

**UNWOMEN**

**EVALUATION  
OF  
THE LIBERIA  
COUNTRY PROGRAM**

**FINAL DRAFT**

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## ACCRONYMS

ANPPCAN	:	African Network for the Prevention and Protection of Child Abuse and Neglect
ARS	:	Agriculture Relief Service
BCE	:	Bureau of Customs and Excise
BIN	:	Bureau of Immigration and Naturalisation
CBO	:	Community Based Organization
CST	:	County Support Team
EC	:	Empowerment Centre
GCWG	:	Ganta Concern Women Group
GEWEE	:	Gender Equality and Women's Economic Empowerment
HIV/AIDS	:	Human Immune Virus/Acquired Immune Deficiency Syndrome
IEC	:	Information, Education and Communication
IMO	:	Information Management Office
INGOS	:	International Non Governmental Organizations
JPSC	:	Joint Programme Steering Committee
LIWEN	:	Liberian Women Empowerment Network
LIWOMAC	:	Liberia Women Media Action Committee
LNGOs	:	Local Non Governmental Organizations
LNP	:	Liberia National Police
M&E	:	Monitoring and Evaluation
MDG	:	Millennium Development Goals
MGD	:	Ministry of Gender and Development
MOE	:	Ministry of Education
MOF	:	Ministry of Finance
MOJ	:	Ministry of Justice
NAEAL	:	National Adult Education Association of Liberia
NGO	:	Non Governmental Organization
OGA	:	Office of the Gender Advisor
PH	:	Peace Hut
SEA	:	Sexual Exploitation and Abuse
SGBV	:	Sexual Gender Based Violence
SOAP	:	Servants of All Prayer Assembly
UN	:	United Nations
UNDP	:	United Nations Development Program
UNDAF	:	United Nations Development Assistance Framework
UNIFEM	:	United Nations Fund for Women
UNFPA	:	United Nations Population Fund
UNICEF	:	United Nations Children's Fund
UNMIL	:	United Nations Mission in Liberia
UN Women	:	United Nations Entity for Gender Equality & Empowerment of Women
WONGOSOL	:	Women NGO Secretariat of Liberia
WIPNET	:	Women in Peace-building Network
WIPSEN	:	Women in Peace and Security Network

## EXECUTIVE SUMMARY

1. Liberia is a post-conflict country trying to rebuild itself after the 14 years of devastating civil war. This is with assistance from the international community with the United Nations (UN) at the fore front of this mammoth task. The Presence of United Nations Mission in Liberia (UNMIL) the lead UN body and the other specialist UN Agencies are working very closely with the Government of Liberia in achieving the goal.

2. UN Women working as the then UNIFEM began its operations in Liberia in 2004. The current UN Women country strategy (February 2011) builds on work that has begun over the past years of operation and is very much in support of the four (4) pillars of the Liberia's Poverty Reduction Strategy (PRS); of i) Ensuring Peace and Security, ii) Revitalizing the Economy, iii) Ensuring Democratic governance and the rule of Law, iii) Infrastructure, and iv) basic social services; and the five (5) UNDAF outcomes areas of i) Peace and Security; ii) Economic revitalization; iii) Governance and Rule of Law; iv) Basic services; and v) HIV & AIDS.

3. The Country Strategy gave two (2) goals of: i) Enhanced Empowerment, and ii) security for community women and girls in Liberia by 2013. This is in line with both the UN Women Global Strategic Framework as well as the West Africa Sub-Regional Strategic Plan and responds to the PRS.

4. The Evaluation exercise was participatory. Key stakeholders were consulted and interviewed including beneficiary communities, project managers, implementing partners, DAs, the legislature, ministers, national and local government officers, as well as responsible UN Women and senior officers of UNMIL as well as other UN Agencies in Liberia. Additionally critical analysis of relevant documents was also undertaken.

5. The following projects were visited and assessed: i) "Giving Voices To The Voiceless" Project, the Liberia Women Democracy Radio (LWDR) in Congo Town Monrovia; ii) Joint Program/ Gender Equality and Women's Economic Empowerment (GEWEE) project on access to rural financing and adult literacy in Bamballa town, Grand Cape Mount County; iii) Peace Hut Initiative in Totota Town, Bong County; iv) Results-Based Initiative (RBI) Project: Value-Added Cassava Enterprise for the Ganta Concern Women's Group (GCWG) in Ganta and Sanniquille in Nimba County; v) inmates and staff of Monrovia Central Prison – on the Prevention and Response to Sexual Gender Based Violence (SGBV) with perpetrators project; and vi) Village Loans & Savings Scheme and Adult Literacy Program beneficiaries in Edina, Little Bassa.

6. Two of six projects (RBI and LWDR) evaluated are closed with most of planned activities completed and most the outputs delivered. The on-going projects are delivering their activities and planned outputs with the majority of the projects on target. All the completed projects have delivered their outputs and outcomes without any reported cost overruns.

7. Implementing projects/programs in post conflict reconstruction countries is difficult; and Liberia is no exception. UN Women like other agencies faced a number of challenges in their implementation of projects. Capacity issues with implementing partners; challenges with poor infrastructure and logistics as well as delays in disbursing funds have affected the implementation of some of the projects. These notwithstanding a number of the projects show positive outcomes; notably the literacy programs; savings and loans schemes; peace huts' initiatives in contributing to sustaining peace in a post war country; as well as the empowerment centers.

8. The vast majority of project beneficiaries; community leaders, politicians including ministers, implementing partners, sister UN Agencies staff interviewed are of the view that UN Women Liberia intervention in the country has undoubtedly positively impacted on the lives women of Liberia, in particular the majority of rural women that benefited from its projects/programs. Its strategic relationship with Ministry of Gender and Development (MoGD) has contributed in building the Ministry's capacity, strengthened its position and role in leading gender mainstreaming, equality and the empowerment of women in Liberia. This has invariably contributed and placed Liberia in that position to win the MDG3 Award. UN Women's role as the lead Agency in the co-ordination and co-chairing the UN Gender Theme Group has been reported by other UN Agencies as successful in advancing gender equality and the empowerment of women in their country programs.

## **1. BACKGROUND; INTRODUCTION AND PROJECT GOALS/OBJECTIVES**

### **1.1 Background**

1.1.1 Liberia is a post-conflict country trying to rebuild itself after the 14 years of devastating civil war. This is with assistance from the international community with the United Nations (UN) at the fore front of this mammoth task. The Presence of United Nations Mission in Liberia (UNMIL) the lead UN body and the other specialist UN Agencies are working very closely with the Government of Liberia in achieving the goal.

1.1.2 The United Nations Entity for Gender Equality and Empowerment of Women (UN Women) formerly the United Nations Fund for Women (UNIFEM) in collaboration with other UN Agencies on the ground, led by UNMIL is a vital and intergral part of this process.

1.1.3 Women form 49% of the population of approximately 3.5 million people. The country is also very young with over 50% of the population below the age of 20

years; children less than 15 years old account for 46.8% of the population. Literacy is comparatively low across the country, much worse in the rural areas. Even though school enrolment rates has increased by 82% over the last couple of years, the enrolment rate is comparatively still low at 38% for boys and 37% for girls in primary school, and 16% secondary school enrolment for boys and 14% for girls. The Literacy rate for women across the country is 41% but 31% for rural women. Women comprise 54% of the total labour force with 90% of female workers concentrated in informal work, low menial jobs, petty trading and backbreaking labour intensive agricultural sector.

1.1.4 Like most African countries there is gender inequality due to patriarchy and other socio cultural reasons with women seen and treated as the weaker, disrespected and dependent sex. Liberia however has an added huge problem of rape and other gender based violence against women. The marginalisation of women is further due to the low literacy rates of women illustrated above. The prejudice, unequal treatment and marginalization of women are entrenched in traditional, social and religious believes' and attitudes that perpetuate this discrimination against women resulting women being disempowered. Unsurprisingly these negative social and cultural attitudes and views of women has created barriers against them and limits their role and participation in leadership, management and decision making at community, local and national levels.

## **1.2 Introduction**

1.2.1 UN Women working as the then UNIFEM began its operations in Liberia in 2004. The current UN Women country strategy (February 2011) builds on work that has begun over the past years of operation and is very much in support of the four (4) pillars of the Liberia's Poverty Reduction Strategy (PRS) of: i) Ensuring Peace and Security, ii) Revitalizing the Economy, iii) Ensuring Democratic governance and the rule of Law, and iv) Infrastructure, and v) basic social services; as well as within the five (5) UNDAF outcomes areas of i) Peace and Security; ii) Economic revitalization; iii) Governance and Rule of Law; iv) Basic services; and v) HIV & AIDS.

1.2.2 Additionally, the work on the ground responds to the UN Women Global Strategic Framework (UNIFEM Strategic Plan 2008-2011) and specifically the West Africa Sub-Regional Strategic Plan (2008-2011). The work covers the strategic areas of: i) Expanding women's voice, leadership and participation; ii) Strengthening implementation of the women, peace and security agenda; iii) Making gender equality priorities central to all aspects of national and local development planning; iv) Enhancing women's economic empowerment; and v) Ending violence against women and girls.

1.2.3 To fulfil this mandate; UN Women in Liberia developed its own country strategy with five (5) Key Result Areas (KRAs). The expected KRAs are: i) Engendered national policies, strategies, guidelines and capacity support to Ministries; ii) Enhanced women's access to and participation in decision making and in peace building and security, and expanded voice; iii) Transformed institutions

and ensuring gender justice; iv) Enhanced women's economic empowerment; and v) UN Women leads Gender Equality within the UN System.

1.2.4 UN Women depends on funding from several donors to deliver its projects. It also participates in delivering a number of joint programmes with other UN Agencies. They currently are implementing with the Government of Liberia (GoL) and other UN Agencies three (3) Joint Programmes (JPs), namely, i) the JP for Youth Empowerment and Employment; ii) JP on Food Security and Nutrition; and iii) JP for Gender Equality and Women's Economic Empowerment (JP-GEWEE). UN Women is the lead agency in the co-ordination and implementation of the JP-GEWEE. All these projects are joint effort to meet the Millennium Development Goal (MDG) 3 Goal.

1.2.5 The activities within the UN Women Liberia country program are designed to meet its key result areas. Some of the projects/programs cut across the thematic areas. Eleven (11) projects/programs are being implemented to achieve the key results. Of these six (6) project sites of four (4) projects were visited during this evaluation. Details of projects visited are given in chapter 4.

1.2.6 UN Women together with other agencies and the Government of Liberia have worked tirelessly in targeting the inequality and marginalisation of women in the country. Their relentless efforts bore fruit as Liberia won the 2010 prestigious Millennium Development Goal Three (MDG 3) award for outstanding leadership, commitment and progress toward the achievement of MDG 3 through the promotion of gender equality and women's empowerment across the country.

1.2.7 Some of the positive trends noted for which the award was given include: i) Ratio of female to male in primary and secondary schools which has now increased from 72 % in 2000 to 90 % in 2009 at the primary level and 71 % to 75 % at the secondary level; ii) The proportion of seats in the legislature increased from six % in 1995 to 8 % in 2000 and now at 15% (14 women out of 94); iii) The creation of a functioning gender policy aimed at strengthening government's gender policy and mechanism; iv) The adoption of a National Action Plan on the UN security council resolution 1325 which enhances women participation in governance and protection; and v) Strengthening the knowledge base to address women economic empowerment issues which includes women's role in agriculture widow support project and fostering policy on gender issues in rural development.

### **1.3 Program Objectives/Goals.**

1.3.1 The following two (2) goals of the UN Women Liberia Country program were given in their Strategy document as follows: i) Enhanced Empowerment, and ii) security for community women and girls in Liberia by 2013. This is in line with both the UN Women Global Strategic Framework as well as the West Africa Sub-Regional Strategic Plan stated above.



1.3.2 To achieve the goals, a three year (2008-2011) Strategic Results Framework (SRF) setting up four (4) outcomes with corresponding outputs and indicators as well as program implementation plans was developed. The outcomes are: i) National development strategies incorporate gender equality in line with national commitments to the empowerment of women (such as the MDGs) and human rights; ii) The constitution and increase numbers of legal frameworks and processes – particularly those related to economic security and rights, property and inheritance rights, trade, migration, ending violence against women and electoral and security sector reform promote and protect the human rights of women and eliminate gender inequality; iii) Gender equality experts, advocates and their organizations networks enhance their capacity and influence to ensure strong gender equality dimensions in national laws, policies and strategies, including in peace-building and post-conflict reconstruction processes; and iv) Community-level initiatives generate a greater number of effective models for advancing the human rights of women and eliminating gender inequality.

1.3.3 The Liberia country program has eleven projects/programs covering its five (5) strategic areas stated above (see annex 3). These individual projects/programs have varying time-frames but planned to be implemented within the three year country strategy period (see annex 5 for details). All the projects were linked to the five key result areas of the country strategy.

## **2 EVALUATION TASKS, METHODOLOGY AND REPORT STRUCTURE**

### **2.1 Tasks**

2.1.1 The tasks set in the terms of reference are:

- Desk review of documentation at the UN Women Country Office in Monrovia;
- Preparation of an inception report;
- Organize meetings and interviews with internal and external parties;
- Preparation of a draft report with conclusions and recommendations, consultation with stakeholders;
- Preparation of final report for submission to Evaluation Team of UN Women WARO Office.

### **2.2 Methodology**

2.2.1 The Evaluation exercise was participatory. Key stakeholders were interviewed and consulted including beneficiary communities, project managers, implementing partners, DAs, the legislature, ministers, national and local government officers, as

well as responsible UN Women personnel and senior officers of UNMIL as well as other UN Agencies in Liberia.

Desk/documents review.

2.2.2 This entailed the critical analysis of the original project proposals, quarterly/annual reports, activity reports and all other relevant documents to that could make the evaluation representative (see annex 2 for details). Most of the documents reviewed were sent to the consultant for review before the field visit. The remainder of documents was collected during the field mission from the projects, collaborating partners, Government Agencies (Ministries, Departments and other State Organisations); Implementing Partners; other UN Agencies and the beneficiary groups themselves.

Country Visit

2.2.3 Initial Consultation and 'Briefing': There was a two week visit to Liberia. A briefing session was had with the UN Women Liberia Country Representative and her team on the overall background and context of the Liberia Country program which expanded upon the scope and context of the evaluation exercise.

2.2.4 Direct observation on field activities and validation visits: The majority of the time was spent on visits to some of the counties. Field visits were undertaken in order to gain first-hand views and impressions of the progress made in the implementation of the project activities. The technical feasibility and performance as well as verification of the extent to which the project results contributed towards achievement of the project objectives were undertaken during the visits. Direct observation of projects infrastructures' and equipment such as GCWG cassava processing plant and equipment for LWDR broadcasting together with structures such as the peace huts in Totota and Little Bassa; and important actions, activities and events as well as project impact the target communities took place.

2.2.5 Visits were made to the following projects: i) "Giving Voices To The Voiceless" Project, the Liberia Women Democracy Radio (LWDR) in Congo Town Monrovia; ii) Joint Program/ Gender Equality and Women's Economic Empowerment (GEWEE) project on access to rural financing and adult literacy in Bamballa town, Grand Cape Mount County; iii) Peace Hut Initiative in Totota Town, Bong County; iv) Results-Based Initiative (RBI) Project: Value-Added Cassava Enterprise for the Ganta Concern Women's Group (GCWG) in Ganta and Sanniquille in Nimba County; v) inmates and staff of Monrovia Central Prison – on the Prevention and Response to Sexual Gender Based Violence (SGBV) with perpetrators project; and vi) Village Loans & Savings Scheme and Adult Literacy Program beneficiaries in Edina, Little Bassa.

Interviews and Group Discussions:

2.2.6 A total of sixty four (64) key informants and one hundred and twenty one (121) beneficiaries from three projects (list of people met is attached as annex 1). Semi structured interview techniques were used in consultations with representatives from all stakeholder groups and project beneficiaries to seek their views.

2.2.7 The following Implementing Partners (IPs) were also visited and interviewed: i) African Network for the Prevention and Protection of Child Abuse and Neglect (ANPPCAN); ii) Servants of All Prayer Assembly (SOAP); iii) Agriculture Relief Services (ARS); National Adult Education Association of Liberia (NAEAL); iv) Liberia Women Media Action Committee (LIWOMAC); v) Women in Peace and Security Network (WIPSEN); vi) Women in Peace-building Network (WIPNET); and vii) Liberian Women Empowerment Network (LIWEN).

2.2.8 Officials from the following Ministries and Government Agencies and officers were interviewed: i) Ministries of Gender and Development (the Minister and one of the two Deputies); ii) Ministry of Finance; iii) Ministry of Justice; iv) Liberia National Police (LNP); v) Legislators; BIN; Customs; County Administrators and Town/Village Mayors.

2.2.9 Senior officers from other UN Agencies of UNDP, UNFPA, and UNMIL were also interviewed.

2.2.10 Group discussions using the Semi Structured Interview technique were conducted in three locations of Bamballa, Totota and Edina where twenty six (26); twenty seven (27) and sixty nine (69) women respectively were met and discussions held. The group discussions involved the participation of beneficiaries comprising of farmers, women's groups and, where they existed, youth groups, together with 'key informants' such as Village Elders, Chiefs and District Chief Executives (DCEs)

Evaluation matrix:

2.2.11 A retrospective evaluation matrix (see annex 6) was produced after the first draft report to address the missing key evaluation questions and other issues identified. This has further informed the analysis and re-confirmed the conclusions drawn of the report as well as the recommendations made.

Limitations of the methodology:

2.2.12 Lack of time allocated for undertaking the evaluation severely restrained what could be achieved with proposed evaluation methodology. Not all relevant documents were made available at the start of the evaluation exercise. Even though the methodology proposed visits to projects, only four projects/programs (at 6 locations) out of the eleven (11) being implemented could be visited and assessed. Even though some of the individual projects/programs had baseline surveys as part of the program design, lack of time for this evaluation prevented repeat baseline surveys to be undertaken. Lack of a matrix at the start of the evaluation adversely affected the exercise.

## **2.3 Report Structure**

2.3.1 The report is structured as follows: Chapter 1 gives the background and context in Liberia; it also introduces the UN Women country program, its area of

operation and strategic focus; Chapter 2 touches on the evaluation tasks and methodology as well as the structure of the report; the challenges and constraints in conducting the evaluation were elaborated on in chapter 3; Chapter 4 analyses the visits to the field. As the projects/programs are from the five strategic areas and very different from each other, their challenges and lessons learnt are summarized in each case; and where relevant recommendations made to address the challenges and situations of the respective projects.

2.3.2 Achievement of project goals is covered in Chapter 5. The report addresses the effectiveness of the delivery of project outputs as well as the efficiency in achieving outputs and outcomes in chapters 6 and 7 respectively.

2.3.3 Chapter 8 looks at the views of other stakeholders not included in the field visits discussed. These are the non-governmental implementing partners, government officials and senior officers of UN Agencies operating in Liberia. As with the projects discussed in the preceding chapter; their challenges and lessons learnt are summarized at the end of the chapter. The over-all conclusions of the evaluation are drawn in the penultimate chapter 9 and recommendations given in the chapter 10.

### **3. CONSTRAINTS AND LIMITATIONS OF THE EVALUATION**

3.1 The time allocated for the evaluation is inadequate. The initial time-frame given was six weeks which the consultant argued was too short for a country wide program evaluation. The initial schedule was shortened from six (6) to four (4) weeks; with the evaluation activities set as follows: i) one week for desk review, ii) two (2) weeks for consultations and field visits, and iii) one week for writing the report. One week under the consultancy contract comprises five (5) working days.

3.2 With the reduction in the initial time frame set by two weeks; the tasks set in the original TOR, could not be followed.

3.3 The five days allocated for the desk review was inadequate for the volume of documents sent for review; eight (8) days was spent on this without all the documents being read/reviewed. The two weeks comprising ten (10) working days in the field was also inadequate to meet even half the key stake-holders and visit a fair representation of projects in the country (this became 12 working days in the field). UN Women, Liberia office sent a list of projects under their strategic operating areas requesting the consultant to choose projects/areas that could be covered during the field visit as well as organizations and personnel to be met as the time allocated for the field mission was too short to cover all the projects. This list, with the projects, key people and organizations selected is attached as annex 3.

3.4 UN Women listed eleven project/programs; nine (9) ongoing and two (2) completed. With the exception of the Result Based Initiative-(RBI): Value-Added

Cassava Enterprise for the Ganta Concern Women's Group (GCWG) which was implemented in one county (Nimba county); every other project/program is implemented in multiple counties. The UN Joint program Gender Equality and Women's Economic Empowerment (JP-GEWEE) programme alone is implemented in eight (8) counties; The Government and UN Joint program: Prevent and respond to SGBV in six (6) counties; UNSCR 1325 in Liberia also in six (6) counties; JP-Food Security and Nutrition in four (4) counties; Supporting Women's Engagement in Peace-building and preventing Sexual Violence in Conflict: Community-Led Approaches Supporting Women's Engagement in Peace-building and preventing Sexual Violence in Conflict: Community-Led Approaches also in four (4) counties. Some of the projects/programmes are implemented in multiple locations in the respective counties.

3.5 About fifteen organisations/groups, a couple of government agencies and ministries implement the projects for UN Women. This represents the scope and scale of the country programme. A list of projects/programmes, their locations and the respective Implementing Partners (IPs) is attached as annex 4.

3.6 In addition to Monrovia, visits were made to five (5) project sites in four (4) counties: Bong (Totota), Grand Bassa, (Edina and Little Bassa), Grand Cape Mount (Bamballa) and Nimba (Ganta) counties. Looking at the number of projects visited in relation to the number and scope of UN Women's projects/programs in Liberia.

3.7 This was a missed opportunity for a more representative evaluation of the country program.

3.8 Piercing together volumes of information on the various projects being implemented by so many partners of which only a few were interviewed has been a very challenging experience. The time in the country was too short, field visits and consultations were scheduled for weekends – that are contractually non fee paying working days. The tightness of the schedule allowed no time for the consultant to adequately reconcile written information with the field visits and seek further clarification from UN Women staff or return to the projects and/or Implementing Partners (IPs) in areas that needed further explanation/s.

The schedule for the field mission is attached as annex 4.

3.9 As indicated above; five (5) working days was allocated for the report writing. Concern on the inadequacy of the timeframe was strongly expressed by the consultant to UN Women during contract negotiations to no avail. The writing of the first draft report has taken 16 working days – more than three times the scheduled time. With no spare time in the field, the consultant had to rely on email inquiries and phone/skype interviews with the UN Women Country Representative, staff and project staff for more information and further explanations. Additionally a total of fifteen (15) working days was spent in incorporating comments into producing the final draft report.

3.10 The UN Women Country Representative and her team should be applauded for their support in doing all they could in supporting the consultant in the conduct of the evaluation.

3.11 In summary, eight (8) days was spent on the desk review; twelve (12) days on the field mission and sixteen days (16) on collation, review and analysis of field visits and stakeholder interviews; and producing the first draft report and 15 days in producing the final draft report. This is against the five (5) days desk review, ten days (10) field visit and five (5) days report writing allocated. With this and other experience on working on similar assignments; for an evaluation of this magnitude; a minimum of ten (10) for documents review, twenty (20) days field visit for project/program visits, consultations and interviews with IPs and other key stake holders and twenty (20) days report writing with 10 days for producing the final draft is recommended.

3.12 A similar advertised UN Women evaluation of Catalytic Programmes of 4 single-programme and 2 cluster evaluations covering 10 grant programmes has 90 and 110 days allocated for single programme evaluation and multiple programmes evaluations respectively.

## **4. RESULTS OF THE EVALUATION – FIELD VISITS**

As stated in 3.3 above, due to the short time-frame scheduled for field visit; UN Women country office sent a list of projects covering the strategic operating areas to the consultant to select areas of focus as all the projects could not be visited/assessed. The projects selected are from the five (5) strategic areas of: i) Expanding women’s voice, leadership and participation; ii) Strengthening implementation of the women, peace and security agenda; iii) Making gender equality priorities central to all aspects of national and local development planning; iv) Enhancing women’s economic empowerment; and v) Ending violence against women and girls. This is to be sure the all strategic areas are covered. The projects visited and assessed are discussed below.

### **4.1 “Giving Voices to the Voiceless” Project, the Liberia Women Democracy Radio (LWDR).**

4.1.1 The LWDR is located in Congo Town Monrovia. This project was implemented by the Liberia Women Media Action Committee (LIWOMAC) with a total budget of US\$ 275, 000. Project beneficiaries were Liberian women and Girls as well as the general Public.

4.1.2 Project objective was the Establishment of a radio station for women in Liberia; with the aim to raise the voice of women in shaping political agendas through public debates, increase women’s participation and access to information. A crucial part of the project was providing space for female journalists; train and

expose other women to journalism and the media; space and means for giving the women the channel to present gender perspective of state of affairs and issues facing women. Additionally, it provided a vehicle for women journalists to play a vital role in nation building through the discussions they hold; it enabled the ordinary woman to call in and hold a radio discussion on issues affecting her daily life and seeking answers to questions which hitherto were denied them; as well as preparing women into leadership roles and decision making positions in public life.

4.1.3 Intended project outcome is that Gender Equality is promoted, and women are empowered in Liberia. Outcome Indicators were: i) increase in gender sensitive policy making; ii) increase in representation of women in the media; and iii) increase of key gender sensitive issues addressed in the media.

4.1.4 The station operating on LWDR FM 91.1 was officially launched on August 5, 2010 by the Liberian President Ellen Johnson-Sirleaf currently broadcast to following seven of the fifteen counties: Montserrado, Bong, Bomi, Cape Mount, Lofa, Grand Bassa and Margibi. At the time of the evaluation (June 2011); the station was broadcasting fourteen (14) hours per day from 6am-8pm, an extra two hours from the past 12 hours of from 6-12pm and from 2-8pm.

#### Activities

4.1.5 The main activity of the project was having various radio programs covering and not limited to the coverage of special women's events including: i) events marking the 16 Days of Activism; ii) Women's Health issues; iii) Adolescent Health Education that focuses on sexual and reproductive health education for adolescent girls and boys, with how they explore and understand their emotions through the changes that puberty brings; iv) Documentaries in particular on labour practices; v) Sexual and Gender Based Violence (SGBV); vi) '*Count down to the 2011 elections*', a program designed to help women and the general public understand and participate in the electoral process; vii) issues of Law and order, with focus on the police relationship with citizens, and the role of the women and child protection unit; viii) the life of the 'common' people in which stories of ordinary people are told – the real life situations of grassroots citizens; ix) legal issues known as "*The Platform*" on matters relating to the law and women's rights; ix) '*Simple English*' – a news program where news is relayed in English language that is 'understandable' to the rural and non-literate listeners.

4.1.6 Planned future programs include: i) A Cookery program named '*the LWDR Kitchen*' that would teach listeners how to prepare Liberian dishes; ii) '*Literacy by Radio*' intended to help mostly women listeners acquire basic literacy and numeracy skills as well as knowledge and skills in health, agriculture and small business management; and iii) '*Prepare to Increase*' a motivational talk show being planned to be instructive, emphasizing the right attitudes for successful living and achievement, especially in managing small businesses.

#### Achievements and Impact

4.1.7 The LWDR has undoubtedly been successful in getting women engaged; it has been able to make it safe for women to use the media by bringing women in the

community together with decision makers to discuss topical issues pertinent to them. Legislators and counselors; law enforcement officers; and other leading public figures were invited to the studio for phone in programs in which the general public asked questions, sought answers, accountability and clarifications on issues affecting them. Live debates were held on issues such as teenage pregnancy; SGBV; women accessing justice; wellbeing and livelihood issues.

4.1.8 With assistance from YWCA, The project has created ten (10) listening clubs of an average thirty five women (35) per club across the country. The listening clubs were provided with seed money for the purchase of transistor radios to enable as many women as possible to have access to the radio service.

4.1.9 The project has trained in two years eight (8) women journalists who were not there before. A baseline survey conducted in 2009 before the start of the project gave a 5% presentation of women in the media; unfortunately what that corresponds to in numbers was not given for an accurate percentage increase to be given at project completion. However, even though the actual percentage increase is not known; the project has undoubtedly contributed to the increase in numbers of women journalists as well as the quality and diversity of journalism the country.

#### Challenges

4.1.10 The following were identified as challenges of project implementation:

- Slippage in the start date of the project due to delays in receiving project funds. According to project staff; the project started six (6) months late due to funding delays – even though all project preparation documents were ready and submitted on time. This inevitably had a knock on effect on the implementation schedule.
- The constant power cuts warranted the provision of alternative source of power. The generator the project procured however has a much lower capacity to sustain the transmitters resulting in power fluctuations during programming which affected quality of the broadcasts.
- The apparent lack of corporate governance in media institutions in the country as well as the absence of policies and procedures in place has somehow affected a smoother running of programs.
- The project presented a very steep learning curve to LIWOMAC who had no prior experience in producing/presenting radio programs; let alone running a radio station. This brought with it teething problems which through training and capacity building as well as support from other collaborating partners had been largely overcome.
- The dangers to women researches and reporters covering sensitive and at times 'political' explosive issues.
- The advisory committee has not met as regularly as planned (met only once instead of the planned three times), denying the project a key source of feedback and advice on ways to improve the programs resulting in some negative impact on program delivery and quality.

4.1.11 Lessons Learnt



- It is important women now know they have the ability and can use the radio/ other media tools to express themselves.
- Giving the means to women to freely express themselves empowers them and also gives them the chance to contribute positively to local and national development by being involved in policy debates and political discussions.
- The listening clubs brought women together and engaged them in peace building and community development activities.
- The training given to the LWDR staff should go beyond media, editorial work to include management and leadership development as well as other project management skills such as procurement, monitoring and evaluation as well as staff management.

#### **4.2 Joint Program/Gender Equality and Women’s Economic Empowerment (GEWEE). Project on access to rural financing and adult literacy in Bamballa town, Grand Cape Mount County; and Village Loans & Savings Scheme and Adult Literacy Program beneficiaries in Edina, Little Bassa.**

4.2.1 As the title states, the Joint Programme on Gender Equality and Women’s Economic Empowerment (JP-GEWEE); a nationwide program aimed to break the gender inequality trap in which most of Liberia’s women and girls find themselves. Implementing agencies of this 3-year program include ILO, UNDP, UNESCO, UNIFEM, UNOPS, UNMIL and the World Bank together with Ministry of Gender and Development (MoGD), Ministry of Labour (MoL), Ministry of Commerce (MoC), and Ministry of Education (MoE) with MoGD coordinating; supported by the United Nations with the UN Resident Coordinator providing general guidance; the then UNIFEM, now UN Women the Lead Coordinating Agency; and UNDP is the Administrative Agent.

4.2.2 The development objective of the programme JP-GEWEE is reduced gender inequality and strengthened empowerment of women in Liberia. The immediate objectives are: i) to enable Government to institute measures to coordinate the implementation of gender sensitive policies and programmes; ii) to strengthen the capacity of Government to implement gender sensitive policies and programmes; and iii) to achieve strategic women economic empowerment. The objective of women empowerment is an affirmative intervention aimed directly at reducing gender inequalities while objectives i) and ii) aim to ensure gender mainstreaming across Government's policies and programmes. The total budget for the entire JP-GEWEE program is USD 15,914,000.

4.2.3 This evaluation only briefly touches on the stated UN Women’s implemented components of JP-GEWEE programme which are: i) AII-Strengthened Mechanisms for policy dialogue and accountability in which UN Women Supports consultations between Parliament and GoL; ii) B.II. Capacity development of CSOs; and iii) CII Support to women traders. These components were not selected for assessment due to the short time-frame of the evaluation. The report however summarises in

4.2.5 to 4.2.7 below; the components' results stated in various UN Women GEWEE progress reports.

4.2.4 A more in-depth analysis covers the following two sub-components of the GEWEE Village Savings & Loans Association (VSLA) and Adult Literacy Projects (ALP) in Bamballa town, Grand Cape Mount; and the VLSA and ALP Schemes Edina, Little Bassa. These are in two of the six counties in which the GEWEE programme is being implemented.

4.2.5 The UN Women GEWEE projects are being implemented in the following counties: Grand Cape Mount, Lofa, Maryland; Grand Bassa; Bong, Nimba, River Gee and Margibi.

4.2.6 The following results were given by the GEWEE Project.

i) AII-Strengthened Mechanisms for policy dialogue and accountability in which UN Women Supports consultations between Parliament and GoL.

The activities under the component are to support and encourage consultations between GoL, CSOs, Parliament, and other leaders on gender analysis of national plans and gender-responsive budgeting. According to the GEWEE Program management monitoring reports the component is on track and UN Women is delivering activities as planned.

Some of the key activities delivered and achievements to date include:

- A 2-Day training conducted for Gender Committee and Ways, Means and Finance Committee of Lower House (10 members) on gender analysis and gender responsive budgeting;
- Members of Lower House formed Gender Responsive Budgeting focal group and prepared ToR.
- 10 CSOs trained in gender responsive budgeting and GRB CSO advocacy group established.

4.2.7 B.II. Capacity development of CSOs

The activities were to conduct a comprehensive assessment and mapping exercise to inform the Ministry's Monitoring, coordination and supervisory role for women CSOs. This assessment will then be used to determine the capacity need of CSOs. According to JP-GEWEE M&E reports this component is at risk delivering its activities; the reported status of component is:

- Montserrado CSO Directory printed and distributed.
- National CSO Directory drafted and completed but not printed yet. The reason being lack of quality printing facilities in Liberia; efforts are being made to identify printers outside the country, but in the region to print the directory.
- National database of 800 women-based CSOs established in MoGD and basic analysis conducted.
- 26 CSOs participated in a weeklong training on basic operations and gender advocacy.

4.2.8 CII Support women traders

Under this component; women traders are to be informed on trade regulations, protocols and their rights, utilizing existing networks in the Liberia Marketing

Association, National Rural Women's Program and Women's Chamber of Commerce. This should include sensitization on the ECOWAS Protocol on the movements of goods and people. The component is reported to be on track in delivering the planned activities.

- The Association of Women in Cross Border Trade (AWICBT) has been established and active in 12 counties. Some members of the association were met in Bamballa, Grand Cape Mount County (GCM); and in Ganta, Nimba County. Those met spoke of the support received from the program; shared experiences as cross border traders and also spoke of challenges facing them mostly to do with high transport costs not helped by bad roads that adds to journey times, at times vehicles breaking down and their goods perishing. Women in GCM talk of communication difficulties due to lack of Liberia mobile phone network coverage; they however receive signals from Sierra Leone due to their proximity to the country; what this means is these GCM women pay international rates for their calls to the rest of Liberia, adding to their transaction costs.
- Organizational Development / Management / Leadership training conducted with 65 leaders from the Association of Women in Cross Border Trade;
- Awareness conducted and consultations held between AWICBT and Bureau of Customs;
- Consultations held between Ministry of Commerce and Industry and AWICBT on free movement of goods;
- Design for warehouses developed;
- Recruitment of business / literacy training provider initiated;
- AWICBT Newsletter developed and first edition printed.

### **4.3 Village Savings & Loans Associations (VSLA) and Adult Literacy Projects (ALP) in Bamballa town, Grand Cape Mount (GCM); and the VLSA and ALP Schemes Edina, Little Bassa.**

4.3.1 The VSLA project is part of JP GEWEE program with funding from DANIDA; which is broken down by the three (3) years implementation cycle as follows: i) 2009/2010: US\$ 75,000; ii) 2010/2011: US\$ 150,000; and iii) 2011/2012: US\$ 400,000. There currently are seven (7) VSLA sites including Bamballa Town, GCM and Edina in Grand Bassa County were established under 2009/2010 funds. UNDP/UNCDF/UN Women are now reviewing proposals for utilization of the US\$ 150,000 under 2010/2011 funds. According to GEWEE Program managers, the 2011/2012 funds are approved, but still with the donor. Field visits were made to Bamballa Town as well as Little Bassa and Edina town.

4.3.2 **Bamballa Town:** The head of women's group, the executive members, the District Commissioner, the youth leader, the paramount chief together with twenty six (26) of the women participating in the GEWEE VLSA and ALP Schemes were met in Bamballa. Discussions were held on both the VLSA and ALP Schemes as well as cross border traders. The women spoke of their experiences, challenges and the impact the project has had on their lives.

4.3.3 On VLSAs; the women spoke of the positive impact the scheme has on their lives. The women save in their groups amounts ranging from hundred (100) to three (300) hundred Liberian dollars a week each, according to their abilities and group agreement. From the savings; loans are given to members; this is rotated among members.

4.3.4 A number of examples were given on how the savings brought discipline into their lives; the loans helping them in various ways such as: i) enabling them to be able to better care for their families; ii) pay for and provide school uniforms, material and other things for their children; without the VLSA, it would have been very difficult to send their children to school; iii) help with medical bills; iv) and crucially the micro loans helping them start and develop income generating activities (IGAs) and small businesses. The women spoke of how the loans helped them start the small business. The IGAs and small businesses in which women engage include: i) retailing rice, ii) baking, iii) selling of dry goods, iv) traditional weaving (learnt in refugee camp in Sierra Leone), v) tea shop, vi) selling of fish and pepper from Monrovia and take to Monrovia produce from the district. The women engaged in cross border trade, trade in food and fabrics mainly from Sierra Leone.

4.3.5 On Adult Literacy Program (ALP), the women proudly spoke of the positive changes the literacy classes' has had on them. Their confidence has been boosted tremendously. The women say they can now write their own names, sign forms and no longer use thump prints on documents and crucially during elections. Apparently many women and illiterate men lost their votes during past elections, as when they used thump prints and folded the ballot papers – the ink on the wet thump smudged, thus their votes were invalidated. Being able to write/sign their names has empowered the women; it made all the difference in their now being able to engage in actually electing their leaders. They were also taught fundamental business skills, how to manage their finances, as well as keeping records.

4.3.6 It is worth noting that the records of all the SVLA and ALP activities were immaculately kept by the women; who with good reason proudly showed them off during the field visit.

4.3.7 **Edina, Grand Bassa County:** As in Bamballa, the leadership of the groups and as many as sixty nine (69) women participating in the SVLA and ALP schemes were met. Discussions on their experiences, challenges and impact were held. The SVLAs have membership ranging from sixteen (16) to twenty-two (22) members per group. Like their counterparts in Bamballa, the savings range from one hundred (100) to three (300) hundred Liberian dollars (LD\$) a week per person. Some of the groups have over twenty thousand (20,000) LD\$ in their group savings. The size of loans taken by individual members range from one to five thousand LD\$.

4.3.8 The women engage in similar activities like those from Bamballa. Edina and Little Bassa however are coastal/estuary towns and are heavily engaged in fish and fish processing industry. There is a huge potential of developing eco tourism in Edina and its surrounding areas which the women and the town's mayor are seriously considering.

4.3.9 The sentiments given on and impact of their ALP program echo that of the women from Bamballa. The women were very appreciative of the program and showed their pride in being able to read and write their names as well as being able to do some basic literacy and numeracy work. Additionally the women said they are now able to join their children in their studies, which is mutually beneficial. The program has empowered the women and has boosted their confidence levels.

#### Challenges

4.3.10 On ALP; women from both Bamballa and Edina spoke of shortage of reading materials, pencils and erasers. The Bamballa women spoke of the low wages being paid to their facilitators; other challenges include the light they use in the evenings for their literacy program is not good. The two groups will like to graduate from basic literacy training to other life and business skills training programs.

4.3.11 The Bamballa women would like their own space for the studies as they say the town hall they use has demands on it; and at times they have to meet at other irregular venues which affect the smooth running of their lessons. A cost benefit analysis (which is beyond the scope of this evaluation) need to be undertaken in creating this 'space' for the women. Additionally, they would also want the literacy classes to be extended to other women in the community and also women in the neighbouring districts as the twenty five women (25) on the current the program is too small compared to the number of women in the village who have expressed their desire to learn how to read and write.

4.3.12 The only issue with the VSLA is a number of the women would like to graduate from the relatively small loans from their savings to medium size loans to enable them expand their businesses.

4.3.13 Alongside the GEWEE projects, five (5) empowerment centres which are linked to peace huts are being built from Italian funds. These are located in Little Bassa, Gbegbe town, Henry's Town, Zleh Town and Totota in Grand Bassa, Margibi, Gbakporlou, Grand Gedeh and Bong Counties respectively. Within the empowerment centres business skills training and IGA activities take place.

## **4.4 Peace Hut Initiative in Totota Town, Bong County**

4.4.1 There are currently sixteen (16) peace huts being constructed in four counties as follows: I) Grand Bassa County: Little Bassa, Edina, Four Houses and Balconlene; ii) Margibi Country: Waala, Gbegbe Town, Kpuurapcon and Schefflin; iii) Gbapolu: i) Bopolu, ii) Gbarma, iii) Henry's Town and Moulauquallah; and iv) Grand Gedeh County: i) Zieh Town, ii) New Zwedru, iii) Pouh Town and iv) Zwedru huts. The huts are reported to be at various construction stages.

4.4.2 These peace huts are part of the 'Engaging women in Building Peace and Security project - From communities to Global Security Institutions' funded by DFID (a DFID2 project). The evaluation is not focussing on the entire DFID2 Project.

4.4.3 The visit to Totota Peace Hut was to meet the thought leaders who constructed the first peace hut in the country; discuss with them, the uses, challenges and impact of the peace huts as a means of building, sustaining peace and security in their communities.

4.4.4 The Totota peace hut has become an excellent example to other women/communities hoping to maintain and sustain peace in their communities. It shows that peace huts when properly managed can have a positive impact on peace and security of the respective communities and subsequently the country.

4.4.5 Twenty six (26) members of Women in Peace-building Network (WIPNET) were met in Totota town, Bong County. The origin of the peace hut idea was shared by the leaders of WIPNET. WIPNET is reported to have started as an advocacy group, a collective voice of women against the war during the fourteen years of the country's conflict. Seeing the destruction and devastation the war had inflicted on communities; the countless number of orphans and widows left behind with the associated suffering the war has brought on the weak and vulnerable of society; the women started the campaign for peace. They were actively involved in the mass demonstrations, campaigns and peace negotiations that brought the war to an end.

4.4.6 When the war ended the women came together and asked each other – '*What now that the war is ended?*'! The idea came that they needed to sustain the peace. To these women, sustaining the peace had to start with keeping the peace within their own communities; in line with the old adage 'charity begins at home'. As there was no place to meet to solve problems and resolve issues; they decided to build a peace hut modelled on the traditional 'palaver' huts where elders met to deliberate and resolve community issues.

4.4.7 The Totota peace house on which the other peace huts are modelled has a formal structure, with a chair person/co-ordinator, treasurer, secretary and leaders for both the Christians and Moslems in the group.

4.4.8 The peace huts are used primarily 'to keep the peace' as well as undertake other socio-economic activities. Members of the Totota Peace hut meet every Thursday to resolve outstanding issues; and should there be an emergency, the women are called and meet as needed. Disputes are settled between spouses, partners, neighbours, parents and children, extended family members, community elders and the community.

4.4.9 Majority of the cases settled by the women in the peace huts are on domestic violence including wife battering and SGBV, wife abandonment, child support. The peace huts also settle cases on frictions between communities thus diffuse tensions that could escalate into major conflicts; they also are active in working with the youth on anti social behaviours such as indulging in drug peddling and/or using drugs.

4.4.10 In addition to the main 'peace keeping' duties; the women have become strong advocates for and practitioners of community development; personal development, by which they are engaged in adult literacy classes; economic growth and sustainable development, where they are undertaking income generating activities such as sewing and tailoring, beads and other jewellery making, basket weaving, and petty trading.

4.4.11 The peace hut is also principally a 'safe place' for women to have 'peace and quiet'; a haven that women come to escape abuse and harassment.

4.4.12 The women have become a potent voice on cultural, socio-political and economic issues. They have advocated for: i) sustainable peace, ii) gender-responsive poverty reduction strategy, iii) raised awareness on SGBV, iv) women's rights, especially the rape laws; and according to the women they have exposed corruption within the community.

4.4.13 The women do work very closely with the police and according to WIPNET, whenever a case is brought to their attention; they do ask the complainant whether they should involve the police, in many cases the women work with the support of the police. They often effect 'citizen's arrest' of the alleged perpetrators before bringing them for arbitration to settle the cases. The peace hut 'justice' system is reported to be hugely successful and popular with the communities. The success undoubtedly resulted in the interest from many communities to replicate the model.

4.4.14 WIPNET Totota is currently the lead organisation training other communities on how the model works; and supporting communities in establishing their own peace huts.

4.4.15 Under the current sixteen peace huts initiative project; The Edina and Little Bassa huts were visited during the field mission; both are still at very initial stages of construction apparently due to problems with the selected builders. The builders have been changed and discussions with the women and assurances from the current builders indicate that the construction should now proceed and meet the revised time-scale.

#### **4.5 Results-Based Initiative (RBI) Project: Value-Added Cassava Enterprise for the Ganta Concern Women's Group (GCWG) in Ganta, Nimba County.**

4.5.1 The RBI is one of five pilot projects to promote women's economic empowerment to achieve sustainable growth and development. The five pilot projects were implemented in Egypt, Kenya, Liberia, Peru and Mekong (Cambodia and Lao PDR).

4.5.2 The overall project objective is to contribute to the Liberian national strategic objectives of reducing poverty and increasing women's economic empowerment by supporting the development of a small-scale women's cassava production operation

into an income-generating cassava production and processing enterprise. Direct impact was to be the supporting the members of Ganta Concern Women's Group (GCWG) economic empowerment. The beneficiaries are the five hundred and twenty six (526) members of GCWG in Ganta town and nine (9) other communities in the Nimba County of Gbuyee, Gbloyee, Dingamon, Gbeiselah, Tongelwin, Linden, Tiappa, Gbayee, and Karwin.

4.5.3 Total project costs were estimated at US\$650,535.00 of which the World Bank contributed US\$270,535; the Government of the Republic of Korea US\$250,000; and UK National Committee Funds US\$6,304. FAO and UNESCO were reported to given in-kind contributions valued at US\$50,000 the then UNIFEM now UN Women Liberia also made direct and indirect contributions to the value of US\$80,000.

4.5.4 Gender issues of Liberia and in particular the project areas include: i) Cassava seen as a woman's crop. Except for land clearing, women perform almost all activities relating to cassava production and sale; from planting and tending fields to harvest, processing, and marketing; ii) Money from sales of cassava is considered to be the income of the woman of the household; iii) Women are faced with significant challenges which constrain their productivity and ability to earn substantial income from cassava production; iv) lack of appropriate processing equipment, transport to market, basic farming tools and the inability to afford necessary inputs for optimal production. This has resulted in limited yields of 0.8 metric tons per hectare on average (significantly less than the national estimated average of 6 metric tons per hectare) and pre and post-harvest losses of 60 percent; making it difficult if not impossible for women to make a reasonable income from cassava production.<sup>1</sup>

4.5.5 The project design put into place strategies to deal with and improve the cassava production as well as value added processing and marketing to substantially improve women's income; enhance their economic empowerment and contribute to the nation's poverty reduction goal.

4.5.6 Expected project impacts were given on three levels: i) individual - Increased economic security and livelihoods of the GCWG members; ii) GCWG - The members are empowered to take leadership, control of resources at household level and participate in enterprise activities; and iii) Ganta Community and policy level - Increased production of cassava by the Ganta community contributes to promoting the cassava enterprise as a growth sector and to poverty reduction.

4.5.7 The project has the following five components: i) Cassava production; ii) Cassava processing; iii) Cassava marketing; iv) Organisational development and Capacity Building; and v) Impact Evaluation.

4.5.8 **Cassava production:** Specific activities were support to improve farming practices and crop protection and provision of better tools and cassava varieties.

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<sup>1</sup> Findings of Situational Analysis and Feasibility Study for the RBI Liberia, May 2007.



Agricultural Relief Services (ARS) the Implementing Partner (IP) conducted a number of activities including: a) various training activities on improved planting method, crop formulation; b) procurement of appropriate gender friendly farming tools; and c) the introduction of new varieties of cassava of higher yields and shorter growing periods of six (6) and three (3) months from the traditional varieties that took on average twelve months to mature with much smaller yield. A combined total of 106.5 acres of land was reportedly cultivated over the project life on the ten (10) community farms as follows: a) 50 acres in Cycle 1 – March 2008, b) 31.5 acres in cycle 2 – October 2009, and c) 25 acres in May 2011. It is noted that there has been noticeable reduction in cultivated acreage over the three years. Challenges in production and marketing the cassava products (discussed below) are partly contributory factors for the reported reduction in cassava production.

4.5.9 A key project aim was to increase the yield hence the introduction of improved varieties and production methods. The target at project design was to increase the production levels from 0.8 metric tons per hectare (mt/ha) to 4.8 mt/ha closer to the national average of 6 mt/ha. The results however far exceeded the planned targets; with an average production rate reported to be 20.7 mt/ha. Even the area with the lowest yield per hectare (Gbeisela) with 6,824 mt/ha exceeded the planned target yield; Tiappa the area with the highest recorded yield of 36,736 mt/ha, a monumental increase from the 0.8 mt/ha yield at project inception; even in comparison to the planned yield of 4.8 mt/ha. The project in collaboration with the Central Agricultural Research Institute (CARI) introduced fifteen (15) new varieties at 3 sites with a mammoth average yield of 50.8 mt/ha, more than double the achieved project average rate of 20.7 mt/ha.

#### 4.5.10 Challenges

- The implementation plan apparently only provided for two (2) field visits by the IP per month – which was woefully inadequate for 10 community farms. This was however increased to four (4) visits per month during implementation which was still not enough.
- Difficulties of securing land for the cultivation cassava, which was not what the feasibility study revealed. Apparently most of the community leaders refused to sign MOUs with the project until the Steering Committee through Ministries of Internal Affairs and; and Gender and Development got involved.

4.5.11 **Cassava processing:** Activities were the provision of technical skills, facility and equipment for the processing cassava into farina. With land donated by the Ganta City Council and the building was constructed; and various equipment was procured for the processing. The facility located on half an acre of land consists of an office space, a meeting/conference room, crèche, storage facilities, a store room as well as the main production area. The women were trained in operation of the machines and processing of the various products. Training was also given on Health and safety. Visit to the plant showed some of training programs still visible on the lesson boards.

4.5.12 The production component of the project was reported by the beneficiaries as well as implementing partner staff to have faced a myriad of challenges including:

- Complaints were made by both the GCWG and the IP about the inadequacy of and low standard the locally produced processing plant which was procured without the knowledge and approval of the project implementers and the women.
- The capacity of the generator is too low to for the processing plant.
- The apparent 'wrong' type of vehicle purchased for transporting the cassava from the farms to the processing plant. According to GCWG and ARS, the IP, knowing the state of the roads in the remote areas especially during the raining season, they requested a heavy-duty truck capable of handling the near impassable rainy season roads carrying heavy loads of cassava and the processed farina. Both the beneficiaries and the IP are of the view that the light 1.5 ton Flat bed JAK truck was too low for the rugged terrain and not resilient enough for transportation of the very 'heavy' cassava on some of the worst roads in the country. A major problem however was lack of proper maintenance and alleged over loading of the vehicle that led to:
  - The premature breakdown of the vehicle just six months after purchase leaving the cassava on the farms (majority of which then got rotten).
  - Cassava from a number of remote areas (Tiappa, Gbayee, and Karwin) could not get to the processing plant due to extremely bad roads, the high cost of commercial transport which the women could not afford in the absence of the project vehicle.
  - The low capacity of the processing equipment bought. Additionally a number of defaults were noticed when the equipment was installed and production began such as: i) the 'press' to remove water and starch did not work resulting in the women having to manually press the cassava; this is both time consuming and labour intensive; ii) the patcher/dryers did not work and new ovens had to be constructed, for which the women had to feed with firewood, also labour intensive, the smoke hazardous to health – causing eye irritation and respiratory problems as well as the intense heat which is also bad for health; and then environmental degradation from cutting of trees for firewood.
- The constant breakdown of machinery and the inability of GCWG to adequately maintain and/or repair the equipment. At the time of the evaluation – the press and patcher/dryers were not working; the motor had also broken down.
- The borehole constructed at the processing plant has broken down. Two problems were reported on the water supply system; i) it appears where the pump is located is too high above the water table for the continuous supply of water during the dry season, resulting in the availability of water only during the rainy season; and ii) constant breakdown of the pump.

- The generator purchased is too small for the production machines resulting in constant power outage.
- Theft of electric cables from at the processing plant.

**4.5.13 Cassava marketing:** The marketing of the cassava products has not been successful as envisaged. The processing plant is equipped to produce four (4) cassava products; the main one being Gari or farina as it is popularly known in Liberia; dipper, starch and cassava flour. The farina is mainly sold in Ganta and nearby markets mainly in large 50 and 25 kilogram bags thereby restricting affordability to commercial women who retailed it in smaller quantities and the relatively rich who could afford the big price – through that excluding the poor and marginalised including students.

**4.5.14** GCWG said traders from Guinea and Côte d'Ivoire came to buy their farina. The women however concentrated only on the production of farina. Asked how much the project made in sales or how profitable the venture has been – did not get a definite answer. There was training in marketing and expert advice that brought in the introduction the packaging of farina in smaller 100 to 300 gram bags; making the product more accessible to most of the population that were hitherto excluded.

#### 4.5.15 Challenges

- The low productivity at the processing plant has low outputs/small quantity of farina making the project an unreliable source of supply for big, regular and serious buyers.
- Failure of the women to diversify and produce more of dipper, starch and cassava flour.
- Money could have been made in the sale of: i) cassava peelings to pastoral farmers; ii) cassava leaves that are main stable vegetable green eaten in Liberia; and iii) the unused cassava at the processing plant.
- The demand by the women to be paid while they worked at the processing plant; which when not forthcoming stopped a number of the women from volunteering to work.
- Without the project vehicle, carrying the products to any market became more challenging and a lot more expensive – reducing drastically if not eroding any profits that may be made.

**4.5.16 Organisational development and Capacity Building:** The needs assessment that designed the project; together with management reviews of the project during implementation informed the design of training and capacity building programs for GCWG. The programs covered: i) Project management and Organisational Governance; ii) Financial Management and Marketing; and iii) Gender Sensitivity and Women's Human rights.

Despite these programs, there are still deep leadership and management challenges some of which are described below.

**4.5.17 and v) Impact Evaluation:** The impact evaluation is yet to be conducted.

However the immediate project results reported by beneficiaries, the IPs as well as other community stakeholders include: i) Increased economic security and livelihoods of the GCWG members; ii) The GCWG members are empowered to take leadership, control of resources at household level and participate in enterprise activities; and iii) A significant contribution to the increased production of cassava – from 0.8 mt/ha to 36,736 mt/ha, the highest recorded yield, a monumental increase promoting the cassava enterprise as a growth sector and to poverty reduction.

#### 4.5.18 Other key implementation challenges

- Delays in transferring project funds affected project implementation schedule.
- The competency of the management team of GCWG, most of the work was done by the chair – whose performance is reported to be below par; with a question mark of control/concentration of power in one person's hand who will not delegate to colleagues and/or lack of the appropriate skills of other members to take on some of the responsibilities of managing the project.
- Leadership and transparency issues within GCWG, leaving some members disillusioned; with a number minimising their involvement in the project whilst others will not bring their cassava to the plant for processing.
- Other transparency issues during project implementation were on: i) the apparent lack of knowledge/involvement of both the IP and GCWG in the purchase of the production equipment; ii) the process and purchase of the project vehicle; and iii) unconstitutional involvement of some family members in the structure and running of the group (this was however rectified by UN Women). Both the IP and the beneficiaries' claim they were not told how much the production equipment cost; the practice according to ARS, the IP had been whenever any tools for the project was going to be purchased, the women were always involved to ensure its (gender) suitability for use by the women. The GCWG leadership apparently was not giving accurate/adequate information to the Steering Committee on their running of the project.
- There is a reported apparent mistrust, internal division and leadership issues mainly between the Ganta and the Tiappa factions of the group. Members are reported to 'grumble' about their exclusion/non involvement in decision making. Tiappa produces most of the cassava but its remoteness coupled with the fact that there is no vehicle to bring their cassava to Ganta for production and the high cost of transportation has made it difficult if not impossible to bring their cassava for processing.
- The dependency factor: GCWG like many community groups appear to have a mindset that wants everything to be done for them. Examples – i) the IP reported that the motor of the processing plant valued at US\$750 broke down, without funds to repair it; the steering committee (SC) was asked to help. The SC is reported to have responded by contributing US\$500 with the GCWG with a membership of over 500 women expected to contribute the remaining US\$250, meaning less than half a US\$ per head; this has not been done and for months the machine has been lying idle. ii) The constant demand by the women to be

paid for any work they do at the processing plant. iii) The expectation from the GCWG that UN Women should repair the project vehicle that apparently could be repaired if some minor parts are procured.

#### 4.5.19 Lessons learnt

- Before being selected to implement projects; organisations must be better investigated for their structure and governance to prevent projects solely depending on one person as a leader, even if the person imposes him/herself on others.
- Excluding project IP and beneficiaries from crucial decision making/involvement in key activities (choice and purchase processing equipment and also the project vehicle) could result in inappropriate equipment bought; suggests lack of transparency; breed mistrust, resentment; and prevents the feeling of ownership of the project negatively impacting on project sustainability.
- Proper financial and management systems should be put in place at the start of projects with commensurate training given to ensure that the project is run professionally from the on-set, rather than at the end of the project which was done in the RBI with GCWG, according to the IP.
- On-going training and capacity building is essential to ensure success in implementation and better ensuring sustainability.
- The project cycle was too short to realize its planned outputs and outcomes; it appears the situation on the ground – Liberia as a post conflict recovering state with serious capacity issues was not adequately analysed and addressed in the feasibility studies and project design document.

#### 4.5.20 Recommendations

- There is the need to extend the project for at least another year for all planned activities to be undertaken and project outcome fully realised.
- It is highly recommended that the planned second plant be installed in Tiappa for the following reasons: i) Tiappa and its surrounding areas is the largest producer of cassava within the participating groups; ii) the remoteness/distance of Tiappa from Ganta adds to costs in transporting the cassava for processing as well as costs to markets, that erodes the profits to be made; iii) another plant would healthily 'compete' with the current plant in Ganta for productivity and profitability, success in Tiappa would prove to Ganta, donors and other key stakeholders that intended outcomes of the project can indeed be achieved; and iv) the seemingly intractable rivalry and disputes between Tiappa and Ganta somehow resolved while achieving project objectives.
- The project should diversify into other value added cassava projects not just produce farina and sell. Cassava is a very versatile crop; its leaves, back, stem and pulp of the root can be profitably used in various products. Some other cassava products not currently produced that can bring profit to the project include: i) tapioca (for beverages/porridge and puddings), ii) cassava chips, ii)

flour for bread, biscuits and other confectionaries; iv) ethanol, v) sweeteners, vi) cassava flour as the base for talcum powder and cosmetics, and vii) cassava flour used in food condiments including magi cube.

- Continuous training and capacity building especially in the development of the value added cassava products, their marketing which should include quality packaging of the products.

#### **4.6 Inmates and staff of Monrovia Central Prison (MCP) – on the Prevention and Response to Sexual Gender Based Violence (SGBV) with perpetrators.**

4.6.1 This covers two (2) of the eleven (11) output/activities of the “Implementing UN 1325 in Liberia through advancing Gender Justice and Women’s Human Rights in the Security Sector Reform Peace and Reconciliation processes and Economic Reconstruction” Project funded by the Italian government. The outputs are: i) organise and hold gender sensitisation workshop for male inmates at the Monrovia Central Prison (MCP); and ii) Provision of psychosocial support counselling for second time male offenders for GBV and detainees that have accepted responsibility for sexual crimes. The total budget for the program is US\$ 1, 572,327. This part of the program was implemented by the Ministry of Justice with a budget of US\$339,000.

4.6.2 This is the first ever SGBV program aimed at perpetrators. It is aimed at behaviour change and rehabilitating perpetrators. Four (4) prison officers and two (2) inmates were interviewed at the MCP. Additionally on separate occasions the Ministry of Justice (MoJ) consultant and SOAP, the NGO that trained the prison officers and inmates were also interviewed. The same training program and psychosocial counselling and support were undertaken in the National Maximum Security Prison.

4.6.3 MCP is a very over crowded place with over one thousand five hundred (1,500) inmates, majority of who are on remand awaiting trial. At the time of the visit they were thirty six (36) female inmates; and as a female Ministry of Gender officer joked, that is the only gender inequality she is proud of and wants the system to maintain.

4.6.4 The actual numbers of prisoners and pre-trial detainees was not available, but it is believed that pre-trial detainees far out-number the prisoners believed to be in the region of three to one. The situation for alleged sex offenders is even worse with a reported eighty per cent (80%) being pre-trial detainees. The two inmates interviewed said they have been in detention for the past two (2) years awaiting trial. The main reason for such a delay in trying sex offenders is that only one court in the whole of the Liberia undertakes SGBV trials resulting in the huge backlog.

4.6.5 A total of eleven (11) gender sensitisation workshops and training programs were conducted from September to October 2010 for inmates and the prison officers of MCP and the National Palace of Corrections (NPC). The workshops covered i) Sexual and Gender Based Violence (SGBV), ii) Sexual Exploitation and Abuse (SEA), iii) The role of police in criminal justice system, iv) educating inmates on their rights, and v) Understanding the legal process and consequences of committing sexual offences. Additionally, vocational skills training covering graphic arts, tie-dye, pastry making, tailoring, literacy and soap science was provided for inmates of MCP and NPC. Seven hundred (700) including eighteen (18) women participated in the workshops.

4.6.6 Prison officers were trained in gender issues, gender sensitive disciplining of inmates, courtesy, dealing with prison overcrowding. All the MCP officers interviewed were very positive on the quality of the training. Some of them said prior to this, they treated both male and female inmates as they same. Some of the valuable things they learnt were not to hand-cuff male and female inmates together; treating female inmates with sensitivity and respect; the roles of women, children, men and discriminatory practices; how to treat everybody as an equal, equal rights for women; how men should treat women; as an officer, respecting the rights of the citizen and also respecting their fellow female officers. They would like refresher courses and more importantly all prison officers trained.

4.6.7 The pre-trial detainees were made to sign consent forms as they are not convicted to participate in the training and counselling sessions. From the inmates, the training they received was in rape and facts of what constitutes rape; the sanctions of rape; how men should treat women; sexual relationship with the opposite sex; the fact that there can be rape in relationships with girlfriends and wives; respecting women, especially when they say no in sexual advances. Cognitive behavioural therapy was the tool used in counselling the inmates on i) learning to pay attention to thoughts that lead to sexual aggression to women; ii) how to develop alternative ways of thinking; iii) decision making; iv) skills required in developing empathy; v) managing anger; and vi) responding to authority. The two inmates interviewed said the training was very good and very strongly recommended that all inmates go through the training; also that the training should be available to new inmates.

4.6.7 According to officers, the behaviours of the inmates who attended the SGBV training and participated in the psycho-social counselling programs have greatly improved. The inmates interviewed acknowledged this too.

4.6.8 Of the vocational skills training provided, approximately 300 inmates from MCP comprising of 277 men and 13 women graduated as follows: 18 graphic arts, 17 tie-dye, 42 pastry making, 23 tailoring, 33 literacy; and 100 NPC inmates (97 men and 3 women): 33 literacy, 17 tie-dye and 36 soap science.

#### 4.6.9 Challenges

- For the trainers/facilitators, the lack of qualified and experienced personnel to meet the huge demand in the prisons.

- The courts need to speed up the trials for the accused to be tried, sentenced or released.
- Even though the training was well received by both officers and inmates; it has been too short and not available to all officers and inmates.
- Need for additional skills training; only five (5) % of inmates get any training and the majority of those without any training have no skills and most re-offend and are brought back into jail.
- For the officers, they have the trauma of dealing with restless, at times violent inmates. Officers are not equipped to defend themselves from the prisoners, many of who are frustrated with the prolonged pre-trial detention and get violent.
- There is no counseling or psycho-social support given to officers who apart from dealing with the problems of the prisoners also are living with the traumas of the civil conflict.

#### 4.6.10 Recommendations

- There are fifteen (15) prisons in the country; and only two (2) prisons benefited from the program; it is crucial that the program is extended to the other prisons for other perpetrators to benefit.
- Program time should be extended for greater impact and increased opportunities for replication.
- In addition to the SGBV training, inmates should be given skills training to prepare them for employment when they complete their sentences.
- Officers should be given support with psycho-social counseling to deal with the challenges of dealing with prisoners and also the lingering trauma from the civil conflict.
- To the government of Liberia, efforts should be re-doubled to cut the long the pre-trial detention time of alleged perpetrators some of who have spent more than three years in jail still awaiting trial. Accused should be tried, if found guilty sentenced, or released when innocent.

## 5. ACHIEVEMENT OF PROGRAM GOALS/OBJECTIVES

5.1 The Liberia country program in its strategy set two (2) goals of i) Enhanced Empowerment, and ii) security for community women and girls in Liberia by 2013. To this end, five strategic areas of intervention were established with four program outcomes. The country program has eleven projects/programs aimed at achieving the goals.

5.2 The projects/programs together have been designed to meet the stated goals of UN Women Liberia Program. The i) JP-GEWEE program, ii) Ganta RBI project, iii) the LWDR Project are all empowerment projects, giving personal and economic empowerment to Liberian women; iv) the Peace Huts Initiatives, v) "Implementing UN 1325 in Liberia through advancing Gender Justice and Women's Human Rights in the Security Sector Reform Peace and Reconciliation processes and Economic Reconstruction" under which the SGBV project was implemented meet the goal of



security for community women and girls in Liberia. The country program also addressed other critical crosscutting issues facing Liberia such as HIV/AIDS awareness and prevention that is integrated in all the projects.

## **6. EFFECTIVENESS OF DELIVERING PROGRAM OUTPUTS**

6.1 As already stated, not all the eleven individual projects/programs on the ground being implemented were evaluated. Section 4 gave an in-depth analysis and achievements of the projects/programs reviewed. Two out of six projects (RBI and LWDR) evaluated are closed with most of planned activities completed and most the outputs delivered (section 4). The outstanding outputs to be delivered in the Ganta Concerned Women's Group RBI project are detailed in section 4.5 of the report; all planned activities for LWDR have been successfully completed.

6.2 The on-going projects are delivering their activities and planned outputs with the majority of the projects on target. Through monitoring the implementation of projects with delivery rates and achievement of output targets noted. There are instances where projects at risk delivering their activities according to schedule are noted; to enable reviews to be undertaken and corrective action put in place to ensure the implementation of activities are back on track.

6.3 All projects have training and capacity building components as integral parts of the project activities and the implementation schedule. This is to address the competence levels, skills gap and lack of experience of a number of the groups, IPs and collaborating partners.

## **7. EFFICIENCY OF ACHIEVING OUTPUTS AND OUTCOMES**

7.1 All the completed projects have delivered their outputs and outcomes without any reported cost overruns. There however were instances of delays in releasing project funds for a number of the projects/programs which IPs reported negatively affected the implementation of project as specific activities could not undertaken as per planned schedules.

7.2 Despite the training and other forms of support given; capacity constraints were reported by IPs, NGOs, beneficiaries and collaborating partners including government departments to have adversely affected the implementation rates, quality of outputs and in some cases outcomes of the respective projects. Competence rates of IPs, NGOs and beneficiary communities are however improving. With continued skills training and capacity building activities as well as financial and moral support from UN Women and other development partners; the capacities' of the various bodies will improve over time, with resultant improvement in efficiency of achieving the outputs and outcomes of future project/programs.

7.3 As not all projects/programs were evaluated, this report is unable to give picture of the over-all efficiency of the entire country program portfolio. The efficiency of the projects rated however is good.

## **8. VIEWS OF OTHER KEY STAKEHOLDERS**

In addition to visiting the selected projects/programs discussed above, meetings were arranged with other key stake-holders with close working with UN Women on the ground. The Following Implementing Partners (IPs) were consulted: i) African Network for the Prevention and Protection of Child Abuse and Neglect (ANPPCAN); ii) Agriculture Relief Service (ARS); iii) National Adult Education Association of Liberia (NAEAL); iv) Servants of All Prayer Assembly (SOAP); v) Ganta Concern Women Group (GCWG); vi) Liberian Women Empowerment Network (LIWEN); vii) Women in Peace-building Network (WIPNET); viii) Women in Peace and Security Network (WIPSEN). Officials from these Ministries and government agencies were also interviewed: i) Bureau of Customs and Excise (BCE); ii) Bureau of Immigration and Naturalisation (BIN); iii) Liberia National Police (LNP); iv) Ministry of Gender and Development (MGD); v) Ministry of Finance (MOF); and vi) Ministry of Justice (MOJ). For the UN Agencies, in addition to the country manager and staff of UN Women; officers from the following sister agencies were: i) Office of the Gender Advisor (OGA-UNMIL); ii) United Nations Development Program; iii) United Nations Population Fund (UNFPA); and iv) United Nations Mission in Liberia (UNMIL).

The views expressed by stakeholders listed above are presented below as follows: i) NGOs, ii) Government officials, and iii) officers from other collaborating UN Agencies in Liberia.

### **8.1 Non Governmental Organisations Implementing Partners**

8.1.1 Eighteen (18) non-governmental organisations were given as IPs on the various UN Women country projects/programs. The following eight (8) IPs were consulted during the evaluation: i) African Network for the Prevention and Protection of Child Abuse and Neglect (ANPPCAN); ii) Agriculture Relief Service (ARS); iii) National Adult Education Association of Liberia (NAEAL); iv) Servants of All Prayer Assembly (SOAP); v) Liberian Women Empowerment Network (LIWEN); vii) Women in Peace-building Network (WIPNET); and viii) Women in Peace and Security Network (WIPSEN).

8.1.2 All the IPs interviewed are engaged either in implementing part or all of their respective UN Women projects/programs. The interviews were on their experiences working on the projects; challenges faced, lessons learnt and recommendations for future interventions. Views expressed on projects/programs visited and discussed above have been incorporated.

8.1.3 Most, if not all the IPs interviewed spoke very highly of the support given to them by UN Women during their time implementing the respective projects/ programs.

#### 8.1.4 Challenges faced:

- Late release of project funds has been a common factor in all the cases. This invariably affects project implementation schedule.
- Capacity issues cut across the various IPs, while a number believe they have the necessary skills and experience; further probing showed some of these organizations may have some experience, but the capacity to deliver quality services is inadequate.
- A number of the groups did admit implementing the projects has been a steep learning curve, as some of them had not implemented any projects before, others, their previous experience were not on large projects or projects with complexities, and logistical issues associated with implementing projects at multiple locations.
- In some cases, conflict between the traditional ways of life against the 'modern improved' current trends that the projects/programs may be advocating bringing resistance from the traditional leaders; an example is the traditional school system (where girls and boys are taken away from their homes for a couple of years to train them to marry) and its impact on the lives of the young people involved as well as communities.
- Lack of key office equipment and other logistics: computers, printers, photocopiers for training and reading materials; and stationary hamper the smooth implementation of projects.
- Lack of transport to travel to project sites, many of which are in rural and at times remote non-all weather accessible locations is a major constraint to a number of most if, not all the groups interviewed.

#### 8.1.5 Lessons learnt

- Working with communities at their level; engaging them in all aspects of project, planning to implementation, through dialogue about issues pertinent to their needs ensures ownership and better guarantees sustainability.
- The training and capacity building support received during their time as IPs greatly helped improve their abilities to deliver services.
- A number of the IPs got exposure through being supported to regional and other international workshops and conferences that greatly enhanced their capacities; they expressed appreciation to UN Women for the support.
- Lack of monitoring and evaluation (M&E) frameworks in a number of the projects have made it difficult to adequately monitor progress.

#### 8.1.6 Recommendations

- Efforts should be made to reduce if not eliminate the late release of project funds to ensure that project implementation schedule is not affected.
- A capacity assessment should be done on prospective IPs to determine their suitability in implementing projects; with results, appropriate training and support tailored to meet the needs to ensure the IPs are able to satisfactorily implement the projects.
- Continuous training and capacity building of IPs to improve the quality of their services they deliver.
- Engagement and dialogues with community representatives to address conflict areas between custom, traditional ways of life and the modern systems that projects may be tackling.
- Adequate support given in the provision of logistics to IPs to enable them to more efficiently implement the projects.

## **8.2 Government Officials**

8.2.1 Officials from these Ministries and government agencies were also interviewed: i) Bureau of Customs and Excise (BCE); ii) Bureau of Immigration and Naturalisation (BIN); iii) Liberia National Police (LNP); iv) Ministry of Gender and Development (MoGD); v) Ministry of Finance (MOF); and vi) Ministry of Justice (MOJ). Additionally one Senator and one County Administrator were also consulted.

8.2.2 Officials from the security sector (LNP, BCE, BIN, MoJ) spoke of their involvement and participation in the implementing of UN Resolution 1325 in Liberia through advancing Gender Justice and Women's Rights, in Security Sector Reform, Peace and Reconciliation as well as the economic reconstruction of the country. A comprehensive work plan has been produced covering all the agencies to ensure the achievement of the objectives set of i) support Gender Responsive Security Sector Reform for enhanced protection of women and girls against sexual and gender based violence; ii) promote women's leadership in the implementation of UN Resolution 1325; and iii) enhance women's economic security and rights through harnessing their potential to fully contribute to and benefit from economic reconstruction. Additionally BCE and BIN had discussions on support given with the work with Association of Women in Cross Border Trade (AWICBT) on the women in cross border trade discussed under JP-GEWEE.

8.2.3 MoGD spoke on their role and experience as the lead government implementing partner on the ground. To MoGD, the relationship with UN Women is the best of all the UN Agencies they collaborate with in Liberia; UN Women are key to most if not all the MoGD work in the country. MoGD and UN Women engage and meet regularly on the programs being implemented; the main one being JP-GEWEE Program. The ministry is of the view that UN Women has changed over the years in a more positive light. It is the view of MoGD that the Ministry should be allowed to undertake a more hands-on implementation of the projects; even though there are current capacity issues, these could be overcome through recruitment and training.

Some government officials expressed their views that salaries for joint UN programs are too high for the international staff employed. The referred to high salaries' is believed to take away too much resources from the poor and the needy on the ground. There is however the need to balance this with availability of skills, experience, capacity, talent and international competitiveness.

8.2.4 According to key stakeholders consulted; a strengthened and more focused UN Women has been able to better serve and deliver their mandate on the ground.

#### 8.2.5 Challenges

- For the security sector organizations (BCE, BIN, The Prisons, MoJ and LNP); gender issues and mainstreaming in a predominantly male institutions/ environments are often seen as women's issues; are extremely challenging to change the mind set and an on-going battle.
- Cumbersome budgeting system in getting resources that go through the government purse, coupled with the logistical problems of a bureaucratic UN System in disbursing and implementing projects.
- The limited capacity within the ministries' to deliver complex programs was noted; additionally concern was expressed on the very weak capacities of some of the community groups implementing the projects/programs on the ground.
- The UN Women country office is not large and not well staffed; which can be a challenge in effectively delivering the many projects they are responsible for; also Liberia's dependence on Dakar for decision making is overly bureaucratic and delays quick response to problems thereby prolonging resolving issues.
- Planning and co-ordination of some of the projects challenges were not well managed; to which according to MoGD, both MoGD and UN Women should take responsibility.

#### 8.2.6 Lessons learnt

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- Limited capacity of the post-war government agencies coupled with the very weak capacities of some of the communities and IPs has affected the implementation of some of the projects/programs.
- A close working relationship with UN Women has improved delivery of projects.

#### 8.2.7 Recommendations

- There is the need to strengthen the capacity of employees of implementing Ministries to get them to the level to efficiently and effectively deliver quality services.
- The UN and UN Women in particular should take into account the country specific issues in strengthening the Liberia country office to have the expertise in enhancing gender mainstreaming at the country level.

- In addition to the gender policy; its strategic implementation plan should be developed with the help of UN Women to tackle the ongoing gender inequality in the country.

### **8.3 UN Agencies**

8.3.1 For the UN Agencies, in addition to the country manager and staff of UN Women; senior officers from the following sister agencies were: i) Office of the Gender Advisor (OGA-UNMIL); ii) United Nations Development Program (UNDP); iii) United Nations Population Fund (UNFPA); and iv) United Nations Mission in Liberia (UNMIL).

8.3.2 The representatives of all the UN Agencies gave a very positive account of UN Women as the lead agency playing a pivotal role in advancing gender equality in the country. UN Women has according to the sister agencies over the past two and half years flourished; before then, it has a checkered history in Liberia; there has been a marked improvement in UN Women with other UN Agencies in sharing information; may be because the agencies are now engaged in a number joint programming and share a common work plan. UN Women's role as joint chair of the UN Gender Theme Group (GTG) and coordinator of the JP-GEWEE was highly commended.

8.3.3 Liberia is seen as a country with a favourable climate for advancing gender equality and the empowerment of women. With the conducive climate, the question is not what to do, but how quickly things can be done and UN Women need to be capacitated to enhance the role they are playing. The healthy working relationship between UN Women and MoGD was acknowledged; this has helped in pushing forward things in the right direction. It is the view of a number of UN Agencies that MoGD in particular has benefited with capacity building; through the opening of and supporting offices in all the fifteen counties where real need is and impact is being felt.

8.3.4 In the views of the other UN Partners on the ground, working together with UN Women as well as other UN Agencies on joint programs (JPs), has been positive, in that expertise from the various agencies were brought together in implementing the various JPs. Pulling together resources, sharing expertise, collaborating on the programs has many positive outcomes including minimizing if not eliminating duplication of effort, identifying gaps in areas for intervention and using collective effort to address the needs identified. In all the JPs, UN agencies with the best expertise in the area of intervention take the lead role in the implementation of the particular JP; this way, the lead agency shares its expertise in the area and builds capacity of the other agencies in the field. Synergy is created; and joint and collective responsibility is taken for the programs.

8.3.5 Challenges

- The difficulties of dealing with gender; a cross-cutting issue in a post conflict environment with great challenges and complex needs many of which are seen as priority on the needs scale is evident in funding of programs.
- There is a struggle to get scarce resources from the same donors, bringing in competition among UN Agencies.
- Smooth co-ordination is a major challenge; with so many IPs with varying competency levels and various UN Agencies who have their own priorities/agenda; makes it difficult and at times a challenging activity.
- The very weak capacity of some of the IPs including the Ministries causes delays in producing project reports, (the quality of some which are very poor) for the UN Agencies to monitor progress; also projects activities are not delivered on time, adversely affecting implementing schedules.
- The conflicting priorities, varying disbursement cycles and reporting systems of different donors funding programs in particular the joint programs has adversely affected the implementation of some of program components.
- A core challenge for UN Women is the question of core funding for its country program. There is an on-going challenge of pulling funds together from different sources to fund its activities.
- To UN Women, most of their projects are on pilot basis, ranging from two to three years implementation; this makes it difficult to measure impact.

#### 8.3.6 Lessons learnt

- The move to joint programming has been positive; it has reduced management and overhead costs; to a great extent elements of duplication; and addressed omissions/gaps in areas of need; there has been shared expertise from within the UN agencies.
- Conducive environment is necessary for projects/programs to be successfully implemented and organizations to flourish.
- There is the need to harmonise the various systems across the various donors to reduce the time spent in meeting the varying priorities.
- Involving rural communities, women in aspects of program planning and implementation ensures ownership and better guarantees sustainability.

## 9 CONCLUSIONS

9.1 The UN Women country program in Liberia has eleven (11) projects/programs on the ground, two (2) are completed and nine (9) on-going. Three of the projects are joint programs with other UN Agencies. A variety of projects/programs in various sectors are being implemented across the country. These are in the thematic areas of UN Women Global Strategic Framework and specifically the West Africa Regional Strategy. UN Women in Liberia is the lead UN agency working with

Ministry of Gender and Development on gender mainstreaming and empowerment of women in Liberia.

9.2 The Country Programme represents an effective response of UN Women to the needs of post conflict Liberia. The interventions reflect the government priorities stated in the PRS 2008-2011, particularly in addressing the strategic needs of women significantly contributing to gender equality in country. The Programme outcomes are linked to the UN Women Regional and Global Strategies; and also in accordance with the Millennium Declaration.

9.3 Implementing projects/programs in post conflict reconstruction countries is difficult; and Liberia is no exception. UN Women like other agencies faced a number of challenges in their implementation of projects. The move from humanitarian support to rehabilitation phase to reintegration/recovery phase and then to development intervention has been rapid; in a small number of communities with weak capacities still in dependency mode appear to be challenged by the rapid change of affairs. The vast majority of beneficiary communities however have embraced the challenge; engaged with enthusiasm in the development agenda. Most if not all the women have embraced and committed to the development process, with the realization that there need to be peace to sustain economic development and emancipation; and they are doing all they can to sustain it.

9.4 There is eagerness among the rural women of Liberia to educate and empower themselves. Most of the rural women met and interviewed are not satisfied with only the ability to read and write their names; but would like read, write books, speeches and participate in political and economic development. With the help of UN Women projects such as the peace huts and empowerment centres and projects with various socio-economic components (JP-GEWEE, UNSCR 1325, JP Food Security and Nutrition, JP SGBV and RBI) have greatly enhanced the women's socio-economic conditions. Most of the beneficiaries of women who participated in savings and loans schemes speak of the positive impact the interventions have had on their families.

9.5 From the snap short of projects assessed; UN Women Liberia has been successful in implementing its projects on the ground. It has undoubtedly positively impacted on the women of Liberia, in particular the majority of rural women with who it has worked. Its strategic relationship with Ministry of Gender and Development has contributed in building the Ministry's capacity, strengthened its position and role in leading gender mainstreaming, equality and the empowerment of women in Liberia. This has invariably contributed and placed Liberia in that position to win the MDG3 Award. Additionally, it has contributed in building the capacities of other collaborating agencies such as The Ministries of Justice, Finance, Agriculture and Education on gender issues and mainstreaming. Finally, UN Women's role as the lead Agency in the co-ordination and co-chairing the UN Gender Theme Group has been reported by other UN Agencies as successful in advancing gender equality and the empowerment of women in their respective country programs.



## 10. RECOMMENDATIONS

10.1 UN Women Liberia together with all the projects, Implementing Partners as well as other collaborating partners should consider and implement the recommendations given on individual projects/programs. The projects should be supported to produce realistic, measurable, achievable and time bound action plans that prioritise the recommendations given in the body of the report. The M&E Department of UN Women Liberia should monitor the respective projects for the implementation of recommendations action plans.

10.2 Building on, and sustaining the success of the many small projects implemented is essential; for UN Women to build on its successes, it needs to move from project based activity implementation to program approach. That would assist in securing core funding that would enable UN Women plan better; implement programs that are not mostly pilots, one cycle projects, resulting in greater impact; also making it easier for assessing impact on targeted areas and beneficiary communities.

10.3 The issue of late disbursement of funds for projects which most if not all the projects assessed experienced need to be tackled; on-going and in particular new projects/programs, as delays in releasing funds to the projects always have a negative knock-on effect on implementation that may adversely affect outputs and outcomes.

10.4 In the views of other UN Agencies as well as government partners consulted; the move to Joint Programming (JPs) is a positive one. Efforts should be made to harmonise the various funding cycles, reporting frameworks and address the coordinating challenges. UN Women should take the lead in ensuring that the JPs have strong gender components with robust economic empowerment activities that create more opportunities for women to learn skills, micro finance, and opportunities for undertaking income generating activities (IGAs).

10.5 In an era of scarce resources and constant competition for funds from donors; UN Women should not spread itself too thin on the ground in implementing projects other agencies are better placed to do. The current trend of Joint Programs in which various UN Agencies take the lead roles in projects they have expertise should be encouraged. It can be innovative in areas it has a comparative advantage. In its unique position as the lead gender agency should use its strength in playing a strategic role where it has expertise and comparative advantage; such as leading in strategic policy development and dissemination; developing gender frameworks such as Monitoring and Evaluation (M&E) framework with gender specific indicators for various sectors that the government, NGOs, UN Agencies and other development partners can use in Liberia.

# **APPENDICES**

## **Annex 1: List of People Met**

1. Ms. Izeduwa Derex-Briggs, UN Women Country Team Leader
2. Mr. Allen Lincoln
3. Hon. Vabah Gayfyflor; Minister, Ministry of Gender and Development
4. Mr. Andrew Tehmeh, Deputy Minister, Ministry of Gender and Development
5. Mr. Moustapha Soumare; DSRSG/Humanitarian Coordinator/Resident Coordinator UNMIL
6. Mr. Dominic Sam; UNDP Country Director
7. Mr. Mohamed Fahnbulleh; UNDP Gender TEAM
8. Mr. Alvin Winford; Program Manager, ANPPCAN
9. Ms. Ruby Folly; Program Officer, ANPPCAN
10. Ms. Victoria Daniels; Finance Officer, ANPPCAN
11. Rev. T. Nelson Williams; Executive Director, SOAP
12. Mr. John Zourh; Office Manager, SOAP
13. Ms. Abba Williams; Commissioner, Bureau of Immigration and Naturalisation
14. Ms. Estella Nelson; Executive Director, LWDR
15. Ms. Tecee Boley; Producer & Announcer, LWDR
16. Ms. Ladymai Hunter; Reporter/producer and announcer – Gender Education, LWDR
17. Ms. Bertee Forkpabio; Reporter/producer and announcer – Family related programs, LWDR
18. Mr. James Mugo Muriithi; Office of the Gender Adviser, UNMIL
19. Senator Clarice Jah; Women’s Legislative Caucus, Capitol Hill
20. Mr. Henry Moore; Deputy Commissioner; LNP
21. Assist. Commissioner Amelia Attoka; Chief of Gender, LNP
22. Mr. Micheal Kamau; UNFPA
23. Ms. Fatu Daramy-Mensah; Ministry of Justice
24. Pastor Steven Tour; Project Co-dinator, SOAP
25. Mr. Jarvis Dro; Field Supervisor, SOAP
26. Mr. Emanuel Diggs; Field Supervisor, SOAP
27. Ms. Blanche Selwah; WIPSEN Program Assistant
28. Mr. Mack Mulbah; WIPSEN, Senior Project Supervisor
29. Mr. Eric J. David; Deputy Superintendent, Monrovia Central Prisons (MCP)
30. Ms. Queenerline M. Cojo; Corrections Officer (MCP)
31. Mr. Samuel F. Swen; Corrections Officer (MCP)
32. Mr. Anthony y. George; Corrections Officer (MCP)
33. Mr. Darlington F. Allison; Corrections Officer (MCP)
34. Mr. Christian John; Inmate (MCP)
35. Mr. Matthew Johnson; Inmate (MCP)
36. Ms. Decontee King-Sackie; Commissioner, Bureau of Customs & Excise
37. Ms. Bendu T. Kamara; Head of women, Bamballa, Grand Cape Mount County. GEWEE + 26 members of the GEWEE Group
38. Mr. Lawrence Brown; DC Bamball
39. Mr. Momoh Quaye, Chief, Bamballa Town
40. Mr. Oldman Sannoh; Youth Leader, Bamballa

41. Mr. Jamiyah K. Watson; Paramount Chief, Bamballah
42. Ma Annie Nushanwe; Peace Hut Totota, Bong County + 26 members of the group
43. Ms. Cyntia Quaqua, President, LIWEN, Monrovia
44. Ms. Cecelia Berry; Office Manager, LIWEN, Monrovia
45. Ms. Jeanette Alladin; Vice President, LIWEN, Monrovia
46. Mr. Togba Yengo ; Accountant, LIWEN, Monrovia
47. Ms. Wokie Cole; Secretary; LIWEN, Monrovia
48. Ms. Cecilia Roberts; Treasurer, LIWEN, Monrovia
49. Ma Musu Kardamie; Coordinator, GCWG - RBI Project, Ganta, Nimba County
50. Mr. Milton Gbatu, Secretary, GCWG- RBI Project, Ganta
51. Ma You Sippe; Chair, GCWG- RBI Project, Ganta
52. Ms. Yaa Dormah; Vice Chair, GCWG- RBI Project, Ganta
53. Mr. Door Cooper ; Mayor, Ganta
54. Mr. Patrick Lah ; Chief Executive, ARS- RBI Project, Sanniquille, Nimba Couty
55. Ms. Onikeh Beon; ARS, Field Technician- RBI Project, Sanniquille, Nimba Couty
56. Ms. Etweda Cooper; Mayor Edina; Little Bassa + 69 women members of Little Bassa women's group
57. Ms. Lady Benson; Leader, Edina Town Women's group
58. Mr. Oraison Benson; Monitor, Edina Town Women's Group
59. Ms. Mary Williams; Chair, Little Bassa Women's group
60. Ms. Malay Guar; Co-chair, Little Bassa Women's group
61. Ms. Comfort George; Member, Little Bassa Women's group
62. Hon. Julia Duncan-Cassell; Superintendent, Grand Bassa
63. Mr. Roye Bloh; NAEAL, Zubah Town; Monrovia
64. Mr. Augustine Blamah; Chief Budget Officer, Ministry of Finance, Monrovia.

## **Annex 2: List of Documents Reviewed/Consulted**

1. Implementing UN Resolution 1325 in Liberia through advancing gender justice and women's human rights in security sector reform, peace and reconciliation processes and economic reconstruction – project proposal.
2. Implementing UN Resolution 1325 in Liberia through advancing gender justice and women's human rights in security sector reform, peace and reconciliation processes and economic reconstruction. March 2008 – October 2010, Progress Report
3. Association of Women in Cross Border Trade (AWICBT) Leadership Workshop DEN-L Workshop Report. May 2011
4. JP-GEWEE Project Proposal
5. JP-GEWEE 2010-2011 Report June 2011
6. JP-GEWEE Exit Strategies
7. JP-GEWEE 2011, Q1&Q2 Work Plan
8. JP-GEWEE Indicators
9. JP-GEWEE Monitoring Report, Final Draft
10. JP-GEWEE Narrative Report
11. Gender Justice in Liberia; 2005 – 2007 Project Proposal
12. Gender Justice in Liberia; Report the Government of Denmark. December 2006 – December 2007 Report
13. Gender Justice in Liberia; Report the Government of Denmark. December 2006 – December 2007 Final Report
14. Supporting Women's Engagement in Peace-building and Preventing Sexual Violence in Conflict: Community-led Approaches in Liberia - Project Proposal
15. Establishment of the Liberia Women Democracy Radio Project; Status Report. February 11, 2011
16. LWDR: "Giving Voice to the Voiceless"-Progress Reports: March 2009, Sept 2009, Dec. 09, July 2010, Mid-Term Report, Dec.2010.
17. LWDR: "Giving Voice to the Voiceless"-Financial Report: Oct 2008, Sept 2009, Dec. 09, July 2010.
18. Value Added Cassava Enterprise for Ganta Concern Women Group: Findings of the Situation Analysis & Feasibility Study for the RBI in Liberia.
19. Value Added Cassava Enterprise for Ganta Concern Women Group: A Results Based Initiative, Project and Impact Evaluation Design Document
20. Value Added Cassava Enterprise for Ganta Concern Women Group: A Results Based Initiative, Project Progress Report (January – May 2010)
21. Government and UN Joint Programme to Prevent and Respond to
22. Sexual Gender Based Violence: Project Proposal
23. Government of Liberia-United Nations Joint Programme on SGBV; Donor Progress Report as of December 2010
24. Legal Reform and Review of National Policy Strategies to advance Rural Women Entrepreneurship in Senegal and Liberia; An IFAD and UNIFEM Partnership Program. Concept Note
25. Legal Reform and Review of National Policy Strategies to advance Rural Women Entrepreneurship in Senegal and Liberia; An IFAD and UNIFEM Partnership Program. Progress Report 2010

- 26.Reducing the feminized poverty by increasing rural women’s economic empowerment in agriculture. Program Document
- 27.Strategies for enforcing the right to food to mitigate the impact of the food crisis on African women; Project Document
- 28.Results-Based Initiatives: World Bank, ICRW, UNIFEM Partnership Annual Report (2007) to the Government of the Republic of Korea
- 29.Joint Programme in support of the national response to Food Price Increases and the Food Security & Nutrition Strategy
- 30.Terminal Report on the Development of a Liberian National Gender Policy
- 31.Engendering the Budget Process in Liberia; End of Mission Report
- 32.Study on Traditional Trauma Healing Mechanisms in Communities In Liberia
- 33.Research Study on Women’s Access to Land and Productive Resources; A Case Study of Grand Bassa County
- 34.UN Women, Liberia Country Strategy February 2011

### Annex 3: PROJECTS SELECTED FOR COUNTRY OFFICE EVALUATION

PROJECTS SELECTED FOR COUNTRY OFFICE EVALUATION		
Strategic Areas	Projects	Implementing Partners /Consultants.
<b>Expanding women’s voice, leadership and participation</b>	<b>*****UNDEF</b> <i>Liberian Women’s Democracy Radio: “Giving Voices To The Voiceless”</i>	<b>IPs:</b> LIWOMAC, YWCA
	<b>*****DANIDA</b> <i>Government and UN Joint Programme Gender Equality and Women’s Economic Empowerment</i>	<b>IPs:</b> MOGD, Johncy , NAEAL, MOCI
	<b>ITALY</b> <i>Implementing UN Resolution 1325 in Liberia through advancing gender justice and women’s human rights in security sector reform, peace and reconciliation processes and economic reconstruction</i>	<b>IPs:</b> MOGD; WIPNET, WIPSEN, DEN L, SFCG
	<b>ICELAND</b> <i>Gender Justice in Liberia</i>	<b>IP:</b> WLC, AFELL, MOGD
<b>Strengthening implementation of the women, peace and security agenda</b>	<b>DENMARK</b> <i>Gender Justice in Liberia</i>	<b>IPs:</b> MOGD, TRC, LIWOMAC, WIPNET  <b>Consultants:</b> Mr. Mabuya Mubarak, Dr. Rosa Muraguri-Mwololo, Ms. Maisha Strozier
	<b>ITALY</b> <i>Implementing UN Resolution 1325 in Liberia through advancing gender justice and women’s human rights in security sector reform, peace and reconciliation processes and economic</i>	<b>IPs:</b> Ministries of Gender and Development, Justice and Commerce and Industry; WIPNET, ANPPCAN, WIPSEN, DEN L, SFCG, ABIC  <b>Consultants:</b>

	<i>reconstruction</i>	Ms Bettina Ambach, Ms Etweda Cooper, Ms Theresa Uchechukwu Michael, Ms Zahara Napemwo
	<b>****DFID 1</b> <i>Supporting Women’s Engagement in Peace-building and Preventing Sexual Violence in Conflict: Community-led Approaches in Liberia</i>	<b>IPs:</b> MOJ, MOGD, THINK, ANPPCAN, SEOWDA, BAWODA, CESP, WONGOSOL  <b>Consultants:</b> Ms. Iheoma Ibibi, Mr. Oscar Bloh, Mr. Michael Kamau, Ms. Joy Ngozi Ezeilo
	<b>DFID 2</b> <i>From Communities to Global Security Institutions: Engaging Women in Building Peace and Security</i>	<b>IPs:</b> MOGD, LNP, PPAL, WIPNET,  <b>Consultants:</b> Ms. Annie Nushane,
	<b>ICELAND</b> <i>Gender Justice in Liberia</i>	<b>IPs</b> MOGD, LIWEN  <b>Consultants:</b> Ms. Morolake Odetoyinbo , Ms. Anu Pillay,
	<b>Sida</b> <i>Government and UN Joint Programme Prevent and Respond to Sexual Gender Based Violence</i>	<b>Consultant:</b> Ms Beatric Abraham
	<b>DANIDA</b> <i>Government and UN Joint Programme Food Security and Nutrition</i>	<b>IP:</b> NAEAL
<b>Making gender equality priorities central to all aspects of national and local development planning</b>	<b>*****IFAD</b> <i>Reducing the feminized poverty by increasing rural women’s economic empowerment in agriculture</i>	<b>IPs:</b> WONGOSOL, AFELL, MOA,  <b>Consultants:</b> Ms. Theodora Oby Nwanko, Ms. Stella Twea, Ms Ruth Okoth Juma, Mr. Jeremiah Witherspoon
	<b>KOREA</b> <i>Strategies for enforcing the right to food to mitigate the impact of the food crisis on African</i>	<b>Consultants:</b> Ms. Theodora Oby Nwanko, Ms. Stella Twea,



	<i>women</i>	
	<b>DANIDA</b> <i>Government and UN Joint Programme Gender Equality and Women's Economic Empowerment</i>	<b>IP:</b> MOGD  <b>Consultants:</b> Ms. Theodora Oby Nwanko, Ms. Stella Twea,
	<b>ICELAND</b> <i>Gender Justice in Liberia</i>	<b>Consultants:</b> Mr. Cardinal Uwashika, Ms. Ame David
<b>Enhancing women's economic empowerment</b>	<b>KOREA</b> <i>Strategies for enforcing the right to food to mitigate the impact of the food crisis on African women</i>	<b>IPs:</b> ARS, GCWG, WCI,  <b>Consultants:</b> Mr. Hilary Collins, Dr. Geetor Saydee,
	<b>*****DANIDA</b> <i>Government and UN Joint Programme Gender Equality and Women's Economic Empowerment</i>	<b>IPs:</b> Ministry of Gender and Development, Johncy , NAEAL
	<b>DANIDA</b> <i>Government and UN Joint Programme on Food security and Nutrition</i>	<b>IPs:</b> NAEAL, DEN L, MOGD
	<b>Sida</b> <i>Government and UN Joint Programme Prevent and Respond to Sexual Gender Based Violence</i>	<b>IPs:</b> ChildrenSmile,
	<b>*****WORLD BANK</b> <i>Results-Based Initiative (RBI): Value-Added Cassava Enterprise for the Ganta Concern Women's Group (GCWG) in Liberia</i>	<b>IPs:</b> ARS, GCWG, WCI, WONGOSOL, WIPNET, DEN L, Agricare/MAYAMA, AILE  <b>Consultants:</b> Ms Christine Dara, Dr. Josephine Ayola, Mr. Philip Kakande, Mr. Oluyemi Ekundayo, Mr. Derrick Snyder, Mr. Wali Mutazammil,
	<b>VAW TF</b> <i>Access to Justice, Services and Support for VAW</i>	<b>IP:</b> AAIL

	<i>Survivors in South-eastern Liberia</i>	
	<b>ITALY</b> <i>Implementing UN Resolution 1325 in Liberia through advancing gender justice and women's human rights in security sector reform, peace and reconciliation processes and economic reconstruction</i>	<b>IPs:</b> DEN L, SFCG,
<b>Ending violence against women and girls</b>	<b>*****DFID 1</b> <i>Supporting Women's Engagement in Peace-building and Preventing Sexual Violence in Conflict: Community-led Approaches in Liberia</i>	<b>IPs:</b> MOJ, Gender and Development; WIPNET, THINK, ANPPCAN, SEOWDA, BAWODA, CESP  <b>Consultants:</b> Ms. Iheoma Ibibi, Mr. Oscar Bloh, Mr. Michael Kamau, Mr. Emmanuel Ngabirano
	<b>DFID 2</b> <i>From Communities to Global Security Institutions: Engaging Women in Building Peace and Security</i>	<b>IPs:</b> MOGD, LNP, SOAP, ,  <b>Consultants:</b> Ms. Annie Nushane,
	<b>*****Sida</b> <i>Government and UN Joint Programme Prevent and Respond to Sexual Gender Based Violence</i>	<b>IPs:</b> SOAP, Children Smile
	<b>VAW TF</b> <i>Access to Justice, Services and Support for VAW Survivors in South-eastern Liberia</i>	<b>IP:</b> AAIL

**\*\*\*\*\*Suggested projects for further exploration/field visits.**

**KEY/RELEVANT OFFICERS FROM THE FOLLOWING MINISTRIES**

Ministry of Gender and Development  
Ministry of Commerce and Industry  
Ministry of Justice  
Ministry of Agriculture

**GROUPS/PEOPLE TO MEET (AS APPROPRAITE)**

LIWOMAC	Liberia Women Media Action Committee
YWCA	Young Women Christian Association
WONGOSOL	Women NGO Secretariat of Liberia
WIPNET	Women in Peacebuilding Network
FIND	Foundation for International Dignity
ARS	Agriculture Relief Service
GCWG	Ganta Concern Women Group
DEN L	Development Education Network Liberia
AAIL	Action Aid International Liberia
LNP	Liberia National Police
NAEAL	National Adult Education Association of Liberia
SOAP	Servants of All Prayer Assembly
PPAL	Plan Parenthood Association of Liberia
SFCG	Search For Common Ground
AILE	Association of Independent EPA Licensed Evaluators
WCI	WEGEE Consultants Inc
IFAD	International Federation for Agricultural Development
CESP	Christian Empowerment and Sustainable Program Inc
AFELL	Association of Female Lawyers of Liberia
ANPPCAN	African Network for the Prevention and Protection of Child Abuse and Neglect
WIPSEN	Women in Peace and Security Network
ABIC	Angie Brooks International Center
Johncy	

## Annex 4: Field Schedule

for Ms Judith Ofori (Consultant) UN women Liberia Programmes Evaluation May 29 – June 10, 2011

Dates	Timelines	Activities	Who	Location
May 30 / Monday	08:00 a.m	Meeting with Madam Derex-Briggs	Madam Izeduwa Derex-Briggs	CR Office
	09:00 a.m	Meeting with ANPPCAN	Mr. Clement Stevens & Alvin	ANPPCAN OFFICE
	12:30	Meeting with SOAP	Mr. T. Nelson Williams Executive Director  Pastor Tour: 06957260	SOAP Office, Benson Street (Old Ministry of Defense building)
	15:00	Meeting with Deputy Minister, MoGD	Mr. Andrew Tehmeh	MoGD, UN Drive & Gurley Streets
	16:30	Meeting with Bureau of Immigration & Naturalization	Commissioner. Abla Williams	BIN Office, Broad Street
May 31/ Tuesday	9:00 a.m.	LIWOMAC	Ms. Estella Nelson, Executive Director  GSM: 0880810536	LWDR: Democracy Radio Station, Congo Town
	10:30 a.m	Meeting with UNMIL OGA	Mr. James Mugo	3 <sup>RD</sup> Floor, PAP Building
	12:00 noon	Women's Legislative Caucus of Liberia (Senator Clarice Jah, Representative Regina Sokan-Teah)	(Senator Clarice Jah, Representative Regina Sokan-Teah)	Capitol Hill
	14:00	Meeting with Liberia National Police	Mr. Henry Moore	LNP HQ, Bye Pass
	16:00	Meeting with UNFPA	Mr. Michael Kamau	4 <sup>TH</sup> Floor, LISCO Building
June 1/ Wednesday	10:00 a.m	Meeting with Ministry of Justice	Fatu Daramy- Mensah	MOJ, Ashmun Street

			06722847	
	14:00	Meeting with The Hon. Minister, MoGD	Hon .Vabah Gayflor	UN Drive, Gurley Street
	16:00	Meeting with SOAP –Programme Staff	Pastor. Tour	Benson Street
June 2 /Thursday	10:00 a.m	Meeting with WIPSEN	Ms. Blanche & Mac 06911229	Ministry of Youth & Sports
	13:00	Meeting with Ministry of Justice Staff at MCP (Interview of staff and inmates trained).	Col. Moses Pewu  06524399	South Beach, Ashmun Street
	15:00	Meeting with Bureau of Customs	Comm. Decontee King – Sackie 06560806	Ministry of Finance, Broad Street
June 3/ Friday	10:00 a.m.	Field visit to JP/ GEWEE project for meeting on access to rural financing initiatives and adult literacy	Beneficiaries	Bamballa Town Hall, Grand Cape Mount County
June 4/ Saturday	9:00 a.m	Totota Peace Hut, Totota Bong County- assessment of the Peace Huts and meeting with women leader and community women  Drive to Monrovia	Ms. Annie Nushane  06656924	Totota, Bong County
	15:00	Meeting with LIWEN	Ms. Cynthia Quaqua  06133299	LIWEN Office, Action Aid Congo Town
June 5/Sunday		Travel to Ganta, Nimba County		
		Sleep at Hotel Alvino Tel No:06403534		Ganta
June 6/Monday		Meeting with ARS  Travel to Ganta and hold Meeting	Mr. Patrick Lah 06574175 Musu Kardamie: 06406372	Sanniquellie, Nimba County Ganta

		with Ganta Concern Women Group, Ganta		
June 7/Tuesday		Site visit to RBI Project in Ganta, Nimba County  Travel to Monrovia	Musu Kardamie	Ganta
June 8/Wednesday	10:00	Meeting with UNDP	Mr. Dominic Sam Country Director	Mamba Point
	14:00  16:00	Drive to Little Bassa  Meeting with Etweda Cooper  Little Bassa-Meeting with rural community women on mobilization and organizing  Mary Williams	Mayor Etweda Cooper 06518666  Edina, Little Bassa	
June 9/Thursday	10:00 a.m	Meeting with Grand Bassa Superintendent	Hon. Julia Duncan-Cassell  06492817	Ministry of Internal Affairs, Executive Mansion Ground
	12:00	Meeting with NAEAL	Mr. Roye Bloh 06446231	Zubah Town, Duport Road
	17:00	Meeting with DSRSG/Resident Coordinator/Humanitarian Coordinator	Mr. Moustapha Soumare	2 <sup>ND</sup> Floor, PAP Building
June 10/Friday	09:00 a.m	Meeting with Budget Officer- Ministry of Finance	Mr. Augustine Blamah	Ministry of Finance
	10:00 a.m	Depart for RIA		

## Annex 5: List/Status of Projects/Programs and Implementing Partners

Project	Counties/Sites for UN Women	Implementing Partners	Status of project
JP GEWEE Projects - DANIDA	Counties: Grand Cape Mount, Lofa, Maryland; Grand Bassa Bong, Nimba, River Gee, Margibi	DEN-L; NAEL; MoGD; Johncy International	Activities are ongoing
RBI: Value Added Cassava Enterprise for Ganta Concern Women Group	County: Nimba Ganta, Gbuyee, Gbloyee, Dingamon, Gbeiselah, Tongelwin, Linden, Tiappa, Gbayee, and Karwin.	ARS, DEN-L	Implementation Completed
Gender Justice In Liberia - Iceland; Denmark	Montserrado: Monrovia, Todee, Bomi Cape Mount	MoGD; Consultants; WONGOSOL; TRC; LIWOMAC; National Rural Woman Association	Implementation completed
Government and UN Joint program: Prevent and respond to SGBV - SIDA	Grand Bassa County: Buchanan, River Cess County: Cestos, Lofa County: Foya Grand Kru County Maryland County Margibi County: Gbengben Town, Kakata, Kpurapcon	Consultants; Children Smile; MoHSW; MoGD; SOAP; National Rural Women Association	Activities are ongoing
UNSCR 1325 in Liberia - Italy	Montserrado, Bong, Margibi, Grand Bassa, River Gee, Grand Gedeh, Gbarpolu and Nimba Counties	MoGD; MoJ; Search for Common Ground; Consultants; Africare; NAEL; Johncy International; Planned Parenthood Association of Liberia; WIPSEN; National Rural Women Association; Liberia	Activities are ongoing

		Women Empowerment Network	
UN JP: Food Security and Nutrition - DANIDA	Lofa, Nimba, Gbarpolu and Bong Counties.	DEN-L; NAEL;	Activities are ongoing
Reducing feminised poverty by increasing rural women's economic empowerment in Agriculture - IFAD	Grand Bassa County – Buchanan Montserrado County: Monrovia	Consultants; Land Commission;	Activities are ongoing
Strategies for enforcing the right to food to mitigate the impact of food crisis on African Women - Korea	Grand Bassa County: Buchanan	Consultants	Activity is ongoing
Supporting Women's Engagement in Peace-building and preventing Sexual Violence in Conflict: Community-Led Approaches - DFID 1	<b>River Gee County</b> Fish Town, <b>Bassa County</b> Little Bassa of #1 Compound Geebauh town in # 2 <b>Grand Gedeh County</b> Toe's Ttown Tiama Town (Putu) <b>Nimba County</b> Ganta, Sacleapea	WIPNET; ANPPCAN; CESP; Consultants	Activities are completed
From communities to Global Security Institutions: Engaging women in Building Peace and Security - DFID 2	<b>Margibi County</b> Kpurakpacon Town, Gbengben Town, Weala, Schefflin <b>Bassa County</b> Little Bassa, Edina, Four Houses, Balconlene <b>Grand Gedeh County</b> Zleh Town, New Zwedru, Pouh Town, Zwedru <b>Gbarpolu County</b> Gbarma, Bopolu, Henry's Town, Moulaquelleh	MoGD; Liberia National Police; WIPNET; SOAP; PPAL; Consultants; National Rural Women Association; WIPSEN	Activities are ongoing
Access to Justice, Services and Support for VAW Survivors in South Eastern Liberia - VAW TF	<b>Grand Gedeh County</b> Tiama Town, Putu Pennokon & Zleh Town  <b>River Gee County</b>	ActionAid Liberia	Activities are ongoing



## Annex 6: Retrospective Evaluation Matrix

Key Criteria	Key question/s	Indicators/Basic Data	Sources of information	Methodology for data collection and analysis
<b>1. Relevance to the country's development</b>	1. To what extent is the UNW Country program relevant to the Liberia's development needs?	1. Liberia's development plans and programs 2. UNIFEM Strategic plan 3. WARO Strategic Plan 4. Country Strategy	1. Program reports 2. National development strategies 3. Official documents 4. Liberia's development plans and programs 5. UNIFEM Strategic plan 6. WARO Strategic Plan 7. Country Strategy	1. Documents' reviews 2. Country strategy/portfolio review
<b>Achievement of objectives and outputs (projects)</b>	1. To what extent are the individual projects outputs' delivered? 2. To what extent are the projects' objectives and outcomes achieved? 3. What key factors facilitated or limited implementation performance and outcomes? 4. How the lessons learned are disseminated?	1. Equipment and supplies procured 2. Number of Facilities built and equipped. 3. Number of beneficiaries' trained. 4. Funds proposed and disbursed 5. Acreage cultivated in agric projects. 6. IEC facilities available at all the sites to benefit the target groups/population	1. Project equipment 2. Built facilities/ 3. Reports 4. Project documents and reports 5. Program activity reports 6. Beneficiary reports	1. Desk surveys and document reviews 2. Site/verification visits 3. Beneficiary interviews 4. Interviews with officials
<b>Efficiency</b>	1. To what extent are project results are commensurate with cost and implementation time? 2. Reasons for cost variations on services and operating expenses.	1. Quality of services provided 2. Cost effectiveness of services provided 3. Cost variations and reasons for variations.	1. Project reports 2. Audit reports 3. Disbursement reports	1. Document reviews 2. Interviews & focus groups with informed respondents. 3. Field/verification visits 4. Beneficiary interviews 5. Interviews with officials

<b>Sustainability</b>	<ol style="list-style-type: none"> <li>To what extent are the project benefits likely to be sustained?</li> <li>To what extent has the project generated a commitment of sufficient resources to maintain results?</li> </ol>	<ol style="list-style-type: none"> <li>State of any facilities built</li> <li>Quantity and quality of facilities built and equipment procured</li> <li>Beneficiaries/communities representation and involvement in the projects</li> <li>Gender disaggregated data</li> </ol>	<ol style="list-style-type: none"> <li>Exit strategy/plans</li> <li>Official country documents</li> <li>budgets</li> <li>Allocation of resources by governments to the program</li> </ol>	<ol style="list-style-type: none"> <li>Interviews &amp; focus groups with informed respondents.</li> <li>Inspection of structures and equipment</li> <li>Beneficiary interviews</li> <li>Interviews with officials</li> </ol>
<b>Institutional Development Impact</b>	<ol style="list-style-type: none"> <li>To what extent has the program contributed to changes in capacity of local institutions, at national and county levels?</li> </ol>	<ol style="list-style-type: none"> <li>Capacity and skills levels of institutions</li> <li>Quality of institutions' performances.</li> <li>Improvement in institutions delivery of services.</li> <li>M&amp;E plans and reports</li> </ol>	<ol style="list-style-type: none"> <li>Various information and data sources</li> <li>Policies, strategies &amp; guidelines developed</li> <li>Statements of project officials</li> </ol>	<ol style="list-style-type: none"> <li>Interviews</li> <li>Policy/document reviews</li> <li>Interviews of officials</li> <li>Consumer/public interviews</li> </ol>
<b>Other Development Objective</b>	<ol style="list-style-type: none"> <li>To what extent has the project contributed to socio-economic development of the beneficiary communities?</li> </ol>	<ol style="list-style-type: none"> <li>Host Communities participation and benefited from project</li> <li>Access to services provided/uptake by host communities.</li> <li>Reasons for using/not using services</li> </ol>	<ol style="list-style-type: none"> <li>Education, Health, gender and other social indicators</li> <li>Project reports</li> <li>Beneficiary statements</li> </ol>	<ol style="list-style-type: none"> <li>Desk surveys and document reviews</li> <li>interviews &amp; focus groups discussions</li> <li>Beneficiary interviews</li> </ol>
<b>Country (Government/Implementing Partners'/NGOs/Beneficiaries) Performance</b>	<ol style="list-style-type: none"> <li>To what extent has the Government, NGOs, IPs, beneficiaries assumed ownership and responsibility of the program?</li> <li>How has the IPs adhered to implementation, agreements and schedules</li> <li>commitments and schedules towards the achievement of project outcomes and sustainability?</li> </ol>	<ol style="list-style-type: none"> <li>IPs capacity and delivery</li> <li>Implementation schedules and adherence</li> <li>Follow-up/sustainability plans</li> <li>M&amp;E plans and reports</li> </ol>	<ol style="list-style-type: none"> <li>Project reports</li> <li>Beneficiary interviews /surveys</li> <li></li> </ol>	<ol style="list-style-type: none"> <li>Document reviews</li> <li>Interviews with Govt. Officials</li> <li>Interviews with UN Women staff and other donor agency Staff.</li> <li>Meetings with IPs &amp; project Staff.</li> </ol>
<b>UN Women Liberia's Performance</b>	<ol style="list-style-type: none"> <li>What is quality of the UN Women's services for quality-at-entry and sustainability?</li> </ol>	<ol style="list-style-type: none"> <li>UN Women's adherence to program design Guidelines</li> <li>Time of projects launch</li> </ol>	<ol style="list-style-type: none"> <li>Audit reports</li> <li>Project reports</li> <li>Independent Reports</li> </ol>	<ol style="list-style-type: none"> <li>Document reviews</li> <li>Interviews with Govt. Officials</li> </ol>

	<p>of supervision satisfactory?</p> <p>2. How has UNW worked with other UN Agencies and donor partners to achieve program objectives.</p> <p>3. How responsive was UNW projects/IPs/beneficiary Needs/requests?</p>	<p>3. Training and capacity building of IPs and beneficiaries</p> <p>4. Disbursement rates and frequency</p> <p>5. Donor co-ordination and involvement</p>	<p>4. Interviews with beneficiaries, IPs, community leaders, and other UN Agencies.</p>	<p>3. Interviews with project workers &amp; officials &amp; beneficiaries</p> <p>4. Interviews with other UN Agencies</p>
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