from WANNP, Lofa Youth Association, Flomo Theatre, will organise a training session for the PMC/CBOs in each district.

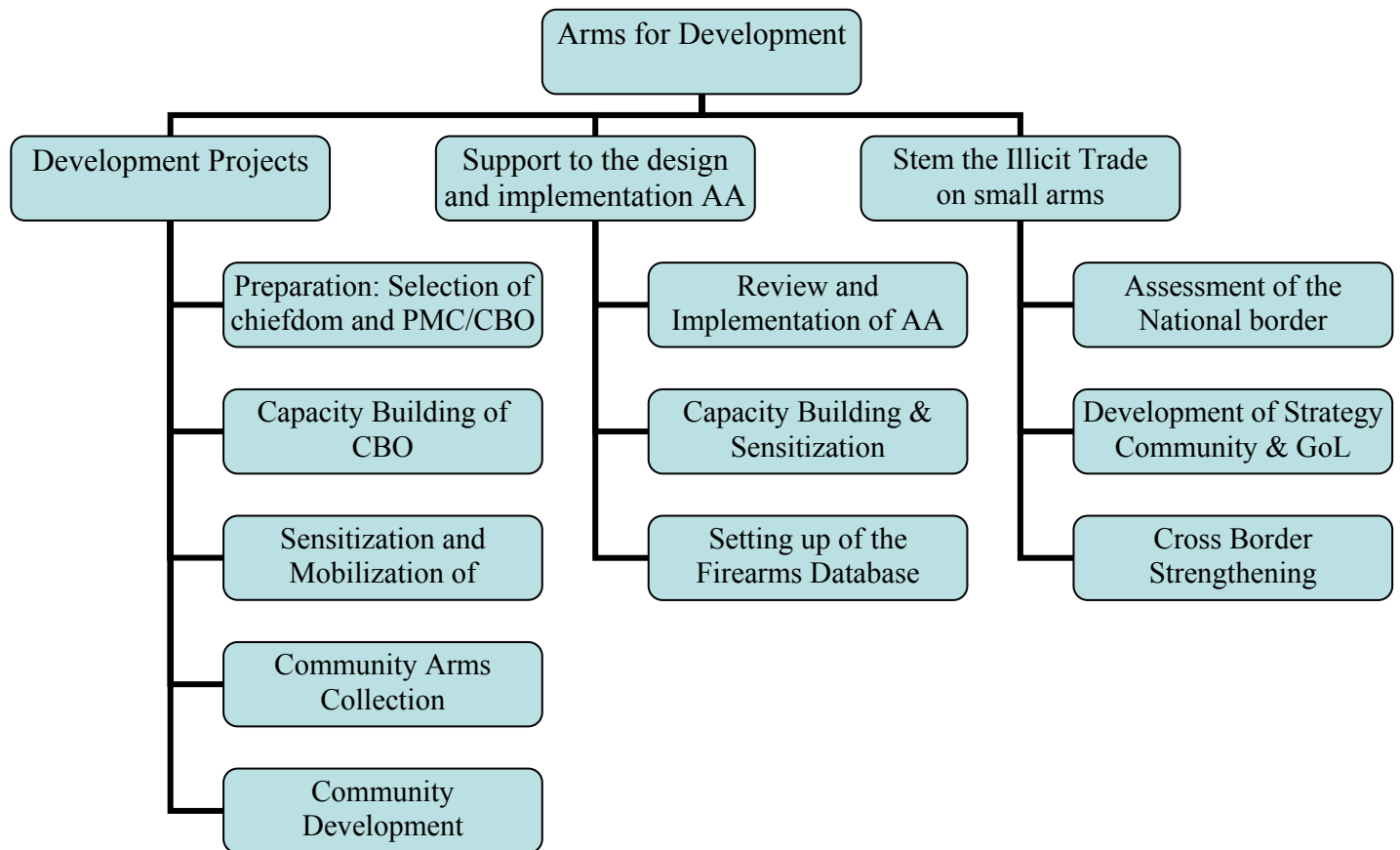
After the successful completion of the community arms collection process and subsequent verification and certification by the Liberia National Police, further support will be provided in order to prepare the PMC/CBO for the selection, development, and implementation of the community development project.

On-the-job training and support will be provided during the implementation of the community development project. UNDP will provide on-going monitoring and coaching to field staff and partners throughout the implementation of the project.

National Commission on Small Arms would play a key role in small arms control in Liberia and in the Mano River Basin.

¹⁷ LANSAs: Liberia Action Network on Small Arms, a coalition of NGOs working on public awareness of small arms issues.

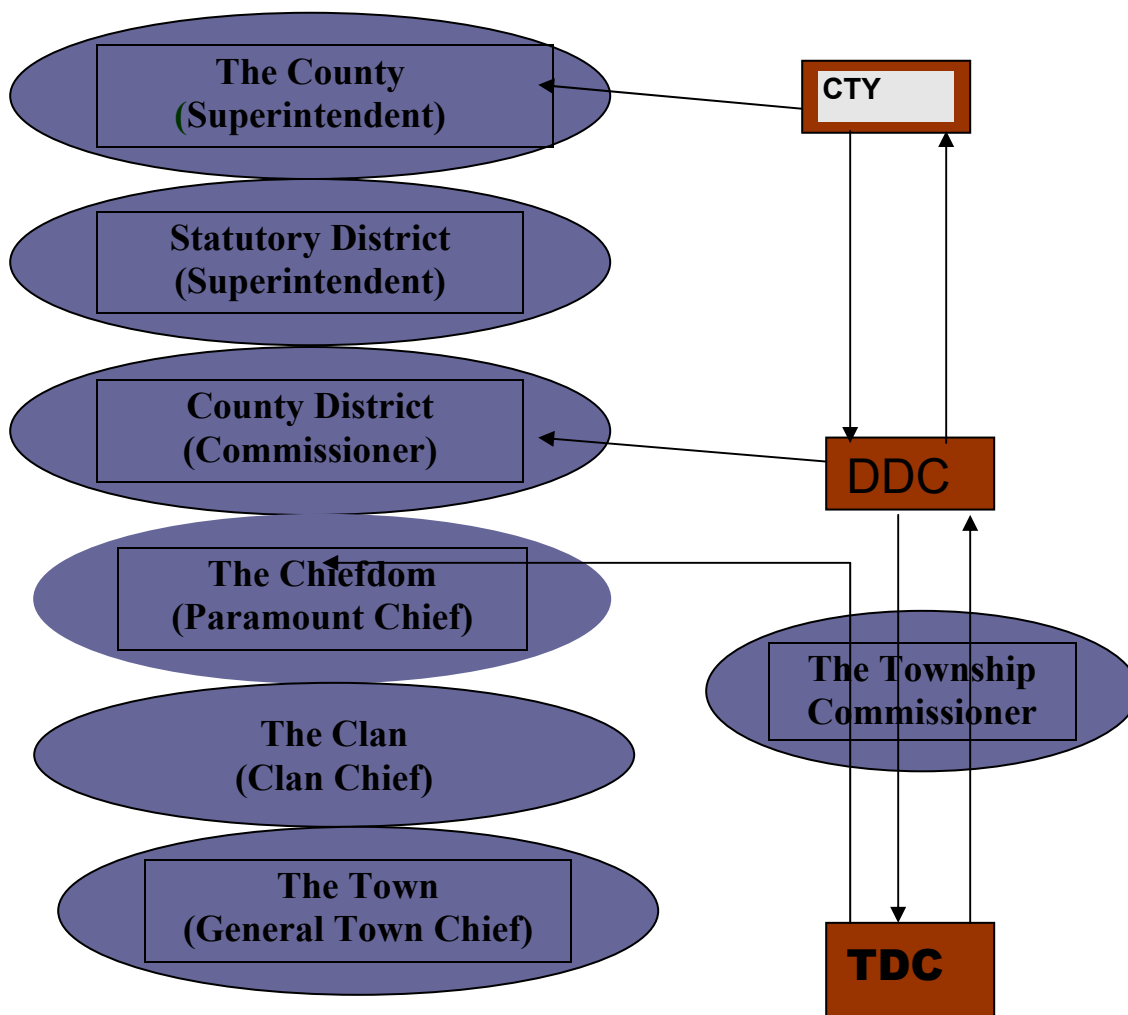
Annex 1: Arms for Development Structure of Implementation



Annex 2: Rationale for the District Development Committees

DDCs and Local Government Structures

An Overview of the County's Administrative Layers



While the community remains the focus of intervention, support will be provided for the strengthening of community level governance structures through the establishment of District Development Committees (DDCs) in the areas of intervention. As such, the DDCs will be the hub for mobilizing community members to undertake varieties of constructive activities themselves, in close collaboration with local authorities, UN agencies, NGOs, community based organizations and other civil society groups. The DDCs, which will comprise representatives of all groupings found in the district such as, commissioners, chiefs and elders, youth and women groups, CBOs, will serve as the critical link between the community and the district and will facilitate the coordination mechanisms placed at the county level such as the county coordination meeting.

Basis for International Support

The United Nations Development Programme, (UNDP) and the United Nations High Commissioner for Refugees, (UNHCR), provide initial support for the establishment, training and capacity support of the DDCs.

UNDP's support is within the framework of the Community Based Recovery (CBR) programme signed with the National Transitional Government of Liberia and designed to respond to the national recovery strategy as outlined in the RFTF while UNHCR's is through its Community Empowerment Projects.

Both UNDP and UNHCR agreed, in a Memorandum of Understanding (MoU), to "recognize the District as the entry point to the 4Rs - Repatriation, Reintegration, Rehabilitation, and Reconstruction - transitional planning" and pledged to "ensure that there is a coordinated, holistic, integrated recovery approach and that capacity of the local authorities and communities is built through the establishment and strengthening of the District Development Committees (DDCs)". They further agreed to "support the formation of DDCs and promote participatory development approaches through community empowerment projects, (78CEPs) as opposed to direct service delivery at district level".

Hence, the DDC is established as the developmental and coordinating mechanism in the district.

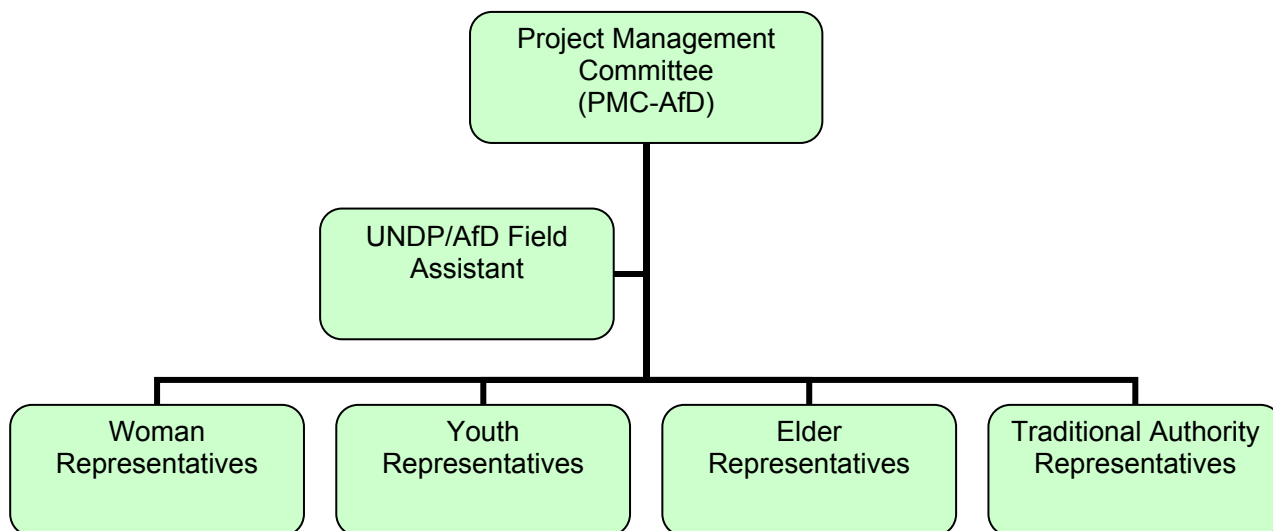
It is therefore envisaged that all development partners including UN Agencies, bilateral donors as well as international NGOs will use the DDC structure as an entry point to the community.

Structure and Composition of the DDCs:

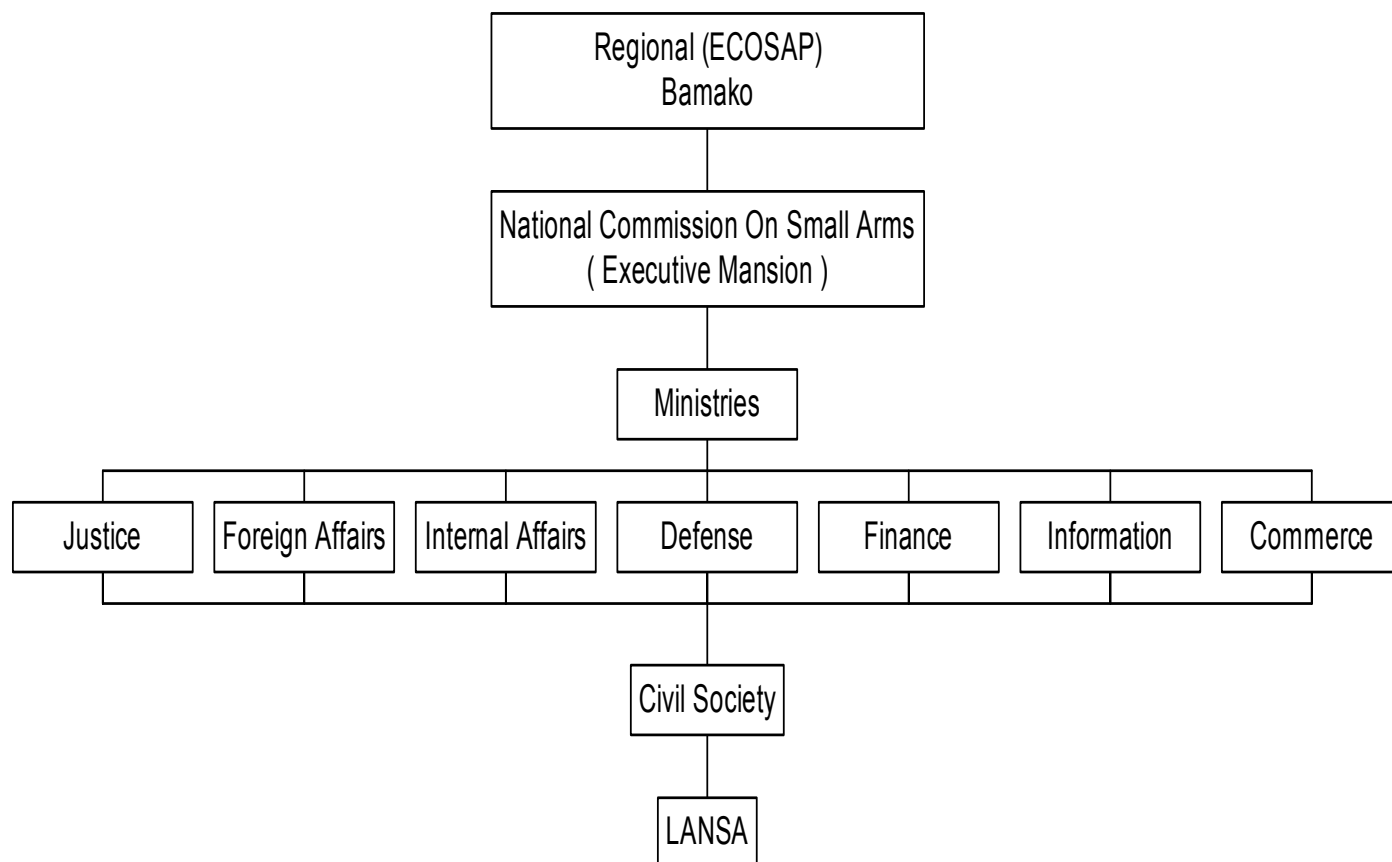
For the purpose of a representative participation and popular ownership, the Ministry of Internal Affairs, in consultation with UNDP and UNHCR as well as other stakeholders, has endorsed a 14-member DDC to have the following structure and representation:

1. District Commissioner/Superintendent (Ex-officio)
2. Chairperson
3. Representative of Chiefs
4. Representative of all Women Groups
5. Representatives of Youth Groups (2 persons: 1 male, 1 female)
6. Representatives of elders (2 persons: 1 male, 1 female)
7. Representatives of CBOs (2 persons: 1 male, 1 female)
8. Representatives of Sectors (4 persons: minimum 2 females)

Annex 3: Project Management Committee (PMC) – sub-committee of the DDC



Annex 4: **National Commission**



Annex 5: Project Management Structure:

