

Peacebuilding Commission – Liberia Configuration
Report of the Chair’s visits to Belgium and Liberia
16 – 22 February 2011

I. Introduction

On 16 February, 2011 I departed for my second trip to Liberia with a one-day stop-over in Brussels to meet with European Union (EU) Officials. This report is structured per country around the main themes of the terms of reference for each country as set out in Annex 1.

I would like to recognize the important contributions of Robert Pulver, DPKO who participated in the Liberia part of the mission and Tammi Sharpe, PBSO who was with me throughout the mission.

II. Belgium

On 17 February 2011, I met with a group of EU officials representing the European External Action Service (EEAS), the European Council Working Party on Africa (COAFR) and the Directorate General for Development and Cooperation (DEVCO). A joint meeting with officials from the political and programmatic sides of the EU provided for a rich exchange on the consolidation of peace in Liberia.

Based on their continuous engagement with Liberia since before the war, EU officials shared a thorough assessment of the progress, challenges and potential for peace in Liberia. While EU directs a significant portion of its assistance in areas not covered in the Statement of Mutual Commitment (SMC), namely realizing the Millennium Development Goals (MDGs), they are trying to ensure that their assistance is coherent with the peacebuilding strategy. In addition to the MDGs, the EU focuses on consolidation of democracy in Liberia. For the upcoming elections, they are considering sending an election monitoring team which could prove invaluable in promoting free and fair elections.

Within the priorities of the SMC, we agreed that transnational crime and national reconciliation pose some immediate risks. We examined the menace that drug cartels pose in the sub-region and agreed that building specialized prosecutorial capacity could be invaluable in hedging such risks. If the Government is supportive, the EU could examine how to support this under its good governance activities. Security sector reform was also put forward as a critical element to consider in countering transnational crime; in many settings outside of Liberia it is the military that is collaborating with the cartels. We further concurred that a national historical commission provided for in the Truth and Reconciliation (TRC) Report could be an effective mechanism to assist the Government to manage the inherent sensitivities surrounding national reconciliation.

With regards to fundraising, the EU suggested that it might be an opportune moment to organize a roundtable in which the Liberian President could participate. Sufficient time

has passed since the last such meeting and it would present an opportunity to examine the status of peace consolidation in Liberia. We concluded with an agreement to look at funding possibilities once the Priority Plan is finalized.

III. LIBERIA

The following report contains analysis that derives from my first and second trips to Liberia as well as continuous consultations I have had since assuming the position as the Chair. During my second trip, I focused on meeting national stakeholders with whom I was not able to meet during my first visit. I also traveled to Nimba County. The main purpose of this field trip was to assess the implications of the Ivorian crisis on peace consolidation in Liberia. The trip, however, also provided the opportunity to meet with local officials and in one meeting delve into the complexity of land disputes in this county. I also took advantage of the trip to visit justice, corrections and security facilities in Sanniquellie. The full programme is attached as Annex 2.

I would like to thank the Government of Liberia for having guided and facilitated this visit, as well as the national and international stakeholders for their availability, openness and engagement. I also wish to thank the United Nations Mission in Liberia (UNMIL) for their advice, logistical assistance and substantive engagement as well as the Peacebuilding Support Office (PBSO) for their continued support.

Implications of the Ivorian crisis on peace consolidation in Liberia

I would like to bring to the forefront the potential devastating impact the Ivorian crisis could have on Liberia. I traveled to Sanniquellie, Nimba County for a day to meet with Liberian Officials and humanitarian actors engaged in the response efforts. At the time of my trip close to 40,000 Ivorian refugees had sought asylum in Liberia with an average of approximately 100 crossing a day. An estimated 35,000 internally displaced persons (IDPs) were reportedly just across the border. Since my return, the situation has seriously deteriorated with the number of Ivorian refugees more than doubling. At the time of my trip the humanitarian community was planning for a potential of 100,000 refugees in Liberia. This number has been reassessed to 250,000 in view of the escalating situation.

In a frank exchange with the Liberian National Police (LNP), Liberian Refugee, Repatriation and Resettlement Commission (LRRRC), Bureau Immigration and Naturalization (BIN) and humanitarian actors, the Government was steadfast in its determination to uphold its international obligations towards Ivorian refugees despite the overwhelming challenges this entails. Equally impressive is the incredible hospitality with which host communities are receiving refugees despite their own difficulties in meeting basic needs. The humanitarian community, with the United Nations High Commissioner for Refugees in the lead, is assisting in providing the most basic needs for the refugees.

I urge donors to support the humanitarian appeal that is currently being revised in view of the escalation of the situation; it will be shared as soon as it is available. This is critical

for the safety of the refugees and, specific to the PBC's remit, such support is equally important for alleviating pressures on Liberians that could act as triggers for conflict inside Liberia. The Liberian war started in Nimba County. Massacres with ethnic dimensions have been committed in this county and ethnic tensions continue to manifest through land disputes in Nimba. Additional demands on land along with changing ethnic demographics due to influxes of Ivorians from the same ethnic groups can create a ripe situation that can be exploited for political purposes.

Humanitarian support alone, however, will not be sufficient. The Emergency Response Unit (ERU) of the LNP and BIN need immediate support to prevent potential spillover effects from Cote d'Ivoire. The ERU and BIN, with increased support from UNMIL, are assuming the responsibility to guard the borders and maintain internal stability. This is a formidable task. At the time of the visit, 10 ERU and 33 BIN officers were serving in Nimba. Both ERU and BIN cited essentially a need to double their presence. Key concerns were the circulation of small arms and fighters. BIN reported that it had received information of a little more than 300 former Liberian fighters crossing into Côte d'Ivoire. Liberia shares approximately 500 miles of a border with Cote d'Ivoire covering four counties: Nimba, Grand Gedeh, River Gee and Maryland. To date Nimba has been the most affected. In Nimba the road infrastructure is poor and one needs to crisscross through the county to reach border towns and crossings. Motorcycles are the best means of transport; however, neither the LNP nor BIN possesses motorcycles in Nimba County and ensuring availability of fuel is already proving difficult. Compounding this situation is the lack of communication in the county. Even cell phones have extremely limited coverage. Only long-range radios are operational. Similar challenges could be expected in the other border counties. In coordination with UNMIL, I will follow up with potential donors to best determine how these needs can be immediately addressed.

Consultations with stakeholders

This trip allowed me to meet with some key stakeholders in the rule of law sector that I did not meet during my first trip. Some critical progress is being made. For example, the authorities are considering expansion of the subject-matter jurisdiction of the Magistrates Court by widening the definition of petty theft and allowing for land deeds to be reviewed at the magistrates' level. This would reduce the burden on the Circuit Courts but as set out in my first mission report, a key impediment is the capacity of the magistrates - many of whom lack the requisite legal training. Expanding the jurisdiction of those who are not properly qualified to serve could have a negative impact on the functioning and public perception of the judicial system. In my view, the expansion of the Magistrate's jurisdiction needs to be closely linked with on-going programmes to increase the number of qualified magistrates throughout the country. Significantly, in June the first class of 61 students will graduate from the Judicial Institute having completed a 14 month training programme for the Magistrates Courts. This should

enable a gradual expansion of the Magistrates Sitting Programme¹ alongside the establishment of the Justice and Security Hubs.

A draft jury law is also in the initial phases of being prepared. The Constitution grants the defendant a right to a jury trial for indictable offenses, and legislation currently provides for sequestering of juries. Although a defendant can waive his/her right to a jury, sequestration poses an array of challenges that are not being met. The coercion of jurors, witnesses and judicial personnel remains a substantial risk to the effectiveness and credibility of the judicial system. This risk will increase if transnational organized crime – including crimes relating to money laundering and drug trafficking – takes hold as it has in many other countries. Substantial efforts will be required to protect jurors and witnesses and to ensure the integrity and accountability of police and judicial actors.

Related to the issue of transnational crime is the need for advanced investigative and prosecutorial capacities. The Ministry of Justice and the Judiciary have been discussing the possibility to have a special court for corruption cases. In my meetings with the World Bank in Washington, D.C., I learned that the Ministry of Finance is also reportedly examining the possibility of establishing a special court for financial crimes. A number of countries have set up similar courts, which could provide Liberia with possibilities for duplication. I intend to look further into these examples seeking to provide Liberia with some advice on this matter.

For the first Hub, UNOPS is in the process of clearing the land and is optimistic that at least one building will be completed by June. While the start of construction was temporarily stalled to obtain the land deed, providing this necessary time for the Land Commission to process the land deed supported a nascent transparent government procedure. The next main step is for the Government to firm up its personnel plans for the Hub in order to finalize the design of the Hub. The location of the courts has been debated with the Ministry of Justice and the Judiciary. Their current opinion is that the courts should remain on separate judiciary land within Gbarnga, but to be included within the funding envelop and broader hub concept. UNOPS has estimated that the court structure would cost approximately US\$800,000 regardless of its location, but that the operating cost would be 20 – 30% higher if located away from the hub complex. The Judiciary is taking under advisement proposals for the administrative components of the judiciary and for a court for highly sensitive cases to be incorporated in the Hub compound. Ultimately, this decision should rest with the Liberian authorities.

In my view, five factors will be fundamental to the success of the first regional hub. First, a strong Liberian-led management and coordination function needs to be put in place, both in Monrovia and within the hub itself. The Government is currently considering various options in this regard. Second, the recurrent and replacement costs for the hub quickly need to be quantified and then phased into Liberia's budget over a three-to-five year period. Without the concrete commitment from the Government, the

¹ As reported in my first mission report to Liberia, I was impressed by the potential of this pilot to decrease the backlog of pretrial detainees; it is presently a pilot being implemented at the Monrovia Central Prison through the employment of 13 lawyers.

hub would be destined to fall into disrepair when donor funds are reduced. I understand that the Ministry of Finance and Ministry of Justice are working to calculate these figures. Third, it will be necessary to consider whether sufficient incentives exist to ensure that personnel deployed to the hubs remain there, rather than gravitating back to Monrovia (as has occurred with other attempts to reinforce government institutions outside of the capital). Fourth, a significant mentoring and monitoring programme will be required for the Police Support Unit (PSU) and other personnel located at the hubs so as to ensure their effective operation. Finally, broader systemic changes – including legislative reform, increased oversight and accountability for public servants, measures to increase transparency, and efforts to attract qualified legal professionals to serve as judges, prosecutors and public defenders – will need to be addressed at the national level.

I equally had the opportunity to consult with various civil society and government actors on the way forward on national reconciliation. These were rich discussions with varying but not necessarily competing views. I sensed that many Liberians feel strongly about the need for accountability and are of the opinion that a link exists between reconciliation and justice. Consensus exists on the immediate need for reparations, particularly in terms of medical care for survivors of war crimes. Palava Hut projects, which derive from Liberian traditions, are also supported as one means to promote justice and accountability at the grass roots level. Perpetrators of lesser crimes would be expected to appear at the Palava Hut admit their crime and seek pardon.

Collective memory activities are appreciated as a critical means to bolster reparation and Palava Hut projects. Towards this end, support exists for establishing a national historical commission, as put forth in the Truth and Reconciliation Commission (TRC) Report. The President in her second report on the recommendations of the TRC had proposed for the Ministry of Education to follow-up on this recommendation. I would like to examine this point further with the Government. While the Ministry of Education has an essential role to play, particularly pertaining to the national curriculum, the issue is perhaps larger in scope. This emerged in the meeting with local and traditional authorities in Nimba on the land issue. While land disputes throughout the country including Nimba are varied in their root causes, ethnic tensions are clearly manifesting themselves in some of the Nimba land disputes. A national historical commission could significantly assist the population in reaching a common understanding of the history of the country and then creating the possibility for different communities to reckon with the past both as victims and perpetrators.

Priority Plan

Prior to my arrival a two-day workshop was held to develop the programmatic aspects of the commitments outlined in the Statement of Mutual Commitment (SMC). The workshop reportedly went exceptionally well with broad participation including the active engagement of key Ministers, Deputy Ministers, an Associate Supreme Court Justice and Commissioners. I had the opportunity to twice meet representatives of a drafting team, and before my departure I received a copy of the zero draft document of the workshop. The current zero draft significantly advances thinking on the three

priorities – security sector reform (SSR), rule of law (RoL) and national reconciliation - however; some of the hardest work remains in terms of prioritization.

I am optimistic that this document can become a roadmap that can maximize the efforts of the Government, civil society and the international community on the critical issues that need to be tackled for Liberia to continue to consolidate peace. From the relatively unique perspective of the PBC, I would like to recommend that this programme document report all support being provided to the Government in the priority areas and clearly indicate gaps. For example, officers seconded to UNMIL providing day-to-day guidance and mentoring to LNP, BIN and other institutions should be reflected in the plan. The programme document would, thus, reflect the full efforts of the UNCT, UNMIL and bi-lateral actors in the three priority areas and the areas needing additional support. This could later be integrated into the Poverty Reduction Strategy for Liberia, which is to be updated in mid-2012. While possibly departing from past practices, this approach could enhance partnership among all stakeholders. Being cognizant of the comparative advantages of Member States in the area of SSR and RoL, it may be advantageous to detail the types of skills to be developed in order to identify the best placed actors for mentoring and/or training. Specifying such in-kind activities could reveal opportunities for non-traditional donors to contribute, thereby broadening the donor base.

In its advisory capacity, the PBC may also be able to contribute to prioritization. Drawing on a wealth of consultations with Government, civil society actors and the international community, transnational crime emerges as the foremost threat as responsibility for security management transitions from UNMIL to the Government of Liberia. To meet this challenge, it might be advisable to prioritize the Transnational Crime Unit and establishment of a special financial court alongside some of the core support that is planned in terms of provision of basic equipment and rehabilitating court, police station, and prison facilities. It should also be kept in mind that these efforts may require legislative reform along with strengthening linkages between the police, prosecutors and the judiciary for which the case tracking system will be invaluable.

Civilian oversight of the armed forces is another issue that should receive serious consideration in the plan. In addition to being necessary to prevent politicization of security forces again, civilian oversight should equally be seen as critical to reconciliation in view of the violations the security forces have inflicted upon Liberians in the past. Presently, an array of actors contributes to the different components of SSR. This is a broad sector inclusive of a multitude of security actors with Ministry of Defense, National Security Council, Legislature and civil society actors all having a role to play in civilian oversight. Consequently, civilian oversight is being approached from different angles. Necessary support to all the different actors should be examined to ensure all the components come together in a comprehensive manner.

As the Government so rightly put forward in their request to be on the PBC's agenda, Liberia must also effectively resolve the root causes of the conflict. As summarized in the preceding section of this report, the recommendation in the Truth and Reconciliation

Report on the establishment of a national historical commission stands out as a central pillar through which Liberians could agree upon a common history and reckon with the role that they or their respective community has played in the conflict that has plagued Liberia. This would underpin the other recommendations related to accountability and reparations such as the Palava Hut and memorials that are currently being designed.

Partnership with ECOWAS

In consultation with the steering group, I postponed my trip to Abjua as both the President and the Vice President of ECOWAS were called to meetings outside of Abuja. In preparation for a future visit, Robert Pulver, DPKO, and Tammi Sharpe, PBSO, traveled to Abuja and met with ECOWAS Officials. Their report is attached as Annex 3. Following a briefing by them, I am optimistic that we will be able to find a means for ECOWAS to contribute to the work of the Configuration. ECOWAS Officials were familiar with the work of the PBC in the sub-region and expressed interest to explore how to collaborate with the Configuration. ECOWAS may be uniquely situated to advise the PBC as it understands Liberia's needs and challenges through a regional lens and brings with it an in-depth understanding of possible regional support and opportunities.

ANNEX 1 TERMS OF REFERENCE

Belgium

In Brussels, the Chair met with EU Officials to:

- Ascertain the ongoing programs of assistance conducted by the EU to contribute to peace consolidation in Liberia.
- Garner interest in peace consolidation in Liberia highlighting progress achieved to date alongside critical remaining challenges.
- Mobilize resources to support the implementation of the Priority Plan.

Liberia

The trip to Liberia is intended to build upon the 1st familiarization visit in November 2010. Specifically the Chair aimed to:

- Consult Government Officials² on how the PBC can support progress in the identified peacebuilding priorities while gaining stakeholders' insights on these priorities: Rule of Law, Security Sector Reform and National Reconciliation.
- Discuss with the nominated government PBC focal point the need for institutional arrangements for the engagement of the PBC
- Consult civil society actors on how the PBC can support national reconciliation as well as women and youth's role in peacebuilding.
- Consult UNMIL regarding its role in the design and implementation of the priority plan
- Evaluate progress on the implementation of the Priority Plan obtaining specifics on project development and implementation, in particular the Regional Hub.
- Assess the implications of the Ivorian conflict on peace consolidation in Liberia.

² The focus would be on Officials not previously met: Minister of Foreign Affairs, Minister of Justice, Bar Association, Law Reform Commission, Good Governance Commission, Independent National Commission on Human Rights and Associate Justices of the Supreme Court

ANNEX 2

Programme

DAY 1: Friday 18 February 2011				
Time	Respondent/Organisation	Comments	Venue/Contact Person	Status (confirmed/not confirmed)
17:30	Arrival at RIA	Travel to Cape Hotel	Contact: Roque Tel: 05319381/4269; Manasa, Tel: 05319387	Hotel booked (1 VIP, plus 3)
20:00	Discussions with Moustapha Soumare DSRSG	To discuss the agenda, PBC developments and next steps	Cape Hotel Contact Claudine Sanye: ext.4210	
DAY 2: Saturday 19 February 2011				

9:00-10:30	Trip to Sanniquellie (by air)	In the context of the Cote D'Ivoire situation discuss implications of the Ivorian conflict for Liberia with a focus on the additional strain being placed on BIN and LNP/ERU in Nimba country and potentially how the PBC (including through the hub in Gbarnga) can play a supportive role.	Depart for Spriggs Payne Airfield Contact: Muchiri Murenga, Head of Field office, Nimba County, Tel: 05319687; 06563785	<i>County Administration Building</i>
10:30-11:00	Meeting with County Officials			
11:00-13:00	Meeting with UNHCR, humanitarian sector heads, BIN, ERU and local security agencies to discuss refugee situation.			
13:00-14:00	Lunch			<i>UNMIL Compound (UNHCR coordinating humanitarian actors and HoFO coordinating local security agencies)</i>
14:00-15:00	Meeting with local actors working on ADR re: land cases.	In coordination with UN-Habitat and Land Commission		<i>UNMIL Compound</i>
15:00-16:00	Visit new PBF funded prison, LNP station, Magistrates Court and Circuit Court			
16:30	Return to Monrovia (Spriggs Payne Airfield)			

DAY 3: Sunday 20 February 2011

10:00-11:00	Meeting with UNMIL FC, UNPOL Commissioner and UNMIL JMAC to discuss UNMIL Transition Planning and Cote D'Ivoire situation	JMAC is closely monitoring the situation in Cote D'Ivoire and is leading work on UNMIL transition planning	UNMIL 3 rd Floor Conference Room Contact, Rory, Tel: 05319908	
11:00-12:00	Debriefing by the drafting group on PBC programming exercise	Following programming workshop and drafting exercise (15-19 February).	UNMIL 3 rd Floor Conference Room Contact, Rory, Tel: 05319023	
14:00-16:00	Meeting with former Chair of the TRC, Jerome Verdier	Venue to be determined	Alison/Eugene to try and set something up. Tel: 05319898	
17:00-19:00	Visit to new Jordanian FPU		Contact: UNPOL Abubakarr, Tel: 5-31-9292	
DAY 4: Monday 21 February 2011				
8:00-9:00	Breakfast Meeting with the Head of the EU Delegation, Amb. Attilio Pacifici	Follow up from EU Mission	Cape Hotel, Contact Rory, Tel: 05319908	
9:00-10:00	Meeting with the Acting Minister of Foreign Affairs, Hon Dr. Toga Gayewea Mclnrosh	Protocol	Ministry of Foreign Affairs Contact: Wilfred: (Tel: 077778880 for Minister's Office)	

10:30-11:30	Meeting with Associate Justices of the Supreme Court		Palace of Justice Contact: Katie, Tel: 06407768	
12:00-13:00	Meeting with the Chairperson of the Independent National Commission on Human Rights, Cllr. Leroy Urey	To get a better understanding on remit and role of the Commission and how it plans to undertake its work. As per the President's recent report related to the TRC, this body has reportedly taken on a number of TRC recommendations in its work plan. This meeting will thus focus significantly on the PBC's reconciliation priority.	INCHR, Congo Town, Contact : Alison/Eugene: (Tel: 06 510 409 for Counsellor's Office)	
13:00-14:00	<i>Lunch (with UNOPS)</i>	To receive update on progress in preparing the Gbarnga hub	UNOPS Contact: Rory, Tel: 05319908	
14:00-15:00	Meeting with the Minister of Justice, Hon. Christina Tah	To focus on key justice reform priorities over the coming year and role that PBC can play	Ministry of Justice Contact: Wilfred: Tel: 06647010	
15:00-16:00	Meeting with local Civil Society actors	Local civil society organisations working specifically on reconciliation issues, possibly including: Federation of Liberian Youth (FLY), the Transitional Justice Working Group (TJWG), Talking Drum Studio, the Inter-Religious Council and WIPNET	UNMIL, PAP Building 3 rd Floor Conference Room Contact: Wilfred: Tel: 06647010 and Sam: 05319023	
16:30-17:30	Meeting with the President of the Liberian National Bar Association, Cllr. Cyril Jones	To take up legal reform and justice service delivery challenges	Close to MoJ Contact Katie, Tel: 06407768	

DAY 5: Tuesday 22 February 2011

8:30-09:30	Meeting with drafting group on PBC programming exercise		Cape Hotel, Mamba Point	
9:30-10:30	Meeting with the Chairperson of the Law Reform Commission, Cllr Philip Banks		Cape Hotel, Mamba Point Contact: Katie, Tel: 06407768	
10:30-11:30	Debriefing with Minister of Planning and DSRSG Recovery and Governance, Moustapha Soumare	To forge agreement on next steps	Ministry of Planning Contact: Wilfred: Tel: 06647010	
11:30	Depart for Airport	Flight to Abuja with Virgin Nigeria. Flight departs at 13:35 (TBC)		

ANNEX 3

On 23 February, Tammi Sharpe of the Peacebuilding Support Office, and Robert Pulver of the DPKO Office for Rule of Law and Security Institutions met with ECOWAS Commission officials in Abuja. They were received by Mr. Alhaji Mohammed Daramy Commissioner for Trade, Customs & Free Movement; General Charles Okae Director of the Peace and Security; Mr. Dieudonne Nikiema, Acting Peace Fund Manager; Ms. Florence IHEME Acting Director of the Early Warning Department; and other ECOWAS colleagues. The undersigned briefed ECOWAS officials on the PBC programme in Liberia and began to explore opportunities for enhanced ECOWAS engagement with the initiative.

The Peacekeeping Operations and Regional Security Directorate with five divisions is working on an array of issues of direct relevance to the Configuration. Overall, the Director stressed that ECOWAS will need to take on more responsibility as UNMIL draws down and expressed interest in meeting with DPKO and other United Nations colleagues to consider a potentially enhanced ECOWAS role to coincide with the draw-down. In the area of trans-border crimes, ECOWAS is presently working on a “blue print” on security sector reform. Another division is focused on strengthening ECOWAS capacity in the fight against proliferation of arms in relations to the ECOWAS Convention on Small Arms and light weapons.

The ECOWAS Peace Fund stood out as a mechanism that could provide a means for joint fundraising and/or project implementation under the ambit of ECOWAS. The types of projects to be implemented under the Fund fit squarely within the work of the PBC as the projects should be of relevance to peace and development. ECOWAS, in partnership with a few different actors (e.g. UNESCO, UNHCR, EU), is already implementing several projects. Plans in Liberia are underway to deploy up to 45 Peace Volunteers to Liberia to work in health (20), education (20) and agriculture (5) sectors. ECOWAS intends to place a total of 160 volunteers within the region, but faces challenges in terms of resources, staffing and programme management. The Fund has also been used to support ECOWAS directorates and Special Representatives. Mr. Nikiema, Acting Peace Fund Manager indicated that he would raise the issue of forming linkages between ECOWAS and the PBC CSC with the ECOWAS President.

The ECOWAS Early Warning System (ECOWARN) is impressive and could provide valuable insights for the PBC. It involves a team of experts who analyze data and prepare reports, policy briefs, situation reports (daily, weekly, quarterly and yearly) and incident reports regarding actual and potential threats to peace and security. Data is gathered on the basis of 66 indicators, and each country is given an overall risk rating. ECOWARN has close ties with civil society actors in countries and formal links with experts on the issues. ECOWARN is linked with the AU Continental Early Warning System, and it maintains an office in Liberia.

Commissioner for Trade Daramy stressed youth employment as a key to lasting stability in the region. His team also provided a briefing on ECOWAS cross-border cooperation

programmes and described initiatives to develop common migration and trade approaches throughout the region as well as strengthen relations among border communities. In some of these projects there may be opportunities for collaboration between ECOWAS and the PBC.

4 March 2011
RP (DPKO) and TS (PBSO)