EVALUATION REPORT

FINAL PROJECT EVALUATION

« Inclusive Security: Nothing for Us without Us »

LIBERIA

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ACKNOWLEDGMENT

Abbreviations and Acronyms

AFL	Armed Forces of Liberia
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPA	Comprehensive Peace Agreement
DAC	Development Assistance Committee
ECOWAS	The Economic Community of West African States
ERG	Evaluation Reference Group
GEWE	Gender Equality and Women's Empowerment
GOL	Government of Liberia
ICT	Information and Communication Technology
IOM	International Organization for Migration/United Nations Agency for Migration
KII	Key Informat Interview(s)
LNP	Liberian National Police
M&E	Monitoring and Evaluation
NAP	National Action Plan
OECD	The Organisation for Economic Co-operation and Development
PBF	United Nations Peacebuilding Fund
SGBV	Sexual Gender Based Violence
SSI	Security Sector Institutions
ToC	Theory of Change
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNMIL	United Nations Mission in Liberia
UNRCO	United Nations Resident Coordination Office
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VSLA	Village Savings and Loan Association
WPS	Women Peace and Security
UNSCR1325	United Nations Resolution on Women, Peace and Security

1. Executive Summary

Background and Introduction

The project *Inclusive Security: Nothing for Us Without Us* was implemented by UN Women, UNDP and IOM from January 10, 2018 to July 8, 2019. The overarching goal of the project was to support the Government of Liberia (GOL) achieve its women, peace and security (WPS) commitments expressed in the Liberia National Action Plan (NAP) on WPS. The project was funded by the United Nations Peace Building Fund, in the amount of $2,000,000.00 United States Dollars.

UN Women, UNDP and IOM worked closely with the Ministries of Gender, Children and Social Protection; Defense and Justice in coordinating project implementation. The implementing agencies worked with civil society organizations (Educare, Medica and Kofi Annan Institute of Conflict Transformation) in delivering services to ten (10) Security Sector Institutions (SSIs) and twelve (12) Peace Huts in Liberia. Services delivered under the project were aiming at capacitating duty bearers to be responsive to the differential security needs of women and girls in conformity with international and national policy and legal frameworks, as well as enable community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels.

The main aim of the final project evaluation is to highlight and analyse the results, identify challenges, lessons learnt, good practices, conclusions and recommendations that will help to improve future joint programming, strengthen organizational learning and accountability. This report presents a summary of the preliminary findings.

Methodology
The evaluation started with an inception phase where the evaluation questions were defined and methodology developed. As a result an inception report (IR) was drafted and shared with the Regional Evaluation Specialist, WPS Specialist and Evaluation Reference Group Members. They provided inputs to the draft and the Evaluation Team finalized the IR and it served as guideline to this evaluation.

During the data collection and analysis phases, the evaluators used a mixed research methods. Data was collected in Montserrado, Grand Cape Mount, Nimba and Grand Gedeh counties using desk review, focus group discussions, key informant interviews, direct observations and an online survey.

A total of 193 respondents (46 men and 147 women) were reached during data collection. Project results were assessed using the Organization of Economic Corporation and Development (OECD) evaluation criteria of relevance, effectiveness, efficiency, and sustainability.

Findings

<u>Relevance</u>
The project addressed the needs and priorities identified in baseline surveys, reports and needs assessments conducted prior to, and during project implementation. It responded to the need to empower officials of SSIs to be gender responsive, to make SSIs attractive to women, protect women and girls from sexual gender-based violence, the need to end impunity and strengthen dialogue between peace hut women and local security institutions. The relevance of the project is also justified by its alignment with international, regional and national instruments and plans for the promotion of gender equality and women's empowerment in Liberia. These include the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Beijing Platform and UN Resolutions on WPS. At the regional level, the project aligns with the priorities of the Economic Community of West African States (ECOWAS) Plan of Action for the implementation of UNSCR 1325 and 1820. At the national level, the project aligns with the Pro-poor Agenda for Prosperity and Development, the Liberia Peacebuilding Plan, among others.

<u>Effectiveness</u>
The evaluation assessed the project's effectiveness by investigating the extent to which the project's objectives were achieved or are expected to be achieved by the close of the project. At the individual level, it was found that the project changed mindsets on Gender Equality and Women's Empowerment (GEWE). The evaluation found that 77% of male respondents who had stereotypes regarding women in the security and justice sectors changed their mindsets after attending trainings. Findings showed that women who were capacitated by the project are now pushing or applying for top positions in SSIs.

At the institutional level, it was observed that SSIs are aware of GEWE and gender units are being created across SSIs in order to institutionalize gender mainstreaming in their operations. Training beneficiaries in SSIs helped them to become active change agents in promoting GEWE, though there are still challenges hindering the representation and active participation of women at decision making levels. A total of three gender policies and strategies were revised at the Liberia National Police (LNP), the Liberia Immigration Services (LIS) and the Bureau of Corrections and Rehabilitation (BCR). The development of new gender policies for two SSIs was not achieved due to a decision to focus on training before the development of gender policies in SSIs without gender policies. The project also fell shot of achieving the development of 5-year strategies for increasing the participation of women in SSIs to at least 30%.

Within beneficiary SSIs, the lack of budget and sufficient financial resources might negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed.

At community level, 6 new peace huts were built by the project and are all operational. The capacities of peace hut women were strengthened through different trainings which led to improved knowledge of women on their rights, successful dialogues with officers of SSIs, improved Village Savings and Loan Association (VSLA) management, conflict mitigation and resolution. In spite of the progress made at the community level, there is an urgent need to strengthen the Early Warning/Early Response System and equip SSIs at county level to respond efficiently to threats posed to the securities of women and communities at large.

Efficiency
In consideration of the complex socio-political context of WPS in Liberia, it was expressed by stakeholders that the funds allocated to the project were to some extent limited. However, the project laid a strong foundation for promoting WPS goals in Liberia. The activities at community level around peace huts had very good and strong results though limited funds were allocated to those activities. Capacity building activities at the national level had good results.

With regards to the provision of funds to implementers, there were some delays (up to 2 months) in disbursement of funds which impacted activities. There were also high staff turnovers within UN agencies in regard to the short timeframe of the project (18 months) which other stakeholders had to adapt to. In addition, UN agencies, faced challenges in using the new financial guide sent in April 2019 where the categories of PBF budgeting and expense codes of UNDP and UN Women are not always matching.

Sustainability
There are measures and plans put in place for sustaining results achieved by the project. These include the Liberian NAP 1325 on WPS endorsed by the GOL on the 9th of July 2019, the Sustainability Plan of the Gender Security Sector National Taskforce (GSSNT), the Financial Sustainability Plans of 35 peace huts, as well as the donor meeting planned the end of July where the achievements of the project will be presented to potential donors.

Gender Equality and Human Rights
The project focused on addressing root causes of gender inequalities in Security Sector Reforms in Liberia. The budget allocated to the project was fully used to take actions and implement activities towards the advancement of Gender Equality and Women, Peace and Security in Liberia.

Lessons Learned

• Recognising and enhancing the roles of community led initiatives such as peace huts in peace building by providing technical assistance and proving them with a legal status in the country is a very good and strategic approach for addressing gender inequalities and tackling the very low representation of women in the justice and security sectors

- Considering Economic Rights when designing and implementing interventions related to Peace and Security ensure strong results
- Ensuring the exit strategy of all involved partners and developing sustainability plans to reinforce the viability of the positive results and enable long term impacts
- The benefit of promoting networking among women and South - South exchange in the security sectors
- Capacity building of officials in GE and WPS from the Ministries and SSIs contributes to promote the sustainability of gender-friendly and gender responsive institutions that should ensure the increased in representation of women in the long term

Conclusions and Recommendations

RECOMMENDATIONS		
Conclusions	**Recommendations**	**Priority**
Conclusion 1: The Joint project objectives of Inclusive Security Nothing for Us without Us and focus on inclusive security were highly relevant to national priorities and policies of the Government of Liberia and the SSIs at the time of its design. The project was also relevant to international, regional and national WPS instruments however new risks in the border areas have been reported and specific capacity building activities are required	**1.1** A mapping of existing structures operating in the field of peace and security in the counties is key. The mapping will serve to identify the established structures around the Peace Huts and establish clear intervention aimed at consolidating joint efforts within communities.	Immediate
	1.2 Officials from the security and justice sectors in the counties need to be capacitated in prevention mechanism of human trafficking and drugs abuse	Immediate
	1.3 At community level and particularly in the Border Areas, Peace Huts should be further equipped with the appropriate tools to deal with the risks related to drug abuses, human trafficking etc,.	Immediate
	1.4 There is a need to strengthen the Early Warning / Early Response System that is in place.	Immediate
	1.5 Representations of the Gender Taskforce must be established at county level to support the local efforts of Peace Hut Women.	Mid term
Conclusion 2: The Joint project *Inclusive Security: Nothing for Us without Us* has laid a strong foundation for addressing the root causes of gender inequality and sexual harassment in the workplace and the low representation of women at high and middle decision making levels in the security and justice sectors in Liberia. The lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed	**2.1** There is a need to ensure that a budget and implementation plans are in place within all the Security Institutions capacitated by the project or when UN women, UNDP and IOM and their partners are reviewing / revising former Gender Policies or designing and approving new ones. Security and Justice Institutions should demonstrate in a clear manner how they want to implement the policies being revised or drafted.	Short term

Conclusion 3: Available evidence indicates that the Joint project Inclusive Security: Nothing for Us without Us has contributed significantly to grounding Gender Equality and Human Rights principles into Security and Justice sectors at individual, community, institutional and national levels in Liberia. Some challenges have been observed at the institutional level	**3.1** There is a need to equip supervisors of officials trained with capacity on GE and WPS to ensure their active support within the institution. This might also help to prevent the lost of skills in the institution in case of staff turnover.	Short term
Conclusion 4: Capacity building of various actors from the justice and security sectors provides a sustainable foundation which helps to address the root causes of the low representation of women within justice and security institutions.	**4.1** In order to attract more (young) women in the security sector in Liberia, there is a need to support SSIs with a campaign aiming at improving their image and their bad reputation in the country and developing programs that target young women from universities who might be interested joining the security sector. **4.2** There is a need to organize more South-South exchanges with female security officers and men from countries in the region and share best practices at institutional level	Long term Mid term
Conclusion 5: Intervention focusing on Peacebuilding and Economic Empowerment of women in the communities is an innovative approach and strategy which prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.	**5.1** Activities around VSLA should be further strengthened and sustainability plans must be implemented	Immediate
Conclusion 6: The project was catalytic in its approach in its reinforcement of synergies with government ministries and institutions, Peace Hut Women and collaboration with strategic partners such as the Swedish Embassy in Liberia and DPO, however the project failed to build synergies with international NGOs.	**6.1** There is need to conduct mapping of all actors operating in the peace sector in Liberia in order to better utilise the possible synergies at all levels. UN agencies could support the Ministry of Gender in developing a mapping to identify the various elements at national and community level (e.g. who is working where on Peace and Security in Liberia?)	Short term
Conclusion 7: The project approaches, strategies & practices were innovative and the findings contribute to the enhancement of the sustainability of the results. However the sustainability plans that were required during the intervention should have been developed at the project design stage.	**7.1** PBF should ensure that the sustainability plans and the exit strategy are now systematically part of the project document and proposal before approval	Immediate
Conclusion 8: Solid monitoring plan and budget ensure the high quality of the project results	**8.1** It is have for such a project involving many stakeholders and partners within a shot project timeframe to recruit an M&E specialist	Short term

2. Background and Purpose of the Evaluation

2.1 Project background, context and objectives

Between 1990 and 2003, Liberia was battered by two devastating civil wars (1989-1996 and 1999-2003). The protracted years of civil crisis destroyed the state's architecture for governance and service delivery, including its capacity to provide security services for its citizens.

In 2003, the signing of the Accra Comprehensive Peace Agreement (CPA), coupled with support from the international community, brought peace to Liberia. Among others, the CPA called for the complete restructuring of the country's two main security institutions, the Liberian National Police (LNP) and the Armed Forces of Liberia (AFL)[1]. Following the end of the civil war and a return to democratic rule in 2016[2], the Government of Liberia (GOL) embarked on security sector reform[3] in order to rebuild confidence in state security institutions and to enable service delivery.

In 2008, Liberia developed its first post-war National Security Sector Strategy which outlined the GOL's long-term goals for security sector reform. The strategy which was revised in 2014 and 2017 created a high-level framework for the various security services to develop their own specific policies in a more coordinated and coherent manner[4].

While Liberia gradually revamped its security sector architecture between 2003 and 2006, the United Nations Mission in Liberia (UNMIL) helped to provide security and supported the strengthening of security sector institutions (SSIs) in partnership with Liberia's bilateral partners and development agencies[5]. After years of peacekeeping and peacebuilding support to Liberia, UNMIL departed on the 30 June 2016 and turned over the security of the state to the GOL.

As one of its underlying principles the UNMIL Transition Plan urged that activities envisaged under the Plan should be gender sensitive in areas such as capacity development, policymaking, security legislation, leadership, recruitment and promotion.

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[1] Liberia Security Sector Reform Snapshot found at https://issat.dcaf.ch/Learn/Resource-Library2/Country-Profiles/Liberia-SSR-Snapshot

[2] Liberia's first post-war democratic election was held in 2005 which was won by former President Ellen Johnson Sirleaf, who became Africa's first democratically-elected female President

[3] These reforms include legal, policy, regulatory and institutional reforms.

[4] Ibid

[5] These included the United States Government, the Government of Sweden, United Nations agencies, etc.

The Plan stressed that the specific role of women in the security sector should be in consonance with UNSCR 1325.[6]

In 2018, with support from the Peace Building Fund, UN Women, in partnership with UNDP and IOM, launched the **Inclusive Security: Nothing for Us Without Us** project in order to support the GOL achieve its commitments enshrined in the NAP on Women, Peace and Security after UNMIL's withdrawal.

The project commenced on January 10, 2018 and ended on July 8, 2019, and was implemented with a budget of $2,000,000.00 United States Dollars.

Under the project, UN Women, IOM and UNDP worked with GOL institutions[7] and civil society organizations[8] (CSOs) to achieve the objective of promoting gender equality in the security sector and enhancing the capacity of the national justice and security institutions to prevent and respond to all forms of violence against women[9].

Additionally, the project aimed at enhancing women's involvement in rolling out decentralized peacebuilding effort such as the early warning structures, the county and district security councils, cross border dialogues etc.[10].

The project had two inter-linked outcomes:

1) Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National policy and legal frameworks including the Liberia National Action Plan on Women Peace and Security; and

2) Community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels.

The project was implemented in Montserrado, Grand Cape Mount, Bomi, Lofa, Nimba, Grand Gedeh and and Maryland Counties and collaborated with Ministries, SSIS Peace Huts, and CSOs.

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[6] Ibid

[7] These include the Ministry of Justice, Ministry of Defense and Ministry of Gender, Children and Social Protection and the Gender and Security Sector National Taskforce
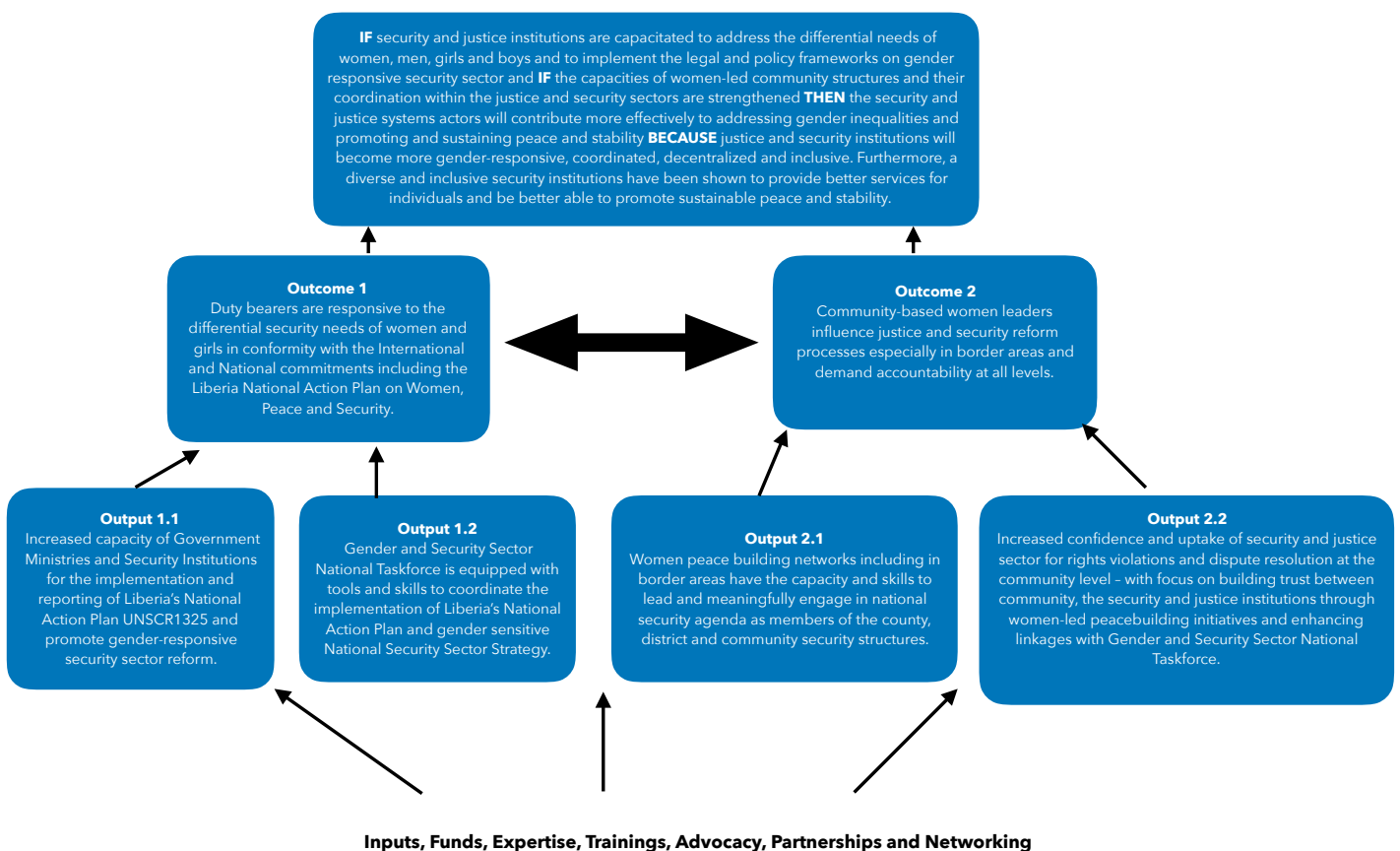
[8] CSO partners include Educare, Female Lawyers Association of Liberia, etc.

[9] UN agencies. Project Proposal: Inclusive Security: Nothing for Us Without Us

[10] Ibid

2.2 Theory of change or programme theory

This project is based on the Theory of Change that **IF** security and justice institutions are capacitated to address the differential needs of women, men, girls and boys and to implement the legal and policy frameworks on gender responsive security sector and **IF** the capacities of women-led community structures and their coordination within the justice and security sectors are strengthened **THEN** the security and justice systems actors will contribute more effectively to addressing gender inequalities and promoting and sustaining peace and stability **BECAUSE** justice and security institutions will become more gender-responsive, coordinated, decentralized and inclusive.

IF security and justice institutions are capacitated to address the differential needs of women, men, girls and boys and to implement the legal and policy frameworks on gender responsive security sector and **IF** the capacities of women-led community structures and their coordination within the justice and security sectors are strengthened **THEN** the security and justice systems actors will contribute more effectively to addressing gender inequalities and promoting and sustaining peace and stability **BECAUSE** justice and security institutions will become more gender-responsive, coordinated, decentralized and inclusive. Furthermore, a diverse and inclusive security institutions have been shown to provide better services for individuals and be better able to promote sustainable peace and stability.

Outcome 1
Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security.

Outcome 2
Community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels.

Output 1.1
Increased capacity of Government Ministries and Security Institutions for the implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform.

Output 1.2
Gender and Security Sector National Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan and gender sensitive National Security Sector Strategy.

Output 2.1
Women peace building networks including in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures.

Output 2.2
Increased confidence and uptake of security and justice sector for rights violations and dispute resolution at the community level – with focus on building trust between community, the security and justice institutions through women-led peacebuilding initiatives and enhancing linkages with Gender and Security Sector National Taskforce.

Inputs, Funds, Expertise, Trainings, Advocacy, Partnerships and Networking

Logframe of the project

The outcomes, outputs and indicators per outputs are highlighted in the following matrix. The quantitative and qualitative indicators are very well formulated based on the SMART approach which requires indicators to be Specific, Measurable, Achievable, Realistic and Time bound.

IF security and justice institutions are capacitated to address the differential needs of women, men, girls and boys and to implement the legal and policy frameworks on gender responsive security sector and IF the capacities of women-led community structures and their coordination within the justice and security sectors are strengthened THEN the security and justice systems actors will contribute more effectively to addressing gender inequalities and promoting and sustaining peace and stability BECAUSE justice and security institutions will become more gender-responsive, coordinated, decentralized and inclusive.

OUTCOME 1
Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security.

Outputs	Indicator per Outcome / Output
	Outcome indicator 1: **1a**: Existence of a comprehensive, costed successor National Action Plan on UNSCR 1325 <u>Baseline</u>: The Plan has expired <u>Target</u>: Valid National Action Plan 1325
Output 1.1: Increased capacity of Government Ministries and Security Institutions officials for the development, implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform.	**1.1.1:** Number of officials of Ministries, security institutions and civil society organizations with skills, knowledge and tools to develop, implement and report on Women, Peace and Security policy and other legal frameworks <u>Baseline</u> (07/2017): 25 officials <u>Target</u> (07/2019): 75 officials
	Output Indicator 1.1.2.: Number of security institutions with endorsed gender policies and yearly implementation plan <u>Baseline</u>: 2 institutions have endorsed Gender policy (needs to be reviewed) <u>Target</u>: 5 institutions 2 to be reviewed 3 to be drafted and endorsed
Output 1.2 Gender and Security Sector Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan on 1325 and gender sensitive National Security Sector Strategy	**Output Indicator 1.2.1:** Percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions <u>Baseline</u>: 25% of members of the gender and security sector national taskforce (GSSNTF) <u>Target</u>: 80% of GSSNTF DEF: the GSSNTF has a total of 35 members **Performance indicator 1.2. 1.A: (UN-Women)** A. GSSTF Secretariat established, and its operational capacities and gaps identified B. ICT equipment and transportation services delivered <u>Baseline 2017</u>: No ICT equipment and transportation services available to secretariat staff; <u>Target (12/2018)</u>: YES

	Output Indicator 1.2.2. : Number of ministries and security institutions that develop a 5 years Strategy to increase to a minimum of 30% quota the representation of women in the security sector, including in key decision-making positions. Baseline (12/2017): Zero Ministries, Agencies and Commission have a five-year strategy on to increase to a minimum of 30% quota of women. Target (12/2018): Three (3) ministries and six (6) security institutions with Strategy to increase to a minimum of 30% quota the representation of women in the security sector
OUTCOME 2 **Community-based women leaders influence justice and security reform processes, especially in border areas, and demand accountability at all levels**	
	Outcome Indicator 2 a: Extent to which security sector structures engage community based women organizations in the reform processes Baseline (12/2017): zero Target (06/2019): Coordination mechanism between security institutions and 12 Peace Huts Women is established and functional
	Outcome Indicator 2 b: Per cent of Women Peace Huts in the targeted zone, indicating improved coordination, reporting and response mechanisms with security sector structures Baseline (12/2017): N/A Target (06/2019): 30% of all 12 Peace huts coordinating with security sector institutions
Output 2.1: 12 Women peace building networks in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures.	**Output Indicator 2.1.1** Number of functional Peace Hut's Women trained on conflict prevention management and resolution and use of the referral pathway Baseline (2016):eight (8) functional peace huts women trained Target (12/2018): 12 peace huts' women trained in GBV, WPS, Land rights, LNAP their dialogues agendas', conflict mediation, negotiation, advocacy etc)
Output 2.2: Increased confidence and uptake of security and justice system for rights violations and dispute resolution at the community level – with focus on building trust between community and the justice system through women led peacebuilding structured linkages with Gender and Security Sector taskforce	**Output Indicator 2.2.1** Number of dialogues involving security forces and Peace Huts' Women in targeted zones Baseline (12/2016, 12/2017): 10 Target: 48 dialogues involving security forces and Peace Huts' Women in targeted zones
	Output Indicator 2.2.2 Number of Peace Huts' Women trained on Early Warning, and Reporting on the occurrence of SGBV as per local security procedures. Baseline (01/2018): TBD Target (12/2018): 12 women peace huts trained (how many women per peace hut or only 12 women)

3. Background and purpose of the evaluation

3.1 Evaluation objectives and scope

The main aim of this evaluation is to examine the project progress and results, as well as the extent to which the project intervention *Inclusive Security: Nothing for Us without Us* promoted gender equality in the security sector and enhanced the capacity of the Security Sector Institutions for effective implementation of Women, Peace and Security agenda.

In addition, the evaluation assessed how the project enhanced women's involvement in the roll-out of decentralized peacebuilding efforts at local and national levels as well as how the project results contributed in building trust between security institutions and communities.

Lastly the evaluation aimed at generating substantial evidences for informed future policy choices and best practices and identified findings, challenges, lessons learnt, good practices, conclusions and recommendations that should help to improve future joint programming, strengthen organizational learning and accountability.

The evaluation covered the implementation period of the Joint project, January 10, 2018 to July 8, 2019 (18 months) and provided a comprehensive assessment of the joint program covering the two levels of the program scope and their interconnections:

• Community level: Assessing how the joint programme initiatives, particularly by implementing partners have created favourable conditions and led to enhanced participation of women in influencing justice and security reform processes in targeted areas (Bomi, Cape Mount, Nimba, Lofa, Grand Gedeh, Maryland, and Montserrado)

• National level: Analysing achievements over the last months of implementation, more specifically what have been the successes, opportunities missed, and constraints encountered.

In addition to the above levels, the Evaluation Team assessed also the extent to which the intervention impacted individual and community levels.

• Evaluation criteria

The evaluation was guided by the standard OECD/DAC evaluation criteria and GERAAS criteria list; i.e., a focus on relevance, effectiveness, efficiency, sustainability, and Human Rights and Gender Equality. The objectives of the evaluation are to:

- Assess the relevance of the intervention, strategy and approach in the implementation of the WPS agenda and achievement of women's rights;

- Assess the <u>effectiveness</u> and efficiency of the project towards the achievement of impact results;
- Assess <u>sustainability</u> of the project and the results in advancing gender equality;
- Assess the quality of the inter-agency coordination mechanisms that were established at country level;
- Determine whether <u>human rights approach and gender equality principles</u> are integrated adequately in the project.
- Identify and validate <u>important lessons learned, best practices and, strategies</u> for replication and provide actionable recommendations for the design and implementation of future interventions.
- Identify and validate innovative approaches in all aspects of the project document and analyze possible weaknesses in order to improve next steps of UN Women, IOM, UNDP Liberia interventions in the area of WPS
- Adequacy of risk management and mitigation strategy

- **Evaluation Questions**

In line with UNEG recommendations and UN Women Evaluation Handbook (2015) stating that, generally, three to five key questions related to each of the selected criteria will provide a more focused evaluation, the Evaluation Team found that UN Women, IOM and UNDP proposed in the TOR many evaluation questions per criteria that needed to be reframed by the evaluators in order to ensure that the answers are in-depth and of high quality.

The Evaluation Team looked therefore carefully at the evaluability of the questions proposed by UN Women, IOM and UNDP according to whether or not the evaluators had the resources, information available and access to the remote communities particularly during the field visit planned in rainy season.

Several of the proposed evaluation questions were reformulated or combined where necessary and the questions in the evaluation matrix in annex were identified by the Evaluation Team as the ones that were in-depth and should provide focused answers.

- **Evaluation Matrix**

The Evaluation Matrix was developed by the Evaluation Team based on the ToR of the Final Evaluation. The Evaluation Matrix with the questions addressed during final evaluation is in Annex 4. To measure the achievements of the Joint Project Inclusive Security: Nothing for Us without Us, the evaluation used a system based on color and a percentage rating scale.

This helped to assess each output, performance and outcome indicators in the project 's results matrix. The Evaluation Team assessed the extent to which the planned target was achieved and the extent to which expected results have been met.

- **Matrix of the color and percentage Rating Scale**

Colour	Percentatge	Meaning
Green	75 - 100%	Indicators and Target are (successfully) met and the result is (fully) achieved
Orange	25-75%	Indicator and target are partly met. The expected results are not yet achieved or the process of achieving them is still ongoing.
Red	0 -25%	Unsatisfactory. Indicator / Target/ Output/ is not met and the expected results not achieved

3.2. Evaluation methodology

The evaluation was conducted in accordance with UN Women evaluation policy, evaluation chapter of the Programme and Operations Manual (POM), the Global Evaluation Reports Assessment and Analysis System (GERAAS evaluation report quality checklist), the United Nations System-Wide Action Plan Evaluation Performance Indicators (UN-SWAP EP) and UN Women Evaluation handbook.

A gender responsive evaluation methodology was used by the Evaluation Team in line with UN Women requirements and UNEG[11] participatory approaches ensuring inclusion of all relevant stakeholders. The evaluators used mixed research methods in data gathering and analysis (sequential implementation implying collecting both quantitative and qualitative data in phases), so that the formulated evaluation questions could be effectively answered.

The Evaluation Team also adopted an inclusive Gender Equality and Human Rights-based Approach (HRBA) by examining processes and the results as well as by designing an appropriate system-based methodology to understand the various linkages in the Results Chain - Strategies, Outcomes and Theory of Change (ToC) - and verifying the assumptions behind the two outcomes of the project.

The use of a combination of qualitative and quantitative data was key to the evaluation as this ensured that the limitations of one type of data was balanced by the strengths of another.

A total of 193 respondents (46 men and 147 women)

The Evaluation Team used the following mixed methodologies:

- Desk review and analysis of strategic frameworks, policies and project documents
- Field visit to Bo Waterside, Malema, Ganta, Tiappa, Tiama and Zai
- Observations
- 7 Focus group discussions with 154 respondents (29 males and 125 females)

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[11]http://www.unevaluation.org/document/detail/1914

- In-depth interviews (semi structured and face-to-face) with 27 key informants (11 males and 16 females)
- Online Interviews with 12 (6 men and 6 women)

Finally, data was triangulated verifying or rejecting results from quantitative data using qualitative data and vice versa which helped to analyze the findings from the data collected and to ensure rigour, reliability and validity of the evaluation findings.

• List of Stakeholders and Involvement in the evaluation

A first stakeholders mapping conducted by the consultants indicated that there are three main levels of stakeholders. The first level are the stakeholders involved in the joint project management coordination (Board). These include the Country Representatives of UN Women, IOM, UNDP, the Ministers of Defense, Gender, Children and Social Protection, and Justice, CSO representatives and the Chairlady of National Peace Hut women of Liberia. The second level are stakeholders such as security structures at national level. The third level includes those implementing the project activities at community level such as CSOs, local government entities and beneficiaries.

The use of this list of stakeholders helped to identify key informants with whom in-depth and semi-structured interviews were conducted. The following levels represent the degree of influence of each stakeholder group over the project intervention and outcomes.

| Level one
Stakeholders involved in the joint project management coordination (Board) | Level two
Stakeholders such as security structures operating at national level | Level three:
CSOs implementing the projet activities at local and community levels & Various beneficiaries |
|---|---|---|
| UN Women, IOM, UNDP, the Ministers of Defense, Gender, Children and Social Protection, and Justice, CSO representatives and the Chairlady of National Peace Hut women of Liberia. | The Ministry of Justice, Ministry of Defense, Ministry of Gender, Children and Social Protection, Line Ministries in charge of the implementation of the NAP WPS, Kofi Annan Institute of Conflict Transformation | - Rights and Rice Foundation, Medica Liberia, Association of Female Lawyers of Liberia (AFELL), Peace Hut Network and the Peacebuilding Fund.
- Direct & indirect beneficiaries |

• Involvement of stakeholders in the evaluation and Stakeholders Analysis Matrix

During the inception meeting held the 10th of June 2019 and during the field visit, the Evaluation Team assessed the extent to which UN agencies managing the project actively involved stakeholders in the formulation of the evaluation questions proposed in the TOR. In addition, the Evaluation Team applied a participatory approach throughout the entire evaluation process and particularly in the data collection phase.

The stakeholders of level one were actively involved in the validation of the Inception Report, the preliminary findings and validation of the interim evaluation report. During the field visit and data collection phase, all the three levels of the stakeholders were updated about the objectives and scope of the final evaluation. The Evaluation Team actively consulted and involved them in the data collection phase and adapted the language to the beneficiaries so that the evaluation questions are clear and simple. English and Liberian English spoken in the counties were used during the interviews and group discussions to ensure the active participation of women from the counties.

Lastly, the Evaluation Team kept a focus on following the key principles of Result-Based Management (RBM) framework of the United Nations Development Group RBM Handbook (accountability, national ownership and inclusiveness). The following stakeholders analysis matrix highlights the categories of stakeholders, their roles in the intervention and how the Evaluation Team involved them in the evaluation process.

Who	What Role in the intervention	Why Purpose of involvement in the evaluation	Priority Level of importance in participating in the evaluation	When Stage of their involvement in the evaluation	How Extent to which they participated
MGCSP, MOJ and MOD	MGCSP has a mandate to promote gender equality and women's empowerment; MOJ has a mandate to ensure compliance with and respect for the rule of law; MOD is responsible to maintain national defense and governance of the military. Collectively, these ministries were included in the project in order to ensure that ongoing peace and security reforms and initiatives are responsive to the differential needs of women and girls.	MGCSP, MOJ and MOD were included in the evaluation in order to assess the relevance of the project; effectiveness; efficiency and sustainability. The Evalutaion Team had Face to Face meetings and group discussions with their representatives	These ministries were actively involved in the evaluation as they serve at the GOL's points of contact for the project.	The three ministries were engaged during data collection and will be reviewing the evaluation report and validation of the evaluation findings and recommendations.	Stakeholders from these ministries served as key informant interviewees during data collection and will also use the evaluation findings for program and policy development and implementation.

PBF	PBF is a donor and serves as the funding agency and provided funds for implementing the project.	PBF was actively involved in the evaluation in order to assess the effectiveness, efficiency and sustainability of the project from the donor's perspective.	PBF's inclusion in the evaluation was highly important for the purpose of assessing the project's performance and compliance to the terms of the project's agreement	PBF was engaged at all stages: inception, data collection, reporting and validation.	PBF staff took part in key informant interviews, participated in findings-presentation meetings, commented on reports and will provide inputs to the evaluation report
UN Women, IOM and UNDP	The Inclusive Security Project was implemented by UN Women, IOM and UNDP. These agencies took lead in the design and implementation of the project.	UN Women, IOM and UNDP were engaged during the evaluation in order to assess the projects achievements, implementation challenges and lessons learned	Their involvement was extremely important for the purpose of assessing the context in which the project was designed and implemented	UN Women, IOM and UNDP were engaged at all stages of the evaluation	They participated in inception meetings, data collection, supervise the evaluation. They will provide inputs to the evaluation report and use findings for future interventions.
RRF, Medica, Educare and KAICT	RRF, Medica, Educare and KAICT served as sub-implementing partners of the Inclusive Security Project	They were engaged to assess the relevance, the effectiveness and efficiency of the project activities	Their involvement was highly important because of their roles in building the capacities of beneficiaries and security institutions	They were involved with all stages of the evaluation	They participated in data collection as key informant interviewees, attended presentation and provided inputs to the preliminary findings.
SSIs (LNP, LNFS, AFL, LNCSA, BRC, LIS, LDEA, GSSNT)	The SSIs were primary beneficiaries under the project who benefited from capacity building trainings and other institutional strengthening supports at the national level	They were included in the evaluation for the purpose of assessing the quality and impact of services and products that they received under the project	The perspectives of these institutions were extremely important for assessing the strengths and weaknesses of project activities at the national level	Representatives of the SSIs were engaged during data collection	They participated in Focus Group Discussions and on-line survey on the impacts of trainings and support services they received under the project.

Peace Huts	The Peace Huts were direct beneficiaries of the intervention aimed at enabling women to influence justice and security sector reforms at the community levels	Peace Huts were actively involved in the process in order to gather evidences on the strengths and limitations of the capacities of women to influence justice and security sector reforms within their communities	The inclusion of Peace Huts in the evaluation was extremely significant for identifying elements of impacts and assessing the sustainability of the intervention at the community level	Peace Huts will be engaged during data collection and validation of the evaluation report	Peace Huts will participate in Focus Group Discussions and validation session.

- **Field visit and geographic scope of the evaluation**

The field visit in Liberia took place from the 16.06.2019 - 06th of July 2019 (20 Days)
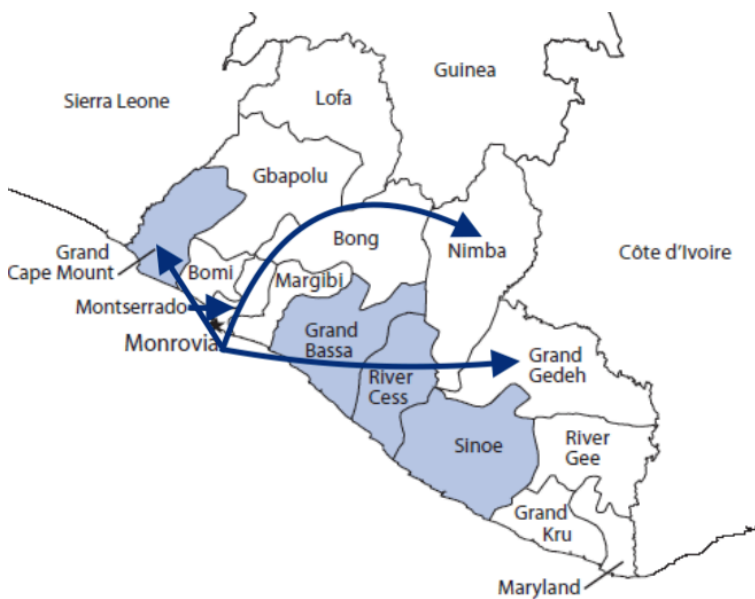
During this field visit, the Evaluation Team conducted various interviews and focus group discussions as detailed in the evaluation matrix in Annex 5. Various visits were organized in the following counties: Montserrado (Seat of the capital - Monrovia), Cape Mount (located in the Southwest), Nimba (located in the North) and Grand Gedeh (located in the Southeast).

In addition, various meetings were held by the Evaluation Team in Monrovia.

The selection of those counties ensured the representation of the geographic areas covered by the project.

3.3. Limitations to the Evaluation

- The Evaluation Team was expected to begin the 21st of May 2019 but project documents were made available one week later, the 29th of May 2019.
- Lack of all the means of verifications and reports available at project management level with huge delays making them accessible to the Evaluation Team

- Some activities implemented were not planned and listed in the project document and the M&E plan. This was confusing to some extent
- Some activities were still ongoing as the evaluation started.
- Limited respondents to the online survey
- Very bad road conditions due to rainy season during the field visit

4. Findings: relevance, effectiveness, efficiency, sustainability, and gender and human rights

4.1 Relevance

The extent to which the objectives of the Joint Programme are consistent with evolving national needs and priorities of the beneficiaries, partners, and stakeholders and are aligned with programme country government priorities as well as with UN Women, IOM, UNDPs policies and strategies.

<p align="center">The findings are very good</p>

- ***In regard to the needs and priorities of women and men operating in the security and justice sectors in Liberia, the project and its objectives were clearly aligned***

The needs assessments and various reports such as gender audits, gender analysis reports and baseline report highlighted the fact that there is a need to empower officials from the security and justice sectors on WPS/UNSCR 1325 as well as to equip them in order to be more gender responsive in their work and to ensure better representation of women.

According to a gender audit conducted in the Liberia National Police in 2018[12], police officers demonstrated limited knowledge about mainstreaming gender in their work.

Moreover, the gender audit of the Ministry of Justice of Liberia (2019) highlighted the fact that the Ministry of Justice had no gender strategy although this is essential to ensuring gender equality and mainstreaming gender in every aspect of institutional work. None of the departments have a specific gender policy/strategy except the Bureau of Corrections and Rehabilitation that has a gender policy developed in 2011.

From a workforce of about 996 employees in the Ministry of Justice in Liberia, only 23% (228) were women and 77% men (768).[13] 72% of the respondents also reported that the Ministry of Justice has not offered opportunities to strengthen staff knowledge and skills in gender issues in their areas of expertise.

At both national and community levels, specific actions are required to protect women and girls from all types of sexual harassment at the workplace, SGBV and Human Rights abuses.

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[12] gender audit Report, 2018. P.7

[13] Source: Ministry of Justice/Human Resource Dept, September 2018/19

Sexual harassment in the workplace have been identified by 73% of the respondents as the root cause of inequalities causing challenges for women in security sector institutions.

This is confirmed by the *National Gender-based Violence Plan of Action*: A multi-sectoral plan to prevent and respond to GBV in Liberia (2006-2011).Indeed, Liberia emerged from 14 years of civil war during which women and girls experienced unprecedented levels of Gender Based Violence (GBV), especially sexual violence. Evidence suggests that levels of violence against women remain high during this post-conflict era and factors that influence levels of violence in Liberia include social and cultural norms of gender inequity, lingering effects of 14 years of war, poverty, and the lack of functioning social, health and law enforcement institutions- which were devastated during the conflict.

Lastly, the evaluation found that women are now dealing with the rise of drugs abuse, Illicit trade and human trafficking at the border areas that put their community and their own security at high risk. This situation was not identified and captured by various needs assessment conducted and have to be urgently addressed in further interventions.

- ***In regard to the root causes of inequalities challenging women in security sector institutions, the project successfully addressed those inequalities through various actions and strategies***

The findings are very good

97% of the respondents mentioned the bad reputation of the security sector in Liberia and the stereotypes around it. They underlined the prevailing traditional norms tending to consider security sector as a male sector and underlined the low literacy level of women compared to their male counterparts when they want to apply at the high decision-making level within security institutions (24% of the respondents).

Lastly, the needs assessment conducted underlined the crucial importance of ending impunity and the need to strengthen dialogue between women and local security institutions.

The evaluation found that the project successfully addressed the above identified needs and priorities by providing actions to reinforce capacities of staff in the security and justice sectors, establishing a National Gender Security Sector Taskforce with well trained members from ten (10) security and justice institutions in Liberia and actively initiated dialogue between women leaders and security officials in the counties.

In addition, the project effectively used synergies available with another project co financed by PBF and managed by UNDP Liberia: The Rule of Law Program to address some of the root causes of inequalities.

SGBV was also strategically well addressed by the project through the revised, technically validated and politically endorsed NAP1325[14] with its related budget that provides a strong framework to address in a long term (2018-2023) SGBV related issues in Liberia at various levels.

Pictures of the political endorsement of the NAP1325 on 9th of July 2019 with the Minister of Gender

- **In regard to the alignment with GE & WPS policies and strategies at national, regional and international levels, the evaluation found that the project was clearly aligned with all of them**

At National Level, the evaluation found that the project is aligned with the Pro-poor Agenda for Prosperity and Development, the Liberia Peacebuilding Plan, the Security Council Resolution 2333 on Liberia, the National Action Plan on Human Trafficking, the Revised National Gender Policy 2018-2022 and its Strategic Results Framework.

At Regional Level, the project is aligned with the the ECOWAS Plan of Action for the implementation of UNSCR 1325 and 1820.

At International Level, the project is aligned with CEDAW (Articles 2, 3 and 28), Beijing Platform (Strategic objectives H.1, H.2. H.3 ; Strategic objective G.1. and A.2) and the 9 UN Resolutions UNSCRs 1325 (2000); 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015)and 2467 (2019)

- **In regard to the TOC**

The evaluation found that the project theory of change (TOC) was based on a Baseline Survey and Gender Responsive needs assessments findings. The analysis of the ToC

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[14] The project successfully managed to revise the NAP 1325 which was approved the 9th of July by the Government of Liberia. The main focus of the revised NAP1325 is on SGBV prevention, protection and rehabilitation of survivors.

revealed the focus of the project on building capacity of women leaders at various levels in order for them to shape security and justice institutions.

In addition, very good project management and coordination mechanisms were identified. All available data was disaggregated by sex and Gender Responsive needs assessment, gender audits and gender analysis were conducted before and during he project implementation.

- ***In regard to the sociopolitical context of Liberia and how suitable for the context was the range of substantive areas in which the project was engaged (i.e. promoting gender equality in the security sector, enhancing the capacity of the Security Sector Institutions for effective implementation of Women, Peace and Security agenda)***

The findings are very good

The absence of comprehensive Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR) of former combatants, land disputes, violent crime including sexual and gender based violence, a high level of corruption and weak capacity within the judiciary and the broader security sector as well as poverty characterized by high prevalence of informal or vulnerable forms of work, low human capital, poor infrastructure etc. are elements which challenge peace efforts in Liberia. In addition, Ebola exposed existing deficits in the security sector, including limited capability of national security coordination through the National Security Council, and weak professionalism, management capacity, accountability and civilian oversight of the security agencies.

Given the precarious economic context, the GOL was compelled to cut the budget for the security and law enforcement agencies.

In the 2016/17 budget, funding for investments in the security and justice sector was reduced to almost zero. The budget of the National Police Service was reduced by 5%. The salary (90%) – non-salary (10%) balance in the Justice and Security sector hampers the effective delivery of security and justice services. As a result citizens' confidence in the security sector remains low, with limited visibility of security personnel especially women across the country.

 The programmatic strategies were highly appropriate to address the identified needs of women in communities and within the justice and security sectors. The project successfully addressed trust issues in communities through initiating effective dialogue between women and officials from the security sector and various capacity building activities which contributed to enhancing to a certain extent the professionalism of officials.

- **The extent to which the project was a catalyst in scaling-up peacebuilding efforts via other agencies, donors**

The findings are very good

The project managed to build capacity of officials from security and justice sectors and CSOs representatives in oder to initiate important changes related to inclusive security in Liberia.

The beneficiaries have been capacitated and enhanced to address themselves the root causes of inequalities within the security and justice systems in Liberia and within their own institutions.

The evaluation found that the catalytic efforts of the project generated a better understanding of Inclusive Security, Gender Equality and WPS that are necessary to ensure sustainable peace in the communities and at national level.

In addition, the project placed a strong emphasis on the catalytic effect and managed to mobilize additional resources to finance further peacebuilding related activities. In this regard, the project mobilized the funds from the Swedish Embassy in Liberia to finance two (2) additional peace huts.

The salary of the WPS Specialist and the Project Officer at UN Women who both managed the project Inclusive Security was 100% financed by the Swedish embassy.

The Ministry of Justice in Liberia is financing the salary of one member of the GSSNT Secretariat and one activity related to networking and capacity building of WPS (The visit of DPO Advisor to Liberia) was fully funded by the Swedish Embassy.

Lastly, the project planned to organize by the End of July 2019, a fundraising event where the project management and the strategic stakeholders will present the first positive results of the project to potential donors. The Ministry of Gender, Children and Social Protection will present the endorsed NAP1325 and the Sustainability Plans of the 35 existing Peace Huts will also be presented.

4.2 Effectiveness

The extent to which the project's objectives were achieved or are expected/likely to be achieved.

The findings are good

- ***In regard to the progress made towards achievement of the expected outcomes and results***

The findings are good. The project was effective in strengthening the capacities of duty bearers which enabled them to becoming more responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security (Outcome 1) and in enhancing community-based women leaders to influence justice and security reform processes, especially in border areas, and demand accountability at all levels.

Based on the sample of women and men interviewed, the evaluation found that the level of satisfaction with the project results is very high. Indeed, 90% of the indirect beneficiaries are satisfied with the project results at community level and expect more to be done. 82% of the direct beneficiaries are satisfied with the project results at community level and 80% of the involved partners (UN Agencies, Ministries, Security institutions and CSOs) are satisfied with the project results at community and national levels.

79% of the project beneficiaries indicated that various interventions aimed at strengthening their knowledge on Gender Equality and Women, Peace and Security related issues were very useful.

All implementing partners (Koffi Annan Institute, MedicaLiberia, and Educare) reported that the project successfully enhanced the capacities of the project beneficiaries in integrating a gender responsive approach in their work and within their institutions even if the impact is still fragile, strengthened leadership and communication skills of women at community or county levels through successful training sessions and various workshops.

Under outcome one (Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security), the indicator 1.1a related to the existence of a comprehensive, costed successor National Action Plan on UNSCR 1325 was successfully met. The project successfully managed to revised the existing NAP1325 in consultations with 152 strategic and key partners at community and national levels. The process of revising the NAP1325 included a desk review of key documents, consultative meetings, group discussions and workshops.

The output indicator 1.1.1 related to the number of officials of Ministries, Security Institutions and Civil Society Organizations with skills, knowledge and tools to develop, implement and report on Women, Peace and Security policy and other legal frameworks was successfully met.

Indeed, the project planned to train 75 officials of Ministries, security institutions and civil society organizations on Women, Peace and Security policy and other legal frameworks. The evaluation found that MedicaLiberia conducted a 2 day gender mainstreaming training and 1day consultative dialogue with directors of LNFS. In addition, Koffi Annan Institute and MedicaLiberia both trained a total of 99 officials from Ministries, SSIs and civil society organizations on GE and polices development and WPS.

Based on the means of verifications available, the following trainings took place:

Date & Duration	Focus	Number of participants
MedicaLiberia		
19.09. - 29.12.2018	ICT Training	40 participants (25 women and 15 men)
21/11/2018 (2 Days)	Career coaching	65 participants (100% women)
23/11/2018 (1 day)	Working session to develop GSSNT Monitoring tools	37 participants (26 women and 11 men)
5/12/2018 (3 days)	Working session on gender policies development	41 participants (25 women and 16 men)
11/12/2018 (2 days)	Review of the workplan	33 participants (23 women and 10 men)
13/12/2018 (1 day)	Champion award program	67 participants (48 women, 19 men)
14/12/2018 (1 day)	Advisory meeting	35 participants (23 women, 12 men)
	Review of the workplan	33 participants (23 women and 10 men)
Koffi Annan Institute		
20/07. _ 26/10/2018	Training on WPS	58 participants (28 men and 30 women)
28th September 2018 (1 day)	Field Trip organized & conducted for participants of the Advanced Specialization Course on WPS	58 participants (28 men and 30 women)

Lastly, the project managed to ensure exposure, facilitated networking and exchange between the partners and the beneficiaries. In the framework of developing the second phase of the NAP WPS, UN Women Liberia hosted a delegation composed of members of the legislature and the Government of Mali to share experiences and best practices on the development and implementation of the NAP WPS. In addition, a DPO advisor went to Liberia to conduct an assessment of the status of implementation of the Gender Policy of the Liberian National Police (LNP) and assisted in developing their gender strategy. This is the first time globally where a UN agency is collaborating with DPKO at such level.

Under Activity 1.1.1 and the output indicator 1.1.2, the evaluation found that the project provided technical support to the Ministries and Security Institutions to develop and implement relevant policy and legal framework including WPS resolution frameworks. Indeed, the Liberia Action Plan on UNSCR1325 was revised and politically endorsed the 9th of July 2019. Other relevant National Gender Policies were also revised as planned by the project. LNP, LIS and BCR have revised their gender policies that were approved. Ten (10) workplans and budgets of the ministries and security sector institutions were also developed with the technical support of the implementing partners.

However, the project was not successful in developing new gender policies during its implementation as planned. This target was not met by the project even if the evaluation found that five (5) institutions are now working on their own Gender Policies: The Liberia National Commission on Small Arms, Armed forces of Liberia, Ministry of Defense, the Liberia Drug Enforcement Agency and the Ministry of Justice which conducted a gender audit in June 2019 and is planning to establish a gender unit within the Ministry. There is not a clear indication when the process of developing the new gender policies will be finalized.

A communication and dissemination strategy of the revised NAP1325 and roll out of outreach activities is being ensured by the West Africa Peacebuilding Network (WAPNET) which signed a PCA (agreement) with UN Women on July 5, 2019. In addition, UNDP hired a consultancy firm to develop a documentary to highlight achievements, lesson learned and recommendations from beneficiaries of this project.

The output indicator 1.2.1 related to the percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions was successfully met. The project planned to train 80% of GSSNTF out of the 35 members. The capacity building activities provided by the project are listed in the above matrix were it is observed that more than 28 members attended various trainings (Training in coaching and career development ; training in development GSSNT- M&E Tool; training in gender policy development; Information Communications and Technology (ICT) training; training on review of workplans ; advisory meeting; champion award program; training on WPS and fieldwork organized to the counties (exchange and networking with peace huts women).

The training sessions have been reported by the members of the GSSNTF as very useful to their work within the ministries and SSIs and the acquired skills on GE and WPS contributed to strengthening their knowledge and performance.

Some success stories were noted during the field visit. Some attendees to the training sessions were promoted few months after receiving their certificates. For example the National Fire Service promoted a woman to the position of Deputy Director for Administration after her attendance to various capacity building activities. She is now working to ensure a better representation of women in the organization. Another woman became a trainer and is now appointed in UN Sudan to train other female security officers.

Lastly, the project managed to map existing relevant legal and policy frameworks on gender and security sector reform to inform the development and alignment of priority strategies, workplans and budgets of the ministries and SSIs as well as to develop a gender and SSR compendium and toolkit.

The performance indicator 1.2. 1.a. was also successfully met. The project successfully established a GSSTF Secretariat at the Ministry of Justice in Liberia which is operational and equipped with ICT and transportation services were delivered by the project.

A National Consultant was recruited by UN Women to strengthen the capacity of the Secretariat and the members of the implementation structure. The Evaluation Team had interviews with the GSSTF members and visited the secretariat which is operational.

The output indicator 1.2.2 related to the number of ministries and security institutions that develop a five (5) year strategy to increase to a minimum of 30% quota the representation of women in the security sector, including in key decision-making positions, was partly met and the process is still ongoing even after the project has ended.

In order to achieve the target of three (3) ministries with a strategy to increase the representation of women in the security sector to a minimum of 30%, UNDP identified gaps in the capacities of officials from ministries and SSIs in Liberia that needed to be addressed through specific capacity building activities that equipped them technically before working on the strategy development as planned with them.

Besides various capacity building activities provided, the project is now about to hire a consultant who will help the partners to develop a five (5) years strategic plan for six security institutions individually including the three ministries of Justice, Gender , Children and Social Protection and Defense and using the recommended strategies that were developed by the Gender and Security Sector Consultant in 2018 to enhance programming for each institution.

It is noted that two ministries (Ministry of Justice and Gender, Children and Social Protect) out of three (including Ministry of Defense) already signed a communiqué stating the intention to have a gender strategy in place and officially expressed their political will to ensure the representation of women, even if the communiqué does not explicitly mention the 30% quota. The Minister of Defense did not sign because the communiqué had a mistake in the spelling of his name. In addition, the evaluation found that LNP managed to develop a five (5) years implementation plan of their gender strategy called «Administrative Instructions on Human Rights and Gender » which was approved in 2019.

Lastly, the project met an unexpected positive outcome such as the draft of a Gender Policy by an institution that was not a direct partner to the project - the National Disaster Management Agency (NDMA).

Finally the evaluation observed that various institutions lack financial means to implement the revised gender strategies and the new ones currently being developed.

The lack of budget and sufficient financial resources might negatively impact the effective implementation of the gender strategies and policies.

GSSNT members with the Evaluation Team

Matrix: Assessment of Outcome 1

OUTCOME 1 Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security.			
Outputs	**Indicator per Outcome and Output**	**Detailed activity and Means of Verification**	**Status**
	Outcome indicator 1: **1a**: Existence of a comprehensive, costed successor National Action Plan on UNSCR 1325 <u>Baseline</u>: The Plan has expired <u>Target</u>: Valid NAP 1325	**Target: Valid National Action Plan 1325** Revised and political endorsed comprehensive & costed NAP 1325 (endorsement was the 9th of July 2019) is available. The following technical and awareness raising workshops were organized: - 27-28/02/2019 - Workshop on development of implementation and monitoring structure of the snd LNAP (51 participants) - 9-14 May 2019 Awareness raising workshop on CEDAW, Beijing Platform for action and National Action Plan on WPS (60 participants) - 20-21/05/2019 Workshop for second phase of LNAP (25 participants)	**100% met**
Output 1.1: Increased capacity of Government Ministries and Security Institutions officials for the development, implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform.	**1.1.1:** Number of officials of Ministries, security institutions and civil society organizations with skills, knowledge and tools to develop, implement and report on Women, Peace and Security policy and other legal frameworks <u>Baseline</u> (07/2017): 25 officials <u>Target</u> (07/2019): 75 officials	**Number of officials of Ministries, security institutions and civil society organizations with skills, knowledge and tools to develop, implement and report on Women, Peace and Security policy and other legal frameworks. <u>Target</u>: 75 officials** • Training of officials of Ministries, security institutions and civil society organizations on Women, Peace and Security policy and other legal frameworks - MedicaLiberia Conducted a 2 day gender mainstreaming Training and 1day consultative dialogue with directors of LNFS - Koffi Annan + Medica Liberia trained a total of 95 officials from Ministries, Security institutions and civil society organizations. Based on the means of verifications made available, the following trainings took place: • MedicaLiberia - Advisory meeting 14/12/2018 (Duration 1 day) 34 participants (23 women, 9 men and 2 not specified) - Career coaching 21/11/2018 (Duration 2 days) 44 participants (100% women) - Champions awards 13/12/2018 (Duration 1 day) 67 participants (46 women, 19 men and 2 not specified) - Working session on the review 11/12/2018 (Duration, 2 days) 32 participants (20 women, 5 men and 7 not specified) - Working session to develop GSSNT Monitoring tools 23/11/2018 (Duration 1 day) 36 participants (25 women, 11 men) - Working session on gender policies development 5/12/2018 (Duration 3 days) 50 participants. (27 women and 14 men) • Koffi Annan (Based on impact assessment of 19/12/2018) - Training on WPS. Number of participants 58 (28 men and 30 women) - Field Trip organized & conducted by participants of the Advanced Specialization Course on WPS the 28th September 2018.	**100% met**

| **Activity 1.1.1:** Provide technical support to the Ministries and Security Institutions to develop and implement relevant policy and legal framework including the women, Peace and security resolution frameworks, including the Liberia Action Plan on UNSCR1325 and related national gender policies. | • Interventions include provision of expert support for mapping of existing relevant legal and policy frameworks on gender and security sector reform ; Gender and SSR / Toolkit Compendium available (Final and approved version by the Ministry of justice available)
• Dissemination strategies of project results, gender policies and frameworks: UN Women signed a PCA (agreement) with WAPNET to develop the communication and dissemination strategy and roll out outreach activities. UNDP hired a consultant to produce a documentary on inclusive security in Liberia
• Legal framework including the WPS resolution frameworks, including the Liberia NAP 1325 and related national gender policies.
- Valid NAP 1325 available.
- The LNP has a revised gender policy in place that is approved and was developed during the project intervention.
• Workplans and budgets of the ministries and SSIs available
10 workplans and budgets were developed.
• Training of senior leadership and gender focal persons of security institutions on WPS policy frameworks: MedicaLiberia conducted a 2 day gender mainstreaming Training & 1 day consultative dialogue with directors of LNFS. Koffi Annan trained officials in WPS and organized a field visit to connect them with peace ht women.A total of 99 officials from Ministries, Security institutions and civil society organizations. were trained by the 2 implementing partners.
• Monitoring tools to track progress on implementation of the frameworks;
- The M&E Tools developed and are available | **100% met** |

	Output Indicator 1.1.2.: Number of security institutions with endorsed gender policies and yearly implementation plan <u>Baseline</u>: 2 institutions have endorsed Gender policy (needs to be reviewed) <u>Target</u>: 5 institutions 2 to be reviewed 3 to be drafted and endorsed	**Number of security institutions with endorsed gender policies and yearly implementation plan** Target: 5 institutions 2 to be reviewed 3 to be drafted and endorsed • Support the operationalization of Gender Offices in all SSIs <u>Gender Policy Revision</u> Target: 2 to be reviewed 3 gender policies were reviewed (LNP, LIS; and BCR …) <u>Gender Policy development</u> Target: 3 to be drafted and endorsed 0 - There was not a new gender policy developed during the project implementation. However the evaluation found that 4 institutions are working on their own Gender Policies: Liberia National Commission on Small Arms, Armed forces of Liberia, Ministry of Defense, Ministry of Justice conducted a gender audit in June 2019 and is planning to develop a gender strategy. Liberia Drug Enforcement Agency; • Other / Unexpected positive outcomes: -1 Gender Policy drafted (NDMA) - gender audit of the ministry of Justice - Ministry defense is now strengthening their gender units after the project ended. They are also asking to support their own gender development plan. In addition, the deputy minister contacted UN Women in order to help them developing a strategy to increase the representation of women in the army force in Libera. Increase of 3% of women in institutions. • Capacity building of gender focal points in ministries and agencies to promote gender responsive institutions Training in coaching and career development (65); Training in development GSSNT- M&E Tool (37); Training gender policy development (41); ICT Training (40)Training on Review workplaces (33); Advisory meeting (35); Champion award program (67) • Capacity building on WPS Trainings of women and security sector officials were conducted in collaboration with the University of Liberia (UL) which developed advanced specialization course on WPS. Exposure, Networking and exchange with Un Women in Mali. DPO advisor went to Liberia to assist the ministry of defense on gender strategy.	**75% met**
Output 1.2 Gender and Security Sector Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan on 1325 and gender sensitive National Security Sector Strategy	**Output Indicator 1.2.1:** Percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions <u>Baseline</u>: 25% of members of the gender and security sector national taskforce (GSSNTF) <u>Target</u>: 80% of	• **Percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions** **Target: 80% of GSSNTF (GSSNTF has a total of 35 members. 80% of GSSNTF members trained, meaning a total of 28 members)** - Training in coaching and career development (65); Training in development GSSNT- M&E Tool (37); Training gender policy development (41); ICT Training (40)Training on Review workplaces (33); Advisory meeting (35); Champion award program (67) • Performance indicator 1.2. 1.A: (UN-Women) A. GSSTF Secretariat established, and its operational capacities and gaps identified - The GSSTF secretariat is established at the ministry of Justice. The evaluation team visited the structure which is operational and exchanged with the members. B. ICT equipment and transportation services delivered <u>Baseline 2017</u>: No ICT equipment and transportation services available to secretariat staff; <u>Target (12/2018)</u>: YES - The ICT equipment and transportation services were delivered by the project to GSSTF Secretariat. The ET had interviews with the GSSTF members and visited the secretariat as well.	**100% met**

| | Output Indicator 1.2.2. Number of ministries and security institutions that develop a 5 years Strategy to increase to a minimum of 30% quota the representation of women in the security sector, including in key decision-making positions. Baseline (12/2017): Zero Ministries, Agencies and Commission have a five-year strategy on to increase to a minimum of 30% quota of women. Target (12/2018): Three (3) ministries and six (6) security institutions with Strategy to increase to a minimum of 30% quota the representation of women in the security sector | **Number of ministries and security institutions that develop a 5 years Strategy to increase to a minimum of 30% quota the representation of women in the security sector, including in key decision-making positions.**

Target: Three (3) ministries and six (6) security institutions with Strategy to increase to a minimum of 30% quota the representation of women in the security sector
- A signed communiqué by 2 ministries (Ministry of Justice and Gender) out of the three including Ministry of Defense is available expressing a strong political will to ensure the representation of women even in in the communiqué the mention of 30% increase of women is not provided. The Ministry of Defense did not sign because the communiqué had a mistake on his name.
- The LNP has a five years implementation plan of their gender strategy called «Administrative Instructions on Human Rights and Gender » in place and approved in 2019.
- Based on the target, 1 ministry and 5 security institutions with strategy to increase the to a minimum of 30% the representation of women in the security sector are missing in oder for this indicator to be fully met. (UNDP explained that they changed the target of this indicator as they realized that the technical level and the capacity of the officials were not provided.They focused on trainings / capacity building activities of the officials and are now supporting the institutions in drafting their 5 years strategy).

- UNDP developed and just advertised a TOR to hire a consultant who will support the development of the 5 year strategy and the process is ongoing. | **80% met** |

Under outcome 2, community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels, the evaluation found that activities at community level related to capacity building, dialogues, early warning and early response systems (which needs to be further strengthened), and VSLA had very strong results.

In addition to the above initiatives, the project constructed six new peace huts. Four of the six new peace huts were constructed with PBF funds under the project, while the additional two were built with funds from the Swedish Embassy in Liberia. The six new peace huts have been handed over to the communities and are all operational.

The project focused under this outcome on establishing mechanisms between peace huts and SSIs at the community level. Findings from interviews with peace hut women and security sector officers (in the border communities of Bo Waterside and Ganta) showed that coordination mechanisms have been established between SSIs and peace huts and these mechanisms are functional. However in communities such as Malema, Tiappa, etc., these mechanisms are weak or non-existent due to the far distance away from SSIs.

Following the establishment of coordination mechanisms and the training of peace hut women on how to organize and hold dialogues with stakeholders, peace huts hosted dialogues with SIIs in order to address security threats posed to the communities. Outcome Indicator 2a (the extent to which security sector structures engage community-based women organizations in the reform processes) was partially achieved. The evaluation found that there were dialogues held between peace huts and SSIs which were aimed at addressing security issues affecting communities. It was found, however, that these dialogues were mainly focused on community-level security issues and not on security sector reform processes.

The dialogue mechanisms in place created opportunities for SSIs and communities to work jointly in addressing security risks. In Bo Waterside for example, it was noted by group discussants that after the peace hut's first dialogue with the joint SSIs, there was an increase in the quantity of drugs arrested by security officers as a result of the community's support in providing information on drug trade along the border. These dialogues were also used as accountability tools which enabled communities to hold SSIs accountable in keeping communities safe.

Dialogues in Ganta were centered around security threats in relation to the rise of illicit trade, drugs abuse, human trafficking and prostitution. While the peace hut made progress in elevating these issues to the agenda of the community and SSIs, they still remain risks to the community.

In Ganta, peace hut women indicated that perpetrators who are arrested in relation to these issues often resurface in the community due to the limitations of the judicial system to prosecute and incarcerate alleged perpetrators. The women noted that by

attempting to address these threats, they expose themselves to risks as they are not equipped to deal with those complex issues.

Indicator 2b (*percent of women peace huts in the targeted zone, indicating improved coordination, reporting and response mechanisms with security sector structures*) was successfully met.

While the project targeted 30% (or 4) of the 12 peace huts for improving their coordination with SSIs, all 6 peace huts visited during data collection indicated that their coordination with SSIs in their communities have immensely improved. Many Peace Huts indicated that except for the LNP, this project was the first initiative to establish a coordination mechanism between them and the LIS and LDEA at the community level. Improved coordination between peace huts and SSIs was validated by security sector officers in Bo Waterside and Ganta.

In Zai Town, it was indicated by women that the peace hut works closely with assigned police officers in the town in resolving conflicts. The peace hut in Tiappa noted that though the peace hut is far from Bahn (the town that hosts the police station and magisterial court), it has a good working relationship with the police and court in Bahn. The Tiappa Peace Hut Chairlady averred that as a result of their close working relationship with the police and court officials in Bahn, they often withdraw cases from the police station and court for settlement at the peace hut. This claim was authenticated by the Town Chief of Tiappa, who stressed that the peace hut is playing a critical role in maintaining a peaceful community.

In order to achieve output 2.1 (*women peace building networks including in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures*), the project trained peace hut women in leadership, peace building and conflict resolution and early warning and early response. The evaluation examined the relevance and effectiveness of each of the trainings by assessing the application of the knowledge and skills gained by project beneficiaries at the community level.

It was observed during field visits that the peace huts were functional and well managed by the leaders. Peace hut members credited this to the leadership roles being played by their leaders. The leaders, however, credited the improvements in management to the skills they have acquired during the training. One of such was the leadership training delivered by the project. In total, it was established that 24 peace hut leaders received training on leadership in order to provide them skills on managing peace huts. During FGDs, beneficiaries of the leadership training indicated that the training was useful and provided them practical skills on how to lead their colleagues. The peace hut chairlady of Zai Town mentioned that one takeaway she got from the training, which she continues to apply, was for her to incorporate the views of her members in decisions making at the peace hut.

The training delivered on peace building covered a range of topics, including, civil and human rights, conflict management and resolution, advocacy and non-violent action, awareness on the Liberia NAP, UNSCR 1325, and security sector reforms in Liberia. The evaluation identified very strong results related to the application of knowledge and skills acquired by women from the peace building training. Through the application of skills acquired, the peace huts are playing critical roles in promoting peace and resolving conflicts at the community level. It was asserted by community members in group discussions that peace huts have been very effective in resolving conflicts within their communities. It was observed that women, as well as men, had knowledge on the rights of women and were aware of national and international instruments that guarantee those rights.

Interviews showed that the capacities of peace hut women to manage and resolve conflict was further strengthened by the EWER training that was conducted by IOM. The training reinforced the concepts of peace building and social cohesion. It exposed peace hut women to the different security structures at the community level and how to identify and report signals of insecurity through the EWER systems. It was indicated by peace hut women that in addition to reporting community-wide issues to the EWER platform, they are also using the skills acquired from the training to swiftly intervene and resolve conflicts at the household and peace hut levels to avoid escalation. The training directly responded to the needs of peace huts identified in an assessment prior to the design and delivery of the training.

Assessment of the project's performance against Indicator 2.1.1 (*Number of functional Peace Hut's Women trained on conflict prevention management and resolution and use of the referral pathway)* showed that the indicator was successfully met.

Project reports and interviews with beneficiaries showed that all 12 peace huts were trained by Educare and IOM on conflict prevention and resolution and use of the referral pathway.

In spite of the achievement made in training peace hut women on peace building, the evaluation found no evidence to suggest that the peace huts have been meaningfully engage in national security reforms. There was also no strong link found between peace huts and security structures at the district and county levels. This, in part, was reported to be attributed to distances between intervention communities and district and county capitals that host district and county security structures. The evaluation also found that the project had not carried out community-level awareness on the revised NAP 1325 at the time of field work. However, UN Women signed an agreement with WPANET on July 5, 2019 to undertake the awareness campaign.

The output 2.2 related to the increased confidence and uptake of security and justice sector for rights violations and dispute resolution at the community level – with focus on building trust between community, the security and justice institutions through women-

led peacebuilding initiatives, and enhancing linkages with Gender and Security Sector National Taskforce was successfully met.

Some outcomes of investments made in building the capacities of women was observed through the dialogues organized with SSIs at the community level. It has been indicated, these dialogues provided the platform for communities to highlight issues of insecurity for response by SSIs. Based on the knowledge and skills acquired by women, they were able to organize and host series of dialogues with SSIs on a range of issues.

In assessing the projects performance against Indicator 2.2.1 (number of dialogues involving security forces and peace huts' women in targeted zones), it was found that the project met its target by facilitating the hosting 48 dialogues between the 12 targeted peace huts and SSIs in the counties of intervention.

These dialogues helped build relationships between women and SSIs and built trust on both ends. Joint collaborations between peace huts and SSIs, especially in border communities and communities close to police stations and courts, contributed to the resolution of disputes in intervention communities. It was found that peace huts have contributed greatly to reducing the caseloads that local authorities (police, courts, town chiefs, etc.) have to deal with. For instance, in Tiappa, Tiama and Malema, peace hut women indicated that on many occasions, they withdrew cases from police stations as well as offices of town chiefs and magisterial courts and resolved them. This was validated by the town chiefs of Malema, Bo Waterside, Tiama and Tiappa. The town chief of Tiappa mentioned that the peace hut resolved all cases that they withdrew from his office, and continue to work well with his office in maintaining a peaceful community.

While results at the community level were found to be strong, there was little or no evidence on how linkages between peace huts and national actors was strengthened. Even though it was envisaged in output 2.2 (*increased confidence and uptake of security and justice sector for rights violations and dispute resolution at the community level – with focus on building trust between community, the security and justice institutions through women-led peacebuilding initiatives, and enhancing linkages with Gender and Security Sector National Taskforce*) that linkages between peace huts and the GSSNT would be strengthened, this was found not to have been addressed.

One activity which brought some GSSNT members into direct contact with a peace hut was the field trip that was organized by Kofi Annan Institute, which provided an opportunity for the course participants to understand the works of peace huts and their contribution to peace building at the community level. The second cohort of the Advanced WPS Course undertook a field visit to the Totota Peace Hut on September 28, 2018.

• **Matrix: Assessment of Outcome 2**

		OUTCOME 2 Community-based women leaders influence justice and security reform processes, especially in border areas, and demand accountability at all levels	
	Outcome Indicator 2 a: Extent to which security sector structures engage community based women organizations in the reform processes <u>Baseline</u> (12/2017): zero <u>Target</u> (06/2019): Coordination mechanism between security institutions and 12 Peace Huts Women is established and functional	Elements identified and related to Coordination mechanism between security institutions and 12 Peace Huts Women is established and functional. <u>Target:</u> Coordination mechanism between security institutions and 12 Peace Huts Women is established and functional There were 48 dialogues held between Peace Hut women and SSIs. These dialogues were validated by all Peace Huts visited. However, these dialogues were focused more on community-level security issues and not focused on reform processes.	**100% met**
	Outcome Indicator 2 b: Per cent of Women Peace Huts in the targeted zone, indicating improved coordination, reporting and response mechanisms with security sector structures <u>Baseline</u> (12/2017): N/A <u>Target</u> (06/2019): 30% of all 12 Peace huts coordinating with security sector institutions	<u>Target</u> (06/2019): 30% of all 12 Peace huts coordinating with security sector institutions. The achievement was above the indicator's target of 4 (12*30%=4). All 12 Peace Huts indicated that their coordination with SSIs in their communities have immensely improved. Many Peace Huts indicated that except for the LNP, this project was the first initiative to establish a coordination mechanism between the Peace Huts and the LIS and LDEA at the community level.	**100% met**

Output 2.1:	Output Indicator 2.1.1	Activity 2.1.1: Training for women groups and their networks in eight existing peace huts and four new peace hut in bordering counties in community dialogue, security sector reform, networking, mediation, advocacy techniques and understanding of LNAP on UNSCR 1325.	90% met
12 Women peace building networks in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures.	Number of functional Peace Hut's Women trained on conflict prevention management and resolution and use of the referral pathway

Baseline (2016):eight (8) functional peace huts women trained

Target (12/2018): 12 peace huts' women trained in GBV, WPS, Land rights, LNAP their dialogues agendas', conflict mediation, negotiation, advocacy etc) | Target: 12 peace huts' women trained in GBV, WPS, Land rights, LNAP their dialogues agendas', conflict mediation, negotiation, advocacy etc)

All 12 Peace Huts indicated that they were trained by Educare on conflict prevention management and resolution and use of the referral pathway. In addition, it is stated in the Annual Report submitted to the PBO on November 15, 2018 that the capacities of 280 participants from 8 peace huts were enhanced in peacebuilding and conflict prevention and resolution.

Activity 2.1.2: Support community outreach and awareness on LNAP UNSCR 1325 to enhance women's leadership and participation in peace and

3 Workshops were organized at the community level to share the general infos about WPS /UNSCR 1325.

- 27-28/02/2019
- Workshop on development of implementation and monitoring structure of the snd LNAP (51 participants)
- 9-14 May 2019
Awareness raising workshop on CEDAW, Beijing Platform for action and National Action Plan on WPS (60 participants)
- 20-21/05/2019
Workshop for second phase of LNAP (25 participants)-

Note: The main awareness raising activities are still ongoing. WAPNET just signed a PCA with UN Women and is working on the dissemination activities. An illustrator was recruited to work on community friendly flyers. UNDP hired a consultant to produce a documenter on Inclusive Security. | |

| Output 2.2: Increased confidence and uptake of security and justice system for rights violations and dispute resolution at the community level – with focus on building trust between community and the justice system through women led peacebuilding structured linkages with Gender and Security Sector taskforce | Output Indicator 2.2.1 Number of dialogues involving security forces and Peace Huts' Women in targeted zones

Baseline (12/2016, 12/2017): 10

Target: 48 dialogues involving security forces and Peace Huts' Women in targeted zones | *Activity 2.2.1:* *Support dialogue between peace hut women and joint border security officers to improve service delivery and gender responsiveness of security.*

Target: 48 dialogues involving security forces and Peace Huts' Women in targeted zones

All 12 Peace Huts hosted dialogues with SSIs at the community level. It is reported that 48 dialogues were conducted.

Activity 2.2.2: Peace Hut and their networks are capacitated and empowered on early warning and reporting of violent occurrence as per local security procedures.

Peace hut women were trained on early warning and early response mechanism. The Evaluation Team received a report related to the mapping of early warning mechanisms including the assessment of their strengths, weaknesses and lessons learnt.The Liberia Peace building Office was engaged by the International Organization for Migration (IOM) to conduct Conflict Early Warning Mapping Exercise which ran from 29th November – 11th December 2018. | **100% met** |
| | **Output Indicator 2.2.2** Number of Peace Huts' Women trained on Early Warning, and Reporting on the occurrence of SGBV as per local security procedures.
Baseline (01/2018): TBD
Target (12/2018): 12 women peace huts trained (how many women per peace hut or only 12 women) | Number of Peace Huts' Women trained on Early Warning, and Reporting on the occurrence of SGBV as per local security procedures.

Target (12/2018): 12 women peace huts trained (how many women per peace hut or only 12 women)

The Early Warning workshop was conducted in Ganta and Nimba Counties from December 18-22, 2018. 22 participants attended the training with 2 persons representing each peace hut. | **100% met** |

- ***The extent to which the beneficiaries were satisfied with the results***
The findings are very good

Based on a sample of women and men interviewed and met at national and community, a total of 193 respondents (46 men and 147 women):

90% of the indirect beneficiaries are satisfied with the project results at community level
82% of the direct beneficiaries are satisfied with the project results at community level
80% of the involved partners (UN Agencies, Ministries, Security institutions and CSOs) are satisfied with the project results at community and national levels

- **The extent to which the capacities of relevant duty-bearers and rights-holders have been strengthened**

The findings are good

During the interviews, group discussions and field visits, the Evaluation Team through the use of semi structured questionnaires and its analysis found that duty bearers have been capacitated at various levels (institutional and individual levels).

The findings demonstrate that 93% of interviewees who attended various capacity building activities have changed their mindset in regard to GE- related issues and the role of women in justice, peace and security sectors. 2 out of 3 beneficiaries initiated concrete changes at organizational levels in spite of barriers some of them are facing from their hierarchy in the change management process.

At individual level
The findings are very good

A transformation and internal changes were observed and reported during various interviews. Women capacitated are now pushing for top positions and are not afraid to apply for high decision making level positions within their organisations. Men who had stereotypes against the recruitment of their female counterparts in security and justice sectors changed their mindset since they attended various trainings (77% of the male respondents).

At institutional level
The findings are good but very fragile

Some ministries and security institutions in Liberia are now aware of the importance of making their work more gender responsive. It was reported that the project helped Gender Units to understand better their roles and responsibilities within the organisations. Officials who were directly targeted by the project intervention have become change agents within their structures and the first positive results were observed. A member from the GSSNT reported for example that she is now getting 5-10 minutes in each strategic meeting to share her gender analysis on important issues (this was not the case before) or the Ministry of Justice which conducted a gender audit in June 2019 and is now planning to establish a gender unit within the ministry.

LN FS promoted women to two senior positions. A facebook account was created to strengthen the networking and learning experience of the GSSNT members and is operational and up to date.

In spite of the successes there are also further reported challenges at institutional level that hinder the representation, participation of women in decision making level. Indeed it was reported that in some institutions, officials who attended some trainings are now facing unexpected barriers from their direct supervisors who see them to some extent

as a threat to their own position (38% of the respondents from a sample of trained women and men).

One interviewee reported the following: « *My chief refused to send me to the training organized by Koffi Annan Institute. The institute had to convince him to let me participate. After the training, I received a certificate and I am now observing my chief blocking me in my work as he sees me as a threat or as someone who might take his position* »

At national level
The findings are good but very fragile

Various gender policies and strategies are being revised and developed by some ministries and security institutions in Liberia. However, there is still a need to provide technical support to those institutions for the development of the gender policies and frameworks. The financial resources necessary to implement this policies will challenge their effective implementation.

At community level
The findings are very good but need to be consolidated

The 4 peace huts were built within the project framework with the funds of PBF and two additional peace huts were built with the funds of the Swedish Embassy in Liberia. The 6 new peace huts are all operational.

Women leaders and members of the peace huts have been strengthened through various capacity building activities ranging from WPS trainings to specific woking sessions on VSLA management.

During the field visits, it was observed that women were meeting in the peace huts once to twice a week to discuss various issues related to the risks and threats of their own security, conflict resolution at family level. They also used this space to reflect on the financial dimension of the VSLA and the activities that will ensure the sustainability of the structures[15].

The evaluation identified an unexpected outcome at this level. Indeed, it was reported that women understand better the value of education for their girls and boys and are now sending them to school with more commitment even if the schools are far away in remote areas and other challenges are faced. They want their children in general and girls in particular to have more options and opportunities and wish to see them at high decision making level.

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[15] Sustainability plans were developed by the project for all the peace huts. Financial analysis were conducted for 35 peace huts

• **_Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?_**

**The findings are good**

The project set up a Board composed of the 3 co-chairs of the Gender and Security National Taskforce: Ministers of Defense, Gender, Children and Social Protection, and Justice. The Country Representatives of the three participating UN Agencies IOM, UNDP and UN Women were also members of the Board.

The Representatives of UN Women and the Minister of Justice were the 2 co-chairs of the Project Management Board. Both of them represented the project at the Peacebuilding Fund Steering committee. The Board had also included the Chairlady of National Peace Hut Women of Liberia.

At Project Management level, the project was led by UN Women. A WPS Specialist was hired to coordinate and manage the project. She was also in charge of reporting to the Project Board on the implementation of activities, achievement of results, and financial accountability of the project. She also coordinated various activities and worked closely with the GSSNT Secretariat which consists of three technical leads from the Ministry of Justice, Ministry of Defense and Ministry of Gender, Children and Social Protection and are responsible for coordinating and rollout activities with the security institutions. The Secretariat had a Technical Advisor for the duration of the project who ensured that the Secretariat has the full technical capacity on project management.

The two other participating UN Agencies, IOM and UNDP had project managers as focal persons for the oversight and implementation of the activities that each agency were expected to contribute to.

A Board Meeting was organized (only one time during the entire project intervention) but it was reported that various technical meetings were held and were helpful to ensure the successful project management.

Even though a risk assessment[16] was conducted by the project management and the key partners before its implementation, a few challenges have been reported.

At Project Management level
At the very early stage of the project design, a few challenges in collaborating with other UN agencies occurred as the funding allocated to the components were limited compared to the outcomes to be achieved. Low interest to the intervention was reported until concrete linkages between their own work and the project intervention were found and the areas covered by the project relevant.

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[16] Look at the project document p. 27

<u>At Government level</u>
The project management faced challenges related to the own structure of the Government institutions that are built around three levels of leadership: high leadership, medium and technical levels. Informations shared to the government counterparts were often not disseminated within the structures. The collaboration with the Ministry of Gender, Children and Social Protection faced also various challenges due to the fact that the project was designed by the previous government and implemented by the current one.

UN Agencies and some implementing partners expected the Ministry of Gender, Children and Social Protection to be more active and to show stronger ownership to the project activities.

Lastly, the risk assessment analyzed the extent to which the risks related to the delayed inauguration of the new government with « low in regard to the occurrence » and « medium » in regard to the severity of risk impact. However, it was reported that the project implementation faced up to 6 months delay in its implementation as the two criteria should have been assessed with « high » and appropriate measures put in place where possible.

<u>At CSO level,</u>
The coordination mechanism with CSO was good. The main challenges reported were related to the communication as a majority of women do not have email accounts and the exchange was mainly per phone (when the connectivity and network were working)

- ***The extent to which the project approaches, strategies & practices were innovative***
  The findings are good

The evaluation found that the following elements contributed to ensure that the project approaches and practices were innovative:

- The successful linkage at community level of Peace and Economic Rights of women through the VSLA activities provided in the Peace Huts
- The successful linkage between trained officials operating at national level with peace hut women operating at county level
- The sustainability plans developed during he project intervention for various security institutions and financial analysis of 35 peace huts (this project ensured that sustainability plans are developed)
- The project used social media to highlight and disseminate the positive results of the project. A Facebook page was created by the GSSNT members for people to connect, make the security sector attractive to young women ad men, and for the Gender Taskforce to share their experiences and learn from one another. The page is active and up to date

- Linkage between a Gender Advisor from DPO and the Liberian National Police to conduct a gender audit. The first cooperation of its kind globally. As a result the LNP developed and approved a gender policy
- The inclusion of retired and active females personnels who held or are in top positions to share their experiences with current female officers of SSIs was innovative and facilitated knowledge transfer on useful tips on how to climb the career ladders in the security sector

- ***In regard to the contributions participating UN agencies made towards the implementation of global norms and standards for gender equality and inclusive security in Liberia***

    The findings are very good

UN Women, UNDP and IOM played a crucial role in ensuring that gender equality, Human Rights and inclusive security in Liberia were promoted and considered by various actors at various levels as the fundamental for sustainable peace and justice in the country. The project successfully managed to reinforce capacity of civil society representatives and officials operating in the security and justice sectors at national and community levels who are now acting as change agents within they families, communities and institutions.

The revision of various gender policies and strategies of ministries and security institutions, the development of sustainability plans by SSIs and peace huts are concrete elements that contribute towards the implementation global norms and standards for gender equality and inclusive security in Liberia.

- ***Has the joint project-built synergies with other programmes being implemented at country level by United Nations, International NGOs and the GoL ?***

    The findings are good with some points of improvements

The evaluation found that the project built synergies mainly with other relevant programmes being implemented at country level by United Nations and EU at country level. Some of the activities of this project such as the development of the Gender Policy of the Liberian police (Gender and Human Rights Administrative Instruction) were cost-shared with another project funded by PBF that involves UN Agencies such as UNDP and UN Women: the Rule of Law Project.

In addition, the implementation of the EU/UN Spotlight Initiative and UN Women's next Strategic Note should help to ensure the sustainability of the results already achieved in this project. In addition, it was reported that IOM and UNDP are both involved in a cross border project. Some of the activities conducted in that project were used for the inclusive security project.

However the project did not manage to build synergy with programmes from International NGOs operating in Peace and Justice sectors in Liberia. The evaluation found that GIZ for example is managing various peace and security projects in the country with an objective of promoting the advancement of WPS and UNSCR1325.

• *How appropriate are UN WOMEN, IOM, and UNDP's staffing levels?*

The findings are very good

The evaluation found that all the involved project staff (2 men and 5 women) from UN Women, UNDP and IOM are very well experienced (from 7 up to 15 years working experiences) with solid and complementary backgrounds in the field of Gender Equality, Human Rights, Migration and Peacebuilding.

All involved staff are graduated with at least a Bachelor degree and Master degrees for 90% of them.

UNDP has already worked on the previous NAP 1325 in Liberia and appointed 3 very well experienced staff (a Team Leader with very strong expertise on Governance and Public Institutions who provided programme management oversight, a Gender Justice Specialist with a solid expertise on Gender Equality who served as the project manager for the inclusive security project - "Nothing for Us Without Us" on behalf of UNDP and a Program Associate with more than 10 years experiences who provided technical and managerial support to the Inclusive Security project.

UN Women led the project Inclusive Security: Nothing for Us without Us and had a very strong team composed of a WPS Programme Specialist who acted as a Project Manager with 14 years of programmatic, policy and managerial experience in the fields of gender equality, women's empowerment and women peace and security in post conflict and peacebuilding countries. She was assisted by a Gender and Peacebuilding Project Officer with 11 years experience in project management & Gender Equality and a WPS officer with 8 yeas experience.

IOM appointed a very well experienced staff with solid background on Peace and Migrations related issues who has experience in cross border initiatives and border management both from institutional and community perspectives (social cohesion and conflict prevention). He managed the project activities under IOM responsibility and focused on activities at community level.

4.3 Efficiency

The extent to which resources / inputs (funds, expertise, time, etc.) were converted to results.

The findings are good

- ***In regard to the resources allocated, strategically and appropriately utilized to achieve project outcomes, expected outputs and objectives***, the findings are good even if the evaluation found that the funds allocated were limited to some extent in relation with the focus of the project (Women, Peace and Security in a post conflict country), the numbers of SSIs and ministries, the project duration, the changing socio political context (the project was designed with a another government and implemented within a new one) and the expected results which are very ambitious.

A total budget of 2 000 000 USD was allocated by the donor PBF to the project for a duration of 18 months. The project successfully managed to provide solid basis to the Peace and Security efforts in Liberia with the funds allocated to each agency.
UN Women received 965 014,57 USD whereas UNDP received 524 201,52 USD and IOM 489 795,93USD.

- ***Matrix of funds allocated***

PBF Project budget per UN agency
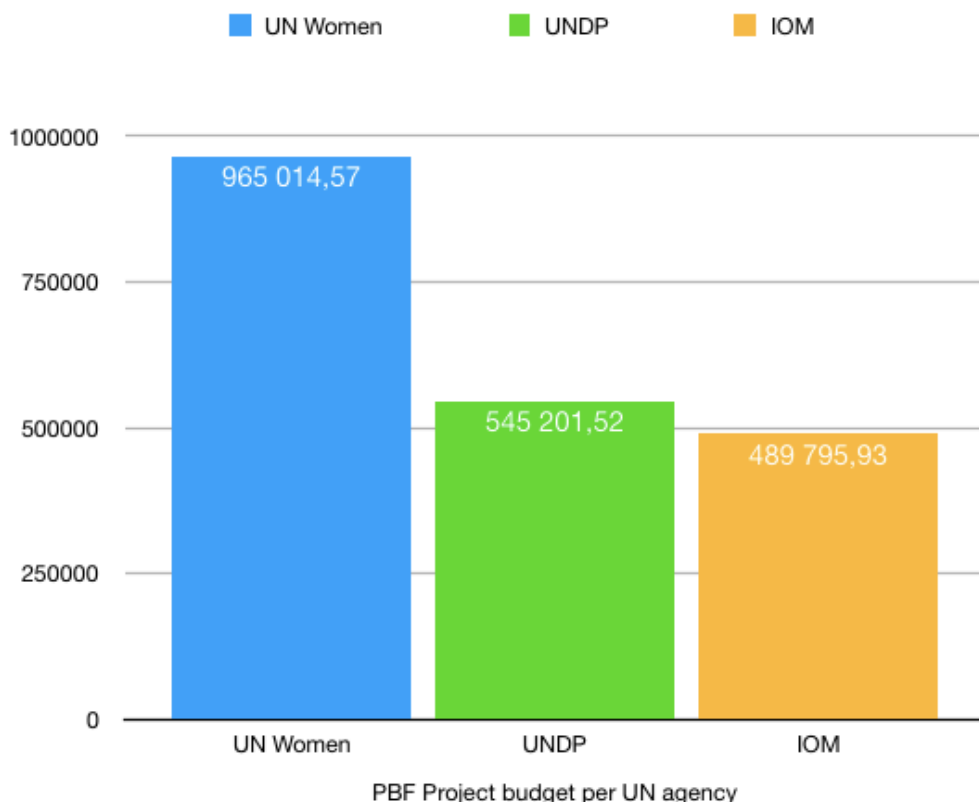
- **UN Women budget analysis**

UN women led this project. The agency reported a slight delay of few days in receiving the first installment from PBF and delays of a few weeks in receiving the second installment. Those delays did not impact the project implementation.

However the implementing partners of UN Women (Rights and Rice Foundation and Kofi Annan Institute mainly) reported delays up to 5 weeks in the disbursement of funds that impacted their planned activities.

The budget allocated to UN Women was 965, 014.57 USD to manage the activities under the output 1.1 (*Increased capacity of Government Ministries and Security Institutions for the implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform*) with a budget of 220,885.07 USD;
output 1.2 *(Gender and Security Sector National Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan and gender sensitive National Security Sector Strategy)* with a budget of 287,404.31 USD and output 2.1 (12 Women peace building networks in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures) with a budget of 183,402.09 USD.

In regard to funds allocated to M&E, PBF allocated 5-7% to M&E. A budget of 210 170 USD was planned for the project M&E and its implementation. But the project allocated 22% from the total budget to monitoring and evaluation of activities. This enhanced the quality of the results observed by the evaluation.

The evaluation found that UN Women financed more activities in the peace huts than planned. The agency explained that this was due to the positive results they already observed during the monitoring visits which needed to be strengthened. A knowledge gaps of women on WPS related issues was also identified as an issue to be urgently addressed through various awareness raising on UNSCR 1325.

When looking at the budget line related to the equipment, the evaluation found that the budget represented 408%. After a meeting with the financial staff of UN women, it was explained that the transfer related to the transportation service (a car) was directly done to the Ministry of Justice.

The following unexpected costs were observed by the evaluation team:

- The sustainability plans were not budgeted at the beginning of the project even if this was requested as conditions to the next installment. So UN Women used the budget line on the NAP1325 to finance the activities related to the sustainability plans of the peace huts. (Output 1.2)
- The legalization of the peace huts was not budgeted even if it was part of the project document. The Association of Lawyers of Liberia had an agreement to legalize the peace huts.

- The travel costs were also increased because of the activities in the field with the sustainability plans and the specific support to peace huts

- In regard to Human Resources, it was observed that 3 project managers were involved in each phase of the project. The project was designed by one project manager. Then another project manager took the planning phase over. Finally a WPS specialist was recruited and in charge of managing the project implementation. This did not impact the project but represents a high turnover of staff in regard to the project duration (18 months).

The budget line related to the staff and other personnel reveals that only 12% of the planned budget was used by UN Women. On the one hand, the salary of the project manager and WPS were fully paid by the Swedish Embassy. On the other hand, it was reported that budget categories used by PBF are not matching the codes of UN women and UNDP. So in the category under staff, the donor PBF means people with FTA.However, in the project none has this kind of contract. So there are still money left under this budget line. The expenses related to the salary of the project officer is now categorized under contractual services and paid by the corresponding budget line. There is still 88% remaining in this budget line.

PBF and UN Women already worked together on other projects and this was not reported as a challenge. However, 3 months before the project ended (April 2019), a guideline was shared by the donor PBF to UN agencies. The guideline requested the UN agencies to report following specific formats and categories that cerated challenges to the agencies (UN women and UNDP mainly).

The evaluation found that this guide should have been sent at the beginning of the project and a specific workshop how the categories used by PBF could match the codes used by the agencies would have been meaningful.

- **IOM Budget analysis**
489,795 USD was allocated to the activities and outputs under the management of IOM Under output 2.1 (12 Women peace building networks in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures) , 197,093.88 USD was planned. The output 2.2 was budgeted with 260,669.39 USD.

There were no unexpected costs observed and reported by IOM. In addition, the implementing partners Educare did not mention delays in the disbursement of funds.

- In regard to Human Resources, the budget line related to the staff and other personnel received 30% and 63% under operations (40% VSLA, 7% overhead and the rest for training). In the budget allocated to the staff, the 30% was used to finance the salary of

the Head of Mission, Project Manager, IT and the Driver. Another part of this budget line was used to rent offices and to finance communications activities.

• UNDP Budget analysis
545 201, 52 was allocated to UNDP for the management and implementation of activities under output 1.1 *(Increased capacity of Government Ministries and Security Institutions for the implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform)* with 314,247.82 USD and 1.2. *(Gender and Security Sector National Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan and gender sensitive National Security Sector Strategy)* with 195, 286.3 USD.

According to UNDP, the budget received in regard to the activities planned per output was manageable but not sufficient. The agency managed to implement 75% of the planned activities and mentioned the fact that if more funding was provided the impact of these initiatives would have been higher.

UNDP did not face delays in receiving the funds from PBF. However, the implementing partner, Medica Liberia, reported delays in the disbursement of funds.

The agency did not face any unexpected cost and M&E Budget were under the responsibility of UN Women

- In regard to Human Resources, a certain percentage (not clearly indicated by the Project Manager) of the budget line under staff covered the Chief Technical Advisor staffing. How the expenses of the other project staff members were covered by this budget line is not indicated.

- ***The extent to which the project was implemented without significant delays and the outputs delivered in a timely manner as well as reported limitations***

The findings are mixed

The evaluation found that the project did not experience significant delays in receiving the funds from PBF. A slight delay of 9 days was reported for the first payment which was expected to transferred the 1st January 2018 and they received it the 9th of January 2018. This delay did not impact the activities as the project experienced 6 months of stand by due to the political transition in the country.

The second transfer was expected the 15th of November 2018 when the project submitted the letter and the transfer was done in January 2019 only.

However, a few internal delays from UN Women and UNDP in disbursing the funds to the implementing partners up to 2 months were reported. The Right and Rice Foundation in charge of constructing the 6 peace huts reported major delays in

receiving funds from UN Women. This delay impacted the construction of some peace huts and their delivery.

MedicaLiberia reported also important delays in receiving funds from UNDP that negatively impacted some activities planned that needed to be postpone.
Educare did not face delays in funds disbursement from IOM.

In addition to the above mentioned delays, the evaluation found that various other elements impacted the timescale of the delivery of some outputs. Indeed, the project was designed in a pre election context and implemented with another government. The political transition delayed the project implementation for 6 months. The project ended on the 8th of July 2019 and there are still elements just starting to be implemented such as the dissemination activities and the development of the 5 year strategy to ensure the 30% representation of women in ministries and SSIs.

- ***How did the project team mitigate its impact?***

The project staff from the three (3) UN agencies are very experienced and a all of them have worked in highly challenging socio-political contexts where they had to manage unexpected situations under time pressure and the constraints.

The project benefited from the expertise of the project manager and the staff who managed to achieve as a team the project objectives in spite of the changing socio-political context and the reported delays in disbursement.

In addition, the evaluation found that the project's organizational structure, management and coordination mechanisms were effective in terms of project implementation.

- ***In regard to the monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to changing country context***

The findings are good with some points of improvements identified

The project designed at the early stage of the intervention a Monitoring and Evaluation Plan with specific activities per outcome. A budget plan was attached to the M&E plan. The M&E indicators were well formulated and based on the SMART approach.

In addition to the M&E matrix, various activities were put in place by the project management to ensure the quality of the activities implemented and track the progress.

The following monitoring activities were identified during the evaluation:
- Reporting by implementing partners
- Site visits
- Quality control ensured by a local engineer who assessed the quality of peace huts constructed by Rights and Rice (implementing partner)

- Regular exchanges with other involved UN agencies
- Reporting to the funder, PBF
- Dissemination of pictures

However the evaluation identified some risks that challenged the monitoring. Some means of verification, evidence and various activity reports were not available at project management level. The quality control of some capacity building activities conducted needed to be ensured and reinforced.

- ***Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without compromising project quality?***

The findings are very good

The project managed within a very short time frame of 18 months, the changing sociopolitical context, the number of involved partners, the number of direct beneficiaries at various levels and a limited budget of 2,000 000 USD to achieve strong results that will serve as solid basis for peace and security development issues in Liberia.

The evaluation found that the project and its components were cost-effective. The activities and outputs could not have been delivered with fewer resources without compromising the observed project quality.

The activities at community level around the Peace Huts and those related to the capacity building of women in the counties, the Early Warning and Early Response System development and enhancement, VSLA as well as the dialogue between women and local security institutions have the **strongest results.**

With limited budget allocated to those activities (The VSLA received for example a budget of 50,000 USD and the activities related to capacity building of peace huts women, dialogues with local security officials and early warning and early response were planned with a total budget of 309 484 USD), very strong results were observed particularly in the Border Areas (Results of outputs 2.1: Activities 2.1.1. and results of output 2.2: Activities 2.2.1 and 2.2.2).

A second component of the project with **good results** is related to the capacity building of officials from the security and justice sectors, CSOs representatives and the GSSNT members on GE/WPS related issues (even if more training is still requested by 71% of the respondents).

Networking with retired female security officers in January 2019 and field visit of trained officials to the peace huts women in the counties organized by Koffi Annan Institute were reported as being very relevant. This demonstrates the need of enhancing local and regional networking among women operating in the justice and security sectors in

the region (results of output 1.2: one element of the activity 1.2.1 related to South - South exchange, results of activity 1.1.2.

The results of the outcome indicator 1 (NAP 1325 revision, endorsement and related activities), outputs 1.1 (activity 1.1.1) and output 1.2 have **medium results** observed even if the outcome 1 and related outputs and activities received the most funds of the budget allocated by PBF.

- ***The extent to which the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs***

The findings are mixed

The project managed to improve efficiency in terms of delivery and avoided duplications at national level.

The synergies with other ongoing UN programmes focusing on peacebuilding in Liberia prevent the project from wasting the already limited human and financial resources available. Some activities related to SGBV where not directly covered by the project (with the exception of the NAP1325 revision which focuses on SGBV).

The activity 1.2.1 focusing on SGBV was for example not implemented because the rule of law program financed by PBF and mangled by the same UN agencies is already covering this dimension. So the funds initially allocated to his activity was used to conduct a gender audit of the Ministry of Justice that is now planning to have a Gender Unit.

However, the evaluation observed that the project did not conduct a mapping at community level to identify other actors, programs or intervention operating in the area of peace and security and collaborating with peace hut women. For instance they are observatories in place in the counties composed of women, men and youth with a clear mandate from the communities and to some extent, the GOL, to prevent or respond to SGBV and conflicts in the communities. Those observatories are receiving basic financial support from the GOL though the Ministry of Gender, Children and Social Protection. The synergies between the observatories and the peace hut women would have been helpful to the project at community level.

4.4 Sustainability

The likelihood of a continuation of project results after the intervention is completed or the probability of continued long-term benefits.

The findings are good but need to be consolidated

Sustainability was examined by assessing the likelihood of continuation of project results after closeout or the probability of long-term benefits at the national and community levels. The project did not have a project-level exit strategy. However, it put certain elements in place to ensure that partners develop their own exit strategies and sustainability plans.

The evaluation found that the project performed well in building the capacity of national-level stakeholder, especially members of the GSSNT whose GEWE knowledge and capacities were enhanced. Analysis of responses from training beneficiaries showed that 91% of respondents felt well equipped and have gained self-esteem to advance GEWE within their organizations. As has been indicated, GSSNT members who benefited from trainings have started to advocate and push for gender mainstreaming in their institutions.

- ***Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes in Gender Equality and Human Rights after the end of the intervention? What is the likelihood of that project results will be of use in the long-term? How was the sustainability strategy planned and has been proven successful?***

The findings are good

There is a high likelihood that training beneficiaries will continue to apply their acquired knowledge and skills for enhancing gender equality in their institutions.

- At institutional level

There have been strategies and plans revised to consolidate the results achieved by the project. Successful implementation of the revised NAP, the GSSNT strategic plan, gender polices of SSIs and associated plans will be key in sustaining the results achieved under this project. The operationalization of these strategies, policies and plans will, however, depend on the availability of human and financial resources at the disposal of beneficiary institutions.

- At the community level

The evaluation observed that the integration of economic empowerment (through the VSLAs) into WPS was an in-built mechanism that will continue to sustain project results in

the beneficiary communities. It was observed that the strongest peace huts identified are those having strong financial activities. The infusion of funds into peace huts and its accompanying capacity building on funds management were found to be impactful.

The funds increased the revolving capital of peace huts and enabled VSLAs to loan higher amounts of money to their members. All peace huts were found to have established systems in place for lending and recovering funds. There are record systems in place that track the amounts disbursed to members, interest to be accrued and payment periods. Peace hut women revealed that the funds provided to the peace huts enabled them secure loans and invest in business that are helping them keep their children in school and support their partners in meeting other household needs.

Financial sustainability plans developed for the peace huts were found to be critical to sustaining the activities of the peace huts. During FGDs, 82% of the respondents highlighted that there is strong will among peace hut women to implement the financial sustainability plans. It was observed that a number of peace huts are engaged in agricultural activities that were part of their sustainability plans.

The legalization of peace huts at national level was also reported as a strong foundation for sustaining the operation of peace huts in Liberia. Analysis revealed that 62% of peace hut respondents indicated that the legalization of peace huts into a national CSO will enable the peace huts to be consulted as a strong partner at national level. Peace hut women also believe that this will enhance their visibility at the national and global levels. It was mentioned by 23% of respondents that the global award won by the peace hut women in New York will enhance their visibility at the national and international levels.

Respondents revealed that the VSLAs of peace huts will remain self-sustaining, once women continue to be engaged in activities that generate income that cover the payment of their shares. This, as was indicated by respondents, will enable peace hut women to continue working together and contribute to peace building and conflict resolution at the community level. Peace huts continuous engagement in peace building will strengthen their collaboration with SSIs at the community level. About 70% of respondents confirmed that strong partnerships have been developed between peace huts and SSIs through various dialogues and that this partnership will continue to exist after the project.

One result that was found to be less likely to be sustained at the community level was the reporting of early warning incidents by peace hut women. During group discussions, it was revealed by women that they do not get any response or redress when they submit reports to the EWER platform. It was indicated that this lack of feedback demotivates women from submitting reports to the platform, and that many women no longer send reports to the platform.

- ***Partnerships established during project design and implementation was found to be a positive factor for sustainability and how have partnerships (with governments, UN, donors, NGOs, civil society organizations, religious leaders, the media) been established to foster sustainability of results?***

One example of an innovative partnership initiated under the project was the technical assistance that UN Women secured from DPO (the first of its kind globally), which resulted into DPO sending a Gender Advisor to support the LNP. The Gender Advisor conducted a gender audit that informed the revision of the LNP's gender policy and the development of its implementation plan – known as the Administrative Instructions on Human Rights and Gender.

Strong and inclusive partnership between UN agencies, government institutions and CSOs was mentioned as a key success factor by stakeholders. During interviews, 59% of respondents noted that the multi-stakeholder partnership at the national level will continue to sustain project results through ongoing engagements among the stakeholders.

- ***Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement?***

The evaluation found that the activities at community level around the Peace Huts and those related to the capacity building of women in the counties, the Early Warning and Early Response System development and enhancement, VSLA as well as the dialogue between women and local security institutions have very strong results and should be carried over into the next phase.

In addition, advanced capacity building of officials from the security and justice sectors, CSOs representatives and the GSSNT members as well as their supervisors on GE/WPS related issues should be considered in the next phase.

Networking with retired female security officers like in January 2019 and field visit of trained officials to the peace huts women in the counties organized by Koffi Annan Institute were reported as being very useful. Such actions and south - south exchange need to be further strengthen.

Lastly the results of the outcome indicator 1 (NAP 1325 revision and its endorsement), should be consolidated and the implementing of the NAP ensured in the next phase.

Due to the fragile results of those activities, it would be recommended to strengthen them in the next phase, consolidate the acquired skills and knowledge on WPS/GE and support further networking activities and exposure.

- ***In regard to the positive/innovative approaches which have been identified (if any) and how can they be replicated***

The findings are good

The evaluation observed positive results in linking peace and economic empowerment of women in the communities. The strongest peace huts identified are also those having strong financial activities. This can be strategically replicated and widened to youth in the border areas where they might be tempted to use drugs and get involved in illegal activities. They might become a risk for women and their activities within the peace huts.

In addition, the project managed to invite a Gender Advisor of DPO in Liberia to conduct a Gender Audit (PGA) at the Liberia National Police from the 6th of November to 17th December 2018. This could be extended to other peacebuilding projects in the country.

Lastly the South-South exchange with the delegation from Mali in the framework of NAP 1325 development and the exposure to other senior/retired female officials were reported as being very useful and impactful to women operating in the security and justice sectors in Liberia. This could be further duplicated in other interventions.

4.5 Gender Equality and Human Rights

The extent to which gender and human rights considerations have been integrated into the project design and implementation

The findings are very good

- ***To what extent are GE&HR a priority in the overall intervention budget?***

The project Inclusive Security: Nothing for Us without Us is gender focused. All strategies, approaches and activities that have been implemented are focused on addressing root causes of gender inequalities in the Security Sector Reform. The budget allocated to the project was therefore fully used to take actions and implement activities towards the advancement of Gender Equality and Women, Peace and Security in Liberia.

- ***Were there any constraints or facilitators (e.g. political, practical, bureaucratic) to addressing GE&HR issues during implementation?***

During the project design, it was found that the violation of women's rights was an issue in work places at the national level. Also, from existing evidence, it was identified that women in the security sector were already a marginalized group. This influenced the formation of GSSNT in 2016 (and launched in 2018) to monitor inclusiveness in SSIs. The project focused on harassment as well as sexual exploitation and abuse in the work place in order to ensure that women work in safe spaces at the national level.

The project collaborated with the Civil Service Agency (CSA) to conduct trainings on sexual harassment in the work place. It was indicated that some women revealed during the sexual harassment training that they had been harassed but didn't report because of lack of knowledge on reporting procedures and lack of trust that they can have justice if they reported such issues. The training provided women clear understanding on the reporting procedures as outlined in the CSA regulations.

By focusing on peace huts at the community level (an institution with mostly illiterate or semi-literate), the project sought to guarantee the protection of basic human rights at the community level. It was reported by the direct beneficiaries that the project also incorporated people with disabilities at all level.

- **What level of effort was made to overcome these challenges?**

The evaluation found that the project did not intentionally target SGBV as an issue because SGBV is already being addressed by a number of projects such as the Joint SGBV (2016-2019) Project that is being implemented by UN Women, UNDP, UNFPA and UNICEF.

The project strategically integrate SGBV prevention and protection of women in the NAP1325 revised under the project. Lastly, the project also complements the Swedish-Embassy-funded Rule of Law Project which focuses on building a framework for data collection and reporting on SGBV.

The protection of women's rights was also ensured by working with men at all levels to promote women's protection. It was found that men participated and benefited from trainings conducted on GEWE at both national and community levels. During interviews, stakeholders pointed out that men are reacting positively to women involvement in the security sector at the national level, and that men at the community level were supportive of the work of peace huts in promoting women's rights.

- **Were the processes and activities implemented during the intervention free from discrimination to all stakeholders?**

The findings are very good

Interviews with project stakeholders revealed that project design and planning did integrate human rights as a key principle of the intervention.

The evaluation found that stakeholders from various gender, sex and ethnic backgrounds were systematically involved in the project planning and implementation of all the activities.

5. Conclusions

The following main final evaluation conclusions are based on the above assessed evaluation criteria.

Conclusion 1: The Joint project objectives of Inclusive Security Nothing for Us without Us and focus on inclusive security were highly relevant to national priorities and policies of the Government of Liberia and the SSIs at the time of its design. The project was also relevant to international, regional and national WPS instruments however new risks in the border areas have been reported and specific capacity building activities are required

The conclusion is based on the evaluation findings related to the relevance (Number 4.1) and sustainability (findings number 4.4) of the project.

The needs assessments and various gender audits, gender analysis and baseline conducted, highlighted the fact that there was and there is still a need to empower officials from the security and justice sectors on WPS/UNSCR 1325 as well as to equip them in order to be more gender responsive in their work on daily basis and to ensure a better representation of women int he justice and security sectors.

The project successfully addressed the needs and priorities of women and men by providing actions to reinforce capacities of officials in the security and justice sectors, establishing a National Gender Taskforce with well trained members from ten security and justice institutions in Liberia and actively initiated dialogue between women leaders and security officials in the counties.

However, new challenges such as human trafficking and drugs abuses are now being reported by women and men in the border areas of Liberia. The acquired skills and knowledge did not address this issue. There is therefore a need to enhance local security and justice officials as well as peace hut women on those threats and risks.

Conclusion 2: The Joint project *Inclusive Security: Nothing for Us without Us* has laid a strong foundation for addressing the root causes of gender inequality and sexual harassment in the workplace and the low representation of women at high and middle decision making levels in the security and justice sectors in Liberia. The lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed

The conclusion is based on the evaluation findings related to the relevance and effectiveness (findings number 4.1 and 4.2) of the project. The final Evaluation findings indicate that the Joint project *Inclusive Security Nothing for Us without Us* has contributed significantly in reforming of gender policies and legal frameworks which are focusing on WPS, Gender Equality in the security sector and address the root causes of gender inequality. All the gender responsive frameworks provide a strong basis for

future programming aiming at addressing the the root causes of gender inequality and discrimination against women in the security and justice sectors that are still male dominated in Liberia. Strengthening gender responsiveness and Human Rights approach in planning, budgeting and monitoring is now a priority of all actors from civil society organization and the government of Liberia.

However there is a need to ensure the implementation of the above mentioned gender policies and strategies as many institutions lack the financial means to implement those frameworks.

Conclusion 3: Available evidence indicates that the Joint project Inclusive Security: Nothing for Us without Us has contributed significantly to grounding Gender Equality and Human Rights principles into Security and Justice sectors at individual, community, institutional and national levels in Liberia. However, some challenges have been observed at the institutional level

The conclusion is based on the evaluation findings related to the relevance (findings number 4.1), sustainability (findings number 4.4) and Gender Equality and Human Rights (findings number 4.5) of the project.

The evidence demonstrate that the focus of the Joint project on integrating Gender Equality and promoting the advancement of WPS & UNSCR 1325 in Liberia at all levels have have been very successful in spite of the reported sociopolitical challenges the project had faced in its implementation. Several gender responsive strategies and policies, legal frameworks and NAP 1325 were revised and endorsed. New gender policies and strategies are being developed for three (3) ministries and six (6) security institutions to ensure the increase to a minimum of 30% quota of the representation of women in the security and justice sectors in the country. It will be important to address the institutional barriers reported by various officials from the security and justice sectors who have drawn attention to the lack of support of some of their supervisors in their work towards the advancement of Gender Equality within their institutions.

Conclusion 4: Capacity building of various actors from the justice and security sectors provides a sustainable foundation which helps to address the root causes of the low representation of women within justice and security institutions.

The conclusion is based on the evaluation findings related to the effectiveness (findings number 4.2) and the sustainability (4.4) of the project.

Technical and human capacity strengthening provided by the joint project Inclusive Security has created well equipped officials within the ministries and SSIs in Liberia who are now advocating and promoting Gender Equality and WPS advancement. They are now aware of the importance of gender audits, analysis and mainstreaming in justice and security policy management.

Now the focus will be on development of new gender strategies, policies and frameworks within all ministries and security institutions as well as ensuring that financial and implementations plans are in place.

Lastly, there is a need to attract young women and retain qualified and well experienced women in the security sector that suffers from bad reputation and stereotypes.

Conclusion 5: Intervention focusing on Peacebuilding and Economic Empowerment of women in the communities is an innovative approach and strategy which prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.

The conclusion is based on the evaluation findings related to the effectiveness (findings number 4.2) and the sustainability (4.4) of the project.

The evaluation observed that the strongest peace huts identified are those having strong financial activities. Economic empowerment and peace were found to be impactful. Peace hut women revealed that the funds provided to the peace huts enabled them secure loans and invest in business that are helping them keep their children (boys and girls) in school and support their partners in meeting other household needs.

When women, men and youth are gainfully employed in decent work, generate enough revenue to live with dignity and are treated fairly in the communities, they have a stake in stability. Decent livelihood opportunities which are accessible to women, men and youth help to reducing exclusion and maximize social mobility.

Conclusion 6: The project was catalytic in its approach in its reinforcement of synergies with government ministries and institutions, Peace Hut Women and collaboration with strategic partners such as the Swedish Embassy in Liberia and DPO, however the project failed to build synergies with international NGOs.

This conclusion is based on finding of the relevance (findings number 4.1), effectiveness (findings number 4.2) and sustainability (findings number 4.4).

The direct project beneficiaries have been capacitated to address themselves the root causes of inequalities and low representation of women within the security and justice systems in Liberia at national and community levels. The catalytic efforts of the project generated a better understanding of inclusive security, Gender Equality and WPS that are necessary to ensure sustainable peace. In addition, the project managed to ensure further funds from another donor (Swedish Embassy) but failed to collaborating with international NGOs operating in the WPS area in the country like GIZ.

Conclusion 7: The project approaches, strategies & practices were innovative and the findings contribute to the enhancement of the sustainability of the results. However the sustainability plans that were required during the intervention should have been developed at the project design stage.

This conclusion is based on Final Evaluation finding of the relevance (Number 4.1) and effectiveness (Number 4.2).

Within a project duration of 18 months, the project successfully managed to initiate innovative approaches and practices such as promoting the link between Peacebuidling and Economic Rights of women through the VSLA activities provided in the Peace Huts, the development of sustainability plans for various security institutions and for 35 peace huts as well as the connection with DPO and the Liberian National Police. Those innovative approaches helped the project to achieve positive results in spite of the constraints met, the risks and the challenges faced in a changing socio political context.

However, it is important to mention here that the sustainability plans should have been developed at the beginning of the intervention.

Conclusion 8: Solid monitoring plan and budget ensure the high quality of the project results

This conclusion is based on Final Evaluation finding of the efficiency (Number 4.3) and sustainability (4.4).

The M&E indicators were formulated following a SMART approach and the project management ensured the implementation of the M&E plan. Various activities were reported such as site visits, reporting by implementing partners, regular exchanges with other involved UN agencies and dissemination of pictures.

The donor PBF allocated 5-7% to M&E but the project used 22% from the total budget for the monitoring and evaluation of activities. This ensured the effective implementation of the planned M&E activities in spite of the highly challenging context and enhanced the quality of the project results.

However, some means of verification, evidence and various activity reports were not available at project management level. It would have been helpful to recruit an M&E specialist for the project in regard to the number of the institutions involved in the intervention, the partners and the direct beneficiaries.

6. Recommendations

This section provides recommendations that may be used for future programming. The following recommendations have been developed based on the Final Evaluation findings and conclusions.

RECOMMENDATIONS		
Conclusions	**Recommendations**	**Priority**
Conclusion 1: The Joint project objectives of Inclusive Security Nothing for Us without Us and focus on inclusive security were highly relevant to national priorities and policies of the Government of Liberia and the SSIs at the time of its design. The project was also relevant to international, regional and national WPS instruments however new risks in the border areas have been reported and specific capacity building activities are required	**1.1** A mapping of existing structures operating in the field of peace and security in the counties is key. The mapping will serve to identify the established structures around the Peace Huts and establish clear intervention aimed at consolidating joint efforts within communities.	Immediate
	1.2 Officials from the security and justice sectors in the counties need to be capacitated in prevention mechanism of human trafficking and drugs abuse	Immediate
	1.3 At community level and particularly in the Border Areas, Peace Huts should be further equipped with the appropriate tools to deal with the risks related to drug abuses, human trafficking etc,.	Immediate
	1.4 There is a need to strengthen the Early Warning / Early Response System that is in place.	Immediate
	1.5 Representations of the Gender Taskforce must be established at county level to support the local efforts of Peace Hut Women.	Mid term
Conclusion 2: The Joint project *Inclusive Security: Nothing for Us without Us* has laid a strong foundation for addressing the root causes of gender inequality and sexual harassment in the workplace and the low representation of women at high and middle decision making levels in the security and justice sectors in Liberia. The lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed	**2.1** There is a need to ensure that a budget and implementation plans are in place within all the Security Institutions capacitated by the project or when UN women, UNDP and IOM and their partners are reviewing / revising former Gender Policies or designing and approving new ones. Security and Justice Institutions should demonstrate in a clear manner how they want to implement the policies being revised or drafted.	Short term
Conclusion 3: Available evidence indicates that the Joint project Inclusive Security: Nothing for Us without Us has contributed significantly to grounding Gender Equality and Human Rights principles into Security and Justice sectors at individual, community, institutional and national levels in Liberia. Some challenges have been observed at the institutional level	**3.1** There is a need to equip supervisors of officials trained with capacity on GE and WPS to ensure their active support within the institution. This might also help to prevent the lost of skills in the institution in case of staff turnover.	Short term

Conclusion 4: Capacity building of various actors from the justice and security sectors provides a sustainable foundation which helps to address the root causes of the low representation of women within justice and security institutions.	**4.1** In order to attract more (young) women in the security sector in Liberia, there is a need to support SSIs with a campaign aiming at improving their image and their bad reputation in the country and developing programs that target young women from universities who might be interested joining the security sector.	Long term
	4.2 There is a need to organize more South-South exchanges with female security officers and men from countries in the region and share best practices at institutional level	Mid term
Conclusion 5: Intervention focusing on Peacebuilding and Economic Empowerment of women in the communities is an innovative approach and strategy which prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.	**5.1** Activities around VSLA should be further strengthened and sustainability plans must be implemented	Immediate
Conclusion 6: The project was catalytic in its approach in its reinforcement of synergies with government ministries and institutions, Peace Hut Women and collaboration with strategic partners such as the Swedish Embassy in Liberia and DPO, however the project failed to build synergies with international NGOs.	**6.1** There is need to conduct mapping of all actors operating in the peace sector in Liberia in order to better utilise the possible synergies at all levels. UN agencies could support the Ministry of Gender in developing a mapping to identify the various elements at national and community level (e.g. who is working where on Peace and Security in Liberia?)	Short term
Conclusion 7: The project approaches, strategies & practices were innovative and the findings contribute to the enhancement of the sustainability of the results. However the sustainability plans that were required during the intervention should have been developed at the project design stage.	**7.1** PBF should ensure that the sustainability plans and the exit strategy are now systematically part of the project document and proposal before approval	Immediate
Conclusion 8: Solid monitoring plan and budget ensure the high quality of the project results	**8.1** It is have for such a project involving many stakeholders and partners within a shot project timeframe to recruit an M&E specialist	Short term

7. Lessons learned and innovations

7.1 Lessons Learned

The value of community-led alternatives to conflict resolution through the Peace Hut concept

Recognising and enhancing the roles of community led initiatives such as peace huts in peace building by providing technical assistance and proving them with a legal status in the country is a very good and strategic approach for addressing gender inequalities and tackling the very low representation of women in the justice and security sectors.

Considering Economic Rights when designing and implementing interventions related to Peace and Security ensure strong results.

The results of the joint project Inclusive Security Nothing for Us without Us demonstrated that the link between peace actions and economic empowerment ensure strong results. The evaluation observed positive results in linking peace and economic empowerment of women in the communities. The strongest peace huts identified are also those having strong financial activities.

The fact that individuals (women, men and youth) are able to generate revenues ensure that their basic needs are met. This provides a more peaceful environment that prevent conflict from happening and benefit to the families & communities.

Ensuring exit strategy of all involved partners and developing sustainability plans reinforce the viability of the positive results on long term that will lead to impacts.

Short duration of projects and interventions on peace and security do not provide sufficient time to consolidate the results in a long term.Through the development sustainability plans, interventions are implemented in a way that the results achieved within the project timeframe are consolidated even in the project ends.

The benefit of promoting networking among women and South-South exchange in the security sectors

Evidence from the Joint project *Inclusive Security Nothing for Us without Us* demonstrates that exposure with other women and men from similar geo-political contexts provide strong learning effects and results. A visit of a delegation from Mali to Liberia within the framework of NAP1325 development enabled all involved partners from the two countries to share best practices and provided a platform to exchange closely key issues around UNSCR 1325 and its contextualization. Inviting former or retired high ranking officials from the security sector to share their experiences and

career development benefited women currently working in the sector and struggling with various challenges.

Capacity building of officials in GE and WPS from the Ministries and SSIs contributes to promote in a sustainable way gender friendly and gender responsive institutions that should ensure in long term the increased representation of women.

The results observed after the officials were capacitated in GE and WPS as well as the response to some institutions willing now to appoint gender focal person or establish gender units are concrete examples of the link between capacity building of actors and gender responsive institutions.

7.2 Innovation

Partnership approach

Strong and inclusive partnership between UN agencies, government institutions and CSOs was mentioned as a key success factor by stakeholders. During interviews, 59% of respondents noted that the multi-stakeholder partnership at the national level will continue to sustain project results through ongoing engagements among the stakeholders.

Therefore active involvement and consultative participation of various partners and stakeholders from community and national levels in project design, planning, implementation and monitoring of the activities as well as in the final evaluation ensured a high ownership and contribute to the sustainability of the observed results.

Development of Sustainability Plans

SSIs and Peace Huts women developed sustainability plans that highlighted their will to achieve higher impacts on long term on gender equality and WPS in both the public and private sectors at national and community levels.

Exposure between capacitated officials at national level and grass root levels initiatives such as peace huts

Officials from ministries and security institutions at national level are often not in direct contact whit the realities of women and men in the communities. The acquired skills through capacity building activities is often intended to perform their daily basis work and they tend to overlook the specific and urgent needs of women and men in the communities. Actively linking them to other peace and security actors operating at community level has shown strong impacts int his project.

8. Annexes

- Annex 1: Terms of reference of the Evaluation Team members

Terms of Reference
Final Evaluation of the Project 'Inclusive Security: Nothing for Us Without Us project'
(jointly implemented by UN Women, UNDP and IOM)

Title:	Senior Evaluation Consultant
Project:	End-term evaluation UN Women/UNDP/ IOM Joint Programme 'Inclusive Security'
Type of Contract:	SSA
Post Level:	P4 (international consultant); NOB (national consultant)
Languages Required:	English
Starting Date	
Duration of Contract:	47 working days
Location:	Liberia
Section/Unit:	Evaluation
Typology of the consultancy:	International Consultant (Team Leader) and National Consultant (National Evaluator), homebased and in selected counties of Liberia
Duration of Contract:	21st May 2019 to 23rd of August

I.   Background

 In mid-2016, the Government of Liberia (GOL) assumed responsibility of all   security related matters from the United Nations Mission in Liberia, and the security environment remains fragile. As a result, women and girls in communities have fallen victim of security lapses which has predisposed women to violence and Gender Based violence. This situation therefore continues to undermine communities pursuit of a lasting peace.

Major socio-political obstacles persist disallowing Liberia from attaining an inclusive security sector that can sustain the peace and cater to needs of women/girls and men/boys. Presently,

women are grossly underrepresented in the sector, with an average of 17% across security institutions. Increased attention, resources and political will are required to reach the 30% quota for women in the security sector as stated in Liberia's National Action Plan on UNSCR 1325, Liberia's revised National Gender Policy (2017-2022) and the revised 2017 National Security Strategy of the Republic of Liberia. Obstacles to reaching this quota include ongoing and systematic discriminatory practices and women's confinement to traditional roles.

Despite these challenges, Gender Equality and Women's Empowerment (GEWE) are central to Liberia peace and security. As stated in the National Security Strategy of Liberia (NSSRL) (2018) ensuring gender mainstreaming at every level of security policy making and practices is one of the National Security Objectives. The NSSRL provides a framework for reforming Liberia's Security Sector Institutions (SSIs) with the view to ensuring sustainable and coordinated architecture which meets the security needs of the people. Commendable efforts have been taking place to reform the current security architecture complemented by the GOL commitment to adopt international and national peace and security, human rights and gender equality policy and legal frameworks such as the Liberia Peace Building Plan, the National Defense Strategy, the National Action Plan for the Implementation of UN Security Council Resolution 1325, the National Gender Policy (NGP), the national Gender–Based Violence Plan of Action (GBV–PoA). In addition, Liberia ratified the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) in 1984. These efforts largely contributed to the continued stability of the country and will ensure Liberia's transition to democracy, peace, security and development.

At present, Liberian security institutions lack the capacity to adequately respond to the differential needs of women, men, girls and boys, by providing adequate and appropriate services and protection from violence and discriminatory practices. SGBV continues to be a major challenge for Liberia with women and girls continuously facing high incidences of sexual and gender-based violence, harmful traditional practices, marginalization and economic strangulation. Women are also affected by social inequalities and official figures indicate significant gender disparity in employment opportunities whereby 53% of women as compared to 74% of men are employed in Liberia.[17] Indicators also point out that 48% of women as compared to 73% of men are literate while 33% of women and 13% of men aged between 15-49 years have no education[18].

A critical challenge is the fact that security institutions do not often employ a human rights-based approach to handling incidents of Gender Based Violence (GBV), and domestic abuse/violence, communal land disputes, crime prevention and response and community policing.

For Liberia, integrating gender in the security sector reform is not only a national commitment – it is underscored in international and regional normative frameworks including the Convention of the Elimination of all Forms of Discrimination against Women (CEDAW 1979), the Beijing Declaration and Platform for Action (1995) and United Nations Security Council resolution 1325 (2000) and the seven subsequent resolutions on women, peace and security.[19] For example, Security Council resolution 2106 (2010) calls for national security sector and justice reform

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[17] Liberia Demographic Health Survey 2013,

[18] Ibid

[19] The eight women, peace and security resolutions are 1325 (2000), 1820 (2008), 1889 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015).

processes which encourages women's participation. The recent Security Council resolution 2333 (2016) on Liberia also emphasized that persistent barriers to the full implementation of resolution 1325 will only be realized through dedicated commitment to women's empowerment, participation and human rights.

Bringing state and non-state actors together in a coordinated and gender sensitive dialogue reduces factors for instability. Fortunately, all relevant Liberian security institutions have acknowledged that increasing the participation of women will improve operational effectiveness, enhance relationships with the public and promote a non-discriminatory work environment. Experience from past has shown the effectiveness of linking community-based conflict prevention and mediation mechanisms to formal security institutions. In particular, the Peace huts have shown to reduce incidents of violence in the community by preventing conflicts from escalating and in some instances acting as an early warning mechanism for police interventions. The most important watchdogging function that the Peace Huts provide for the security and justice institutions is a critical asset in the context of low capacity and reach of the formal security sector in many parts of the country.

To address the existing challenges in the Security Sector, UN Women, UNDP and IOM are implementing the joint project "Inclusive Security: Nothing for Us Without Us".

In light of this UN Women Liberia, which is the lead Agency for the project is seeking to hire an International and a National Evaluation Consultants to conduct the end of project Evaluation. The International Consultant is expected to work with National Consultant in the process of executing this assignment. The International Evaluation Consultant will lead the evaluation process and decide on planning and distribution of the evaluation workload and tasks. The National Evaluation Consultant will provide support to the International Evaluation Consultant throughout the evaluation process.

II.   Description of the Joint Project

The joint project titled "Inclusive Security: Nothing for Us Without Us" is funded by the United Nations Peacebuilding Fund.The project is being implemented in the following 7 counties: Bomi, Cape Mount, Nimba, Lofa, Grand Gedeh, Maryland and Montserrado. The project started in December 2017 and will end in June 2019. The total budget for the entire project duration is USD 2,000,000.

The project seeks to promote gender equality in the security sector and enhance the capacity of the Security Sector Institutions for effective implementation of Women, Peace and Security agenda.In addition, the project aims to enhance women's involvement in the roll-out of decentralized peacebuilding efforts such as the early warning systems, the county and district security councils and, cross border dialogues etc. Similarly, the project aimed to build and sustain trust between security institutions and communities, by catalyzing women-led peace and security initiatives. The project beneficiaries included women and men from security institutions. Other beneficiaries were women in the peace huts in 6 counties and members of the Gender and Security Sector National Taskforce.

The project aims to achieve the following expected impact result: justice and security institutions become more gender-responsive, coordinated, decentralized and inclusive.

The Joint project was designed to achieve two expected outcomes with specific outputs, stated as follows:

Outcome 1. Duty bearers are responsive to the differential security needs of women and girls in conformity with the International and National commitments including the Liberia National Action Plan on Women, Peace and Security.

> **Output 1.1**: **Increased capacity of Government Ministries and Securit**y Institutions for the implementation and reporting of Liberia's National Action Plan UNSCR1325 and promote gender-responsive security sector reform.

> **Output 1.2**: Gender and Security Sector National Taskforce is equipped with tools and skills to coordinate the implementation of Liberia's National Action Plan and gender sensitive National Security Sector Strategy.

Outcome 2: Community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels.

> **Output 2.1:** Women peace building networks including in border areas have the capacity and skills to lead and meaningfully engage in national security agenda as members of the county, district and community security structures.

> **Output 2.2**: Increased confidence and uptake of security and justice sector for rights violations and dispute resolution at the community level – with focus on building trust between community, the security and justice institutions through women-led peacebuilding initiatives and enhancing linkages with Gender and Security Sector National Taskforce.

This project has the following Theory of Change: **IF** security and justice institutions are capacitated to address the differential needs of women, men, girls and boys and to implement the legal and policy frameworks on gender responsive security sector and **IF** the capacities of women-led community structures and their coordination within the justice and security sectors are strengthened **THEN** the security and justice systems actors will contribute more effectively to addressing gender inequalities and promoting and sustaining peace and stability **BECAUSE** justice and security institutions will become more gender-responsive, coordinated, decentralized and inclusive. Furthermore, a diverse and inclusive security institutions have been shown to provide better services for individuals and be better able to promote sustainable peace and stability.[20]

The Results and Resources Framework (RRF) of the project is included in annex 4.

UN Women established a Project Management Team for project coordination, reporting and monitoring. UN Women is the lead agency responsible for liaison and coordination with other UN Agencies, and Government. UN Women was tasked with the responsibility of reporting

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[20] See UN Integrated Technical Guidance Note on Gender-Responsive SSR: http://dag.un.org/handle/11176/387400

project progress results and financial matters to the board. UN Women is also the Agency that will manage this Evaluation.

III. Purpose (and use of the evaluation)

This evaluation was seen as mandatory and as a critical element of project management; thus it had to be undertaken as agreed with the donors. The final evaluation report will be submitted to the PBF together with the Project Final Report.

As a formative evaluation, the purpose of this evaluation is to examine project progress and results. The evaluation will generate substantial evidence for informed future policy choices and best practices. The evaluation will identify findings, challenges, lessons learnt, good practices, conclusions and recommendations will improve future joint programming and foster organizational learning and accountability.

The evaluation findings will be used by relevant stakeholders to:
- Enhance the collective capability of the Government at both the national and local levels to facilitate the implementation and monitoring of the NAP on Women Peace and Security
- Enhance leadership skills of women and their participation in key decision-making structures, with focus on the security sector
- Enhance participation of rural women in peacebuilding and security processes

This evaluation should inform the implementation of the Government's Strategic Plan, new strategic documents such as the new United Nations Development Assistance Framework (UNDAF) and future programming actions of UN Women, UNDP and IOM, including joint programming actions

The findings of this evaluation will also be used by the UN to further refine its approaches towards the promotion of WPS agenda and to inform the development of strategic documents including the 2019-2022 Strategic Note of UN Women Liberia CO.

Ultimately, the results of the evaluation will be publicly accessible through the Global Accountability and Tracking of Evaluation Use- GATE system for global learning and the PBF website.

Intended users

The main evaluation users include UN Women, UNDP and IOM in Liberia, as well as the Peacebuilding Fund. Furthermore, national stakeholders such as the Ministry of Justice, Ministry of Defense, Ministry of Gender, Children and Social Protection, Line Ministries in charge of the implementation of the NAP WPS, Kofi Annan Institute of Conflict Transformation, Rights and Rice Foundation, medica Liberia, Liberia Female Law Enforcement Association (LIFLEA), Association of Female Lawyers of Liberia (AFELL), Peace Hut Network and the Peace peacebuilding fund.

IV. Objectives

The evaluation will be guided by the standard OECD/DAC[21] evaluation criteria and GERAAS criteria list; i.e., a focus on relevance, effectiveness, efficiency, sustainability, and Human Rights and Gender Equality.

The objectives of the evaluation are to:
a. Assess the **relevance** of the intervention, strategy and approach in the implementation of the women's Peace and Security Agenda and achievement of women's rights;
b. Assess the **effectiveness** and **efficiency** of the project towards the achievement of impact results;
c. Assess sustainability of the project;
d. Assess the quality of the inter-agency coordination mechanisms that were established at country level;
e. Determine whether **human rights approach and gender equality** principles are integrated adequately in the project. Assess the sustainability of the results and the intervention in advancing gender equality.
f. Identify and validate important lessons learned, best practices and, strategies for replication and provide actionable recommendations for the design and implementation of future interventions.
g. Identify and validate innovative approaches in all aspects of the project
h. Document and analyze possible weaknesses in order to improve next steps of UN Women, IOM, UNDP Liberia interventions in the area of women, peace, and security programming
i. Adequacy of risk management and mitigation strategy. Where major risks identified correctly and accounted for?

V. Evaluation questions and criteria

The evaluation should be guided but not limited to the evaluation questions listed below. UN Women/ IOM could raise any other relevant issues that may emerge during the inception process.

> **Relevance:** *The extent to which the objectives of the Joint Programme are consistent with national evolving needs and priorities of the beneficiaries, partners, and stakeholders and are aligned with programme country government priorities as well as with UN Women, IOM, UNDPs policies and strategies.'*

- Do the project expected results address needs of the target groups (e.g. women in the Security Sector Institutions or, women in Peace Huts, etc?
- Are the activities and outputs of the project consistent with the overall global and national WPS priorities?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in Security Sector Institutions?

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[21] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

- What were the catalytic effects on security sector reform approaches?
- What were the catalytic effects of the project in relation to the broader peacebuilding framework in Liberia?
- To what extent was the project a catalyst in scaling-up peacebuilding efforts via other agencies, donors?
- Timely intervention? How timely and urgent was the project vis-a-vis the sustaining peace context in Liberia? Did it effectively utilize windows of political opportunities?
- Are the activities and outputs of the project consistent with the intended outcomes or impacts? Do they address the problems identified? was Theory of change applied?
- How suitable for the context is the range of substantive areas in which the project is engaged (i.e. promoting gender equality in the security sector, enhancing the capacity of the Security Sector Institutions for effective implementation of Women, Peace and Security agenda)?
- If the substantive areas are deemed suitable for the context, how appropriate are they for the project to undertake?
- How does the project reflect and align to Liberia's national plans on gender promotion as well as UNSCR 1325 and the UNDAF?
- Were the programmatic strategies appropriate to address the identified needs of women in communities and the justice and security sector?

Effectiveness: *The extent to which the* project*'s objectives were achieved or are expected/ likely to be achieved.*

- What has been the progress made towards achievement of the expected outcomes and results? What results were achieved?
- To what extent are beneficiaries satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results?
- Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?
- To what extent are the project approaches and strategies innovative? What types of innovative practices have been introduced? What are the unsuccessful innovative practices?
- What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security?
- To what extent are beneficiaries satisfied with the results? And how have capacities of relevant duty-bearers and rights-holders been strengthened?
- Has the joint project-built synergies with other programmes being implemented at country level by United Nations, International NGOs and the Government of Liberia?
- To what extent was the monitoring data objectively used for management action and decision making?
- Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?

- Did the project have effective monitoring mechanisms in place to measure progress towards results, how adaptably and rapidly did the projects react to changing country context?
- How appropriate are UNWOMEN, IOM, and UNDP's staffing levels?

Efficiency: *A measure of how economically resources / inputs (funds, expertise, time, etc.) were converted to results.*

- Have resources been allocated strategically to achieve project outcomes?
- Were resources sufficient to enable achievement of the expected outputs?
- Have the outputs been delivered in a timely manner? what were the limitations?
- Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without comprising project quality?
- Has the project's organizational structure, management and coordination mechanisms effective in terms of project implementation? Are there any recommendations for improvement?
- Has the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this?
- Has the project facilitated building of synergies with other programmes being implemented at country level by United Nations, including International NGOs and the Government of Liberia?
- How effective are the project's individual entity and joint monitoring mechanisms? How was data from   monitoring used for management action and decision making?
- Were resources appropriately utilized to achieve project objectives?
- Was the project implemented without significant delays? If so, how the project team mitigated its impact?

Sustainability: *The likelihood of a continuation of project results after the intervention is completed or the probability of continued long-term benefits.*

- What is the likelihood of that project results will be of use over the long-term? What is the likelihood that the results from the project will be maintained for a reasonably long period of time once the project ends?
- Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? Which positive /innovative approaches have been identified if any and how can they be replicated?
- How have partnerships (with governments, UN, donors, NGOs, civil society organizations, religious leaders, the media) been established to foster sustainability of results?
- Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in Gender Equality and Human Rights after the end of the intervention? To what extent were stakeholders involved in the preparation of the strategy?
- How was the sustainability strategy planned and has been proven successful?
- To what extent have project's exit strategies been well planned and successful?

Gender Equality and Human Rights (GE&HR)

- To what extent has gender and human rights considerations been integrated into the project design and implementation?
- To what extent are GE&HR a priority in the overall intervention budget?
- Were there any constraints or facilitators (e.g. political, practical, bureaucratic) to addressing GE&HR issues during implementation? What level of effort was made to overcome these challenges?
- Were the processes and activities implemented during the intervention free from discrimination to all stakeholders?

The questions above are a suggestion and could be changed during the inception phase in consultation with members of the Reference Group and UN Agencies.
It is expected that the evaluation team will develop an evaluation matrix, which will relate to the above questions, the areas they refer to, the criteria for evaluating them, the indicators and the means of verification. The questions will be revised by a Team of Evaluators during the Inception Phase.

The evaluation will be gender sensitive and Human rights focused. Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles into evaluation, these dimensions will require special attention for this evaluation and hence will be considered under each evaluation criteria.

The Independent Evaluation Office (IEO) is the custodian of UN Women's evaluation function, which is governed by an Evaluation Policy. The IEO has developed the GERAAS, which has adapted United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System to guide evaluation managers and evaluators. All evaluations in UN Women are annually assessed against the framework adopted in GERAAS and hence the consultants should be familiar with GERAAS quality standards.

All evaluations conducted by UN Women are publicly available on the Global Accountability and Tracking of Evaluation (GATE) system along with their management responses.

VI. Scope of the evaluation

The evaluation will cover the implementation period of the Joint project, thus, December 2017 to June 2019 (18 months) .

It is intended that as much as possible the evaluation will provide a comprehensive assessment of the joint program covering all two levels of the program scope and their interconnections:

- Community level - assessing how the joint programme initiatives, particularly by implementing partners on the ground, have created favourable conditions and led to enhanced participation of c women in influencing justice and security reform processes in targeted areas (Bomi, Cape Mount, Nimba, Lofa, Grand Gedeh, Maryland, and Montserrado)
- National level - analysing achievements over the last months of implementation, more specifically what have been the successes,   opportunities missed, and constraints

encountered.

The geographic scope of the evaluation will be decided in consultation with the evaluation team during the inception phase. The project targeted seven project counties (Bomi, Cape Mount, Nimba, Lofa, Grand Gedeh, Maryland and Montserrado). challenges that might hinder the data collection process at county level is the bad condition of roads during rainy season.

VI. Evaluation design (process and methods)

The evaluation process is divided in six phases:
1) Preparation Phase
2) Inception phase
3) Data collection phase
4) Data analyses and syntheses phase
5) Validation
6) Dissemination and Management Response

The evaluation team (the International and National Consultant) is responsible for phases two, three, four and five while the Phase one and phase six are the responsibility of the Joint program Manager, the Programme Specialist on Women, Peace and Security and participating UN agencies (IOM/UNDP).

In addition, UN Women is a UN System-wide Action Plan on Gender Equality and the Empowerment of Women, or UN-SWAP reporting entity and the consultants will take into consideration that all the evaluation in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard.

In line with the above mentioned, the Evaluation Report will be subjected to UN-SWAP quality scoring and must demonstrate evidence of gender integration in the evaluation process and report. The methodology should clearly focus on highlighting gender issues in the implementation of the program. This is one of the elements by which this evaluation report will be scrutinized by a team of external evaluators, using the UN-SWAP criteria. The evaluation performance indicator [UN SWAP EPI Technical Guidance and Scorecard] is used to appreciate the extent to which the evaluation report satisfies the following criteria:

→ GEWE is integrated in the evaluation scope of analysis and evaluation indicators are designed in a way that ensures GEWE related data will be collected.
→ GEWE is integrated in evaluation criteria and evaluation questions are included that specifically address how GEWE has been integrated into the design, planning, implementation of the intervention and the results achieved;
→ A gender-responsive methodology, methods and tools, and data analysis techniques are selected.
→ Evaluation findings, conclusions and recommendations reflect a gender analysis.

VII. Methodology

The evaluation methodology will use mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate.

The detailed methodology for the evaluation will be developed, presented and validated by UN Women at the inception of the evaluation

Participatory and gender sensitive evaluation methodologies will support active participation of women and girls, men and boys benefiting from the project interventions.

The Consultant will undertake the following tasks, duties and responsibilities:

- Review of Documents: The evaluators shall familiarize themselves with the programme through a review of relevant documents, including, but not be limited to: Joint Programme Work Plan, Annual progress reports, Project procurement and financial reports, Minutes of Project Management meetings, Policy briefs, studies and any other technical reports, etc.

- Key Informant Interviews: The evaluator shall do a comprehensive stakeholder mapping in the beginning to identify the key informant interviewees. The evaluator shall carry out key informant interviews with major stakeholders. The interviews should be organized in a semi-structured format to include for instance. Focused Group Discussions; individual interviews; surveys; and/or participatory exercises with the community or individuals. The information from this assessment will be used as a baseline for PAPD, UNDAF and to facilitate the development of the Second phase of the NAP Women Peace and Security

- Field visits: During site visits, the evaluator will carry out interviews with the community, making sure that the perspective of the most vulnerable group is included in the consultation.

The evaluation team should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

Evaluation team is solely responsible for data collection, transcripts or other data analyses and processing work. Usage of online platforms and surveys as a complimentary and additional methodology is highly recommended. The evaluation team is expected to manage those platforms and to provide data analyses as defined in the Inception report.

The evaluation team should detail a plan on how protection of subjects and respect for confidentiality will be guaranteed. In addition, the evaluation team should develop a sampling frame (area and population represented, rationale for selection, mechanics of selection, limitations of the sample) and specify how it will address the diversity of stakeholders in the intervention

The evaluation should be conducted in accordance with UN Women evaluation Policy, evaluation Chapter of the Programme and Operations Manual (POM), the Global Evaluation Reports Assessment and Analysis System (GERAAS evaluation report quality checklist), the United Nations System-Wide Action Plan Evaluation Performance Indicators (UN-SWAP EP) and UN Women Evaluation handbook. All the documents will be provided by UN Women at the onset of the evaluation.

VIII. Stakeholder participation

The evaluators are expected to discuss during the Inception phase how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives. Their participation is crucial at each stage as follows: 1. Design; 2. Consultation of stakeholders; 3. Stakeholders as data collectors; 4. Interpretation and 5. Reporting, dissemination and usage of data.   The list of stakeholders can be found in section III. Furthermore, a stakeholder analysis should be provided in the inception report.

It is important to pay particular attention to the participation of rights holders–in particular women in the Security Sector Institutions and rural women. The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

IX. Time frame

The evaluation is expected to be conducted according to the following time frame:

Tasks	Time frame	Responsible party
Desk review and inception meeting The evaluator will attend a virtual inception meeting where orientation on programme objectives will be offered, as well as on progress made. At this stage of the evaluation, the evaluator will have the chance to speak with UN Women, IOM, UNDP staff, and UN Peacebuilding Fund Secretariat in Liberia as well as with selected stakeholder representatives. The evaluator will be given key programme documents for review and the Terms of Reference of the Evaluation. The inception meeting, desk review of key programme documents (e.g. programme documentation, contracts, agreements, progress reports, monitoring reports, etc.)	21st May- 4th of June	Evaluation Team
Submission of draft Inception Report to the evaluation reference Group The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives.	7th of June 2019	Evaluation Team

Submission of Final Inception Report. The inception report should capture relevant information such as proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables and should also contain background information. The inception report should be approved by the reference Group, IOM, UN Women and UNDP	14th of June 2019	Evaluation Team
Data collection Data collection will include both in-country, face-to-face and/or virtual (telephone, video conferencing) interviews.	15th of June -30th of June 2019	Evaluation Team
Analysis and presentation of preliminary findings to the Reference Group. The evaluator will share preliminary findings and recommendations with the Reference Group at the end of the field visit. Prior to this presentation, The Consultant will share the initial findings and recommendations with the UN Women programme team.	28th of June 2019	Evaluation Team
Submission of interim Evaluation Report. Report structure should follow UNEG evaluation reporting guidance. The evaluators finalize the draft report. UN Women will review the report as part of quality assurance and will share it with the reference group for their feedback.	12th of July 2019	Evaluation Team

Comments from Evaluation Reference Group and Evaluation Management Group
 	
The report should be finalized on the basis of feedback from UN Women and the Reference Group. UN Women will present the draft report to stakeholders in a validation meeting.
  A presentation of draft report should be done at a validation workshop facilitated by the National Consultant.
  A presentation of draft report should be done at a validation workshop facilitated by the National Consultant.
	29th July 2019	Evaluation Team UN Women Evaluation Manager, Evaluation Reference Group and Evaluation Management Group, Peace Building Office Secretariat, PBF

Submission of a Final Evaluation Report. The final report will be structured as follows: I. **Table of Contents** II. **List of abbreviations and acronyms** III. **Executive summary** IV. **Background and context** V. **Evaluation purpose** VI. **Evaluation objectives and scope** VII. **Evaluation methodology and limitations** VIII. **Evaluation findings** 　a. Design 　b. Relevance 　c. Efficiency 　d. Effectiveness 　e. Sustainability 　f. Gender, Equity and Human Rights IX. **Conclusions** X. **Recommendations** XI. **Lessons learned** XII. **Annexes** 　a. Terms of Reference 　b. Documents consulted 　c. List of institutions interviewed, and sites visited 　d. Evaluation tools (questionnaires, interview guides, etc.) 　e. Summary matrix of findings, evidence, and recommendations 　f. Evaluation brief The final report will be submitted in both hard and in soft copies	9th of August 2019	Evaluation Team
Dissemination of Report. With recommendations from the evaluation team UN Women will develop a dissemination and utilization plan following the finalization of the Evaluation Report.	9TH of August-25th August	UN Women
Management response	25th August	UN Women

X. Expected deliverables

The deliverables expected for this assignment are as follows:

1. A detailed inception report, including a work plan that will respond to the TOR with clear links between the proposed evaluation approach and evaluation questions. The inception report should capture relevant information such as proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables and should also contain background information.

2. A briefing and report with preliminary findings.
3. A draft evaluation report for review and feedback
4. A final evaluation report incorporating the feedback.
5. A compliance note against the comments/ feedback
6. A presentation of the final evaluation report to the primary stakeholders of the evaluation.
7. A power point presentation of key findings and recommendations that can be shared internally by WSSCC and UN Women with their Steering Committee and Board respectively.
8. A succinct, user friendly learning document that captures the main evaluation messages and can act as a standalone summary of the evaluation report for broader dissemination.

The independent consultant shall submit a draft report to UN Women within 28 days following completion of the evaluation mission. UN Women will solicit and revert promptly with collective feedback from the Evaluation Management Group and the Reference Group for the evaluator to finalize the report. The evaluator is required to append the following items to the final report:
- Terms of Reference
- Data collection instruments
- List of meetings/consultations attended
- List of persons or organisations interviewed
- List of documents/publications reviewed and cited
- Any further information the independent consultant deems appropriate

The procedures for the submission of the evaluation report will be as follows in consecutive order:

1. The consultant will submit a draft evaluation report to the UN Women Evaluation Manager. The evaluation report will be structured as follows:

- Title
- Executive summary
- Background and purpose of the evaluation
- Context / Background and project description
- Evaluation objectives and scope
- Evaluation methodology and limitations
- Findings: relevance, effectiveness, efficiency, sustainability, and gender and human rights
- Conclusions
- Recommendations
- Lessons learned and innovations
- Proposed management response and Dissemination Strategy

Annexes**:**
a. Terms of reference of the Evaluation
b. List of documents/publications reviewed and cited
c. Data collection instruments
c. Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
a. Tools developed and used such as the evaluation matrix
b. List of findings and recommendations
c. Any further information the independent consultant deems appropriate

2. The UN Women Evaluation Manager will forward a copy to the members of the EMG and ERG for review and feedback.
3. The UN Women Evaluation Manager will consolidate the comments and send an audit trail of comments to the evaluator.
4. The consultant will finalize the report incorporating any comments deemed appropriate and providing a compliance note explaining why any comments might not have been incorporated. He/she will submit the report in track changes along with the compliance check to the UN Women Evaluation Manager.
5. The report is considered final once approved by The Evaluation Manager, WCA Regional Evaluation Specialist. UN Women, UNDP and IOM will abide by the principles of independence, impartiality, transparency, quality and credibility.
6. The Evaluation Steering Committee will officially complete a management response within six weeks of receiving the evaluation.
7. The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines.

The **national and international evaluators** will produce the following deliverables:

	Deliverables
1	**Final Inception Report.** A detailed inception report, including a work plan that will respond to the TOR with clear links between the proposed evaluation approach and evaluation questions.
2	A briefing and report with preliminary findings and Power Point Presentation of **preliminary findings** presented to the Reference Group
3	**Interim Evaluation Report.** Report structure should follow UNEG evaluation reporting guidance.
4	Power point Presentation of draft report. A presentation of draft report should be done at a validation workshop facilitated by the National Consultant
5	A power point presentation of key findings and recommendations and a succinct, user friendly learning document that captures the main evaluation messages and can act as a standalone summary of the evaluation report for broader dissemination and Approved Evaluation Report. Submitted in both hard and in soft copies

Please see Annex 3 for detailed description of deliverables.

All the deliverables, including annexes, notes and reports should be submitted in writing in English. Upon receipt of the deliverables and prior to the payment of installments, the deliverables and related reports and documents will be reviewed and approved by UN Women. UN Women will approve the deliverables when it considers that the deliverables meet quality standards for approval. The period of review is one week after receipt.

XI. Management of evaluation

The **Evaluation Manager (EM)**, **the Evaluation Reference Group (ERF) and Evaluation Management Group (EMG)** will quality assure the evaluation report on the basis of UNEG standards and norms, UN SWAP Evaluation Performance Indicator and GERAAS meta-evaluation criteria.

To enhance the quality of this evaluation, UN Women Regional Evaluation specialist and LMPTF-PBF Secretariat/PBSO will provide:

    I.   Feedback to the draft inception and evaluation report;
    II.   Recommendations on how to improve the quality of the final inception/evaluation report.

The **Evaluation Manager** (EM) will review feedback and recommendations from the Regional Evaluation Specialist and share with the team leader, who is expected to use them to finalize the inception/ evaluation report.

The Evaluation Reference Group and Evaluation Management Group will be established and will participate in the evaluation process throughout the whole process.

The **Evaluation Management Group** comprised of the UN Women Evaluation Manager (Liberia), Regional Evaluation Specialists from UN Women, LMPTF-PBF Secretariat M&E Analyst, and Project Focal Points from UNDP and IOM, will provide oversight and ensure quality control. The EMG will provide substantive inputs throughout the evaluation process. Specific responsibilities will include the following: Ensure oversight of the evaluation methodology , review draft reports; ensure that the deliverables are of quality; participate in meetings as a key informant interviewees; manage the evaluation by requesting progress updates on the implementation of the evaluation workplan, approve deliverables, organize meetings with key stakeholders, and identify strategic opportunities for sharing and learning. The ultimate responsibility for this evaluation rests with UN Women. The Evaluation will comply with UN Women's Evaluation Policy.

It will be established to oversee the evaluation process, make key decisions and quality assurance of deliverables. Evaluation Management Group will be chaired by the UN Women Evaluation Manager who will provide final approval of the deliverables after clearance by the Regional Specialists.

The **Evaluation Reference Group** is an integral part of the evaluation management structure and is established to facilitate the participation of relevant stakeholders in the evaluation process, with a view to increase the chances that the evaluation results will be used, enhance quality, clarify roles and responsibilities and prevent void real conflict of interest

The ERG will be composed of individuals from key Government line ministries (ie MGCSP, MoD, MoJ) including   representatives from three implementing UN Agencies, Civil Society, Women's organizations and a representative from the Peacebuilding Office. The ERG will be engaged throughout the whole evaluation process and will   review the draft Inception report and evaluation report. The ERG will be chaired by the Evaluation Manager.   The Consultant is expected to integrate comments from the Evaluation Reference Group into the Final Report, with an audit trail of responses. To ensure transparency the process in line with the UNEG norms and standards, justification should be provided for any recommendations that the Evaluation team omits.

More details on roles and responsibilities of the ERG and EMG can be found in Annex 2. Management Structure and Responsibilities.

XII. Evaluation team composition, skills and experiences

The evaluation team will be comprised of two evaluation experts: The Evaluation Team Leader (International Consultant) and Evaluation Team Member (National Consultant). The Evaluation Team Leader will have the overall evaluation responsibility and accountability for the report writing and data analyses. The independent consultants or team will report to and be managed by UN Women.

Required competencies and qualifications
<u>International Consultant</u>

Education
Master's Degree in social sciences, Monitoring and evaluation, development studies, gender studies, International relations or related fields;

Experience and Skills
- The candidate should also have a minimum of ten (10) years of experience in evaluation of projects and programmes
- The candidate should have a minimum of five years of experience in programme development and or implementation with at least one year of that time in women peace and security;
- A reasonable level of expertise in assessing the value for money of programmes
- Relevant experience with UN organizations, donors, national and local governments, etc. is required
- Proven experience with gender-responsive evaluations is a requirement;
- Fluency in English, with the ability to produce well written reports demonstrating analytical and communication skills
- Good mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials is desirable
- Excellent understanding and commitment to UN Women's mandate.
- Previous experience working with the UN

Language and other skills:
- Proficiency in oral and written English
- Computer literacy and ability to effectively use the Internet and email.
- Excellent facilitation skills
- Should have the ability to work will people of different cultural background irrespective of gender, religion, race, nationality and age

<u>National Consultant</u>
Education:

- University degree in social sciences, political sciences, public administration or related field;

Experience:
- At least 3 years of professional experience in project/programme evaluations, specifically in the area of Women's human rights
- The candidate should have a minimum of 2 years of experience in programme development and or implementation;
- Knowledge and experience in the area of women peace and security is an asset;
- Knowledge and experience of the UN System is an asset;

Language requirements:
- Fluency in English (excellent writing, editing and communication skills).

XIII.Ethical code of conduct

The United Nations Evaluations Group (UNEG) Ethical Guidelines and Code of Conduct for Evaluation in the UN system are available at: http://www.uneval.org/document/detail/100; Norms for evaluation in the UN system: http://unevaluation.org/document/detail/21 and UNEG Standards for evaluation (updated 2016): http://unevaluation.org/document/detail/1914.

• Annex 2: List of documents reviewed & cited

Project Documents

PBF SSR revised final project proposal 1 December 17
SSR 2019 AWP
M&E Plan (2019)
Inclusive security AWP
M&E Plan - PBF SSR
PBF Inclusive security semi annual report (2018)
PBF SSR Revised final project proposal
Project Summary
PPP Inclusive Security
PPP Inclusive Security_IOM
TOR Final Evaluation of the Project
Agenda Project Steering Committee Meeting
Closing Remarks: Marie Goreth Nizigama, UN Women Country Representative
Project Board Meeting of the Inclusive Security Wednesday, 22 May 2019

Project Board Meeting Minute

PPP on Final Evaluation

PPP Inclusive Security

TOR Evaluation Reference Group

Briefing Note (Project Board)

Meeting Report (Min. Gender)

Project boards presentation PBF

Semi-Annual Report (November 2018)

Inclusive security AWP

Report from Medica Liberia (October 2018, January 2019

Report from Educare (Sept. 2018)

Peace Huts (PH) Financial Sustainability Matrix

Report on Capacity Needs Assessment and Capacity Building Plan

Peace hut construction report

Impact Assessment Report, KAICT (2018)

Training Workshop Report (Dec. 2018)

Assessment Report on Early Warning and Women Peace Huts in Lofa, Grand Gedeh, Margibi and Cape Mount Counties

Training Report on Early Warning Early Response (September 2018)

Sustainability Funds Management Training for Peace Huts report

National Action Plan

Presentation IOM Liberia CT Activities-Nov. 5, 2018

Standard Operations Procedure (SOP) Manual

TOR Counter Trafficking Consultant (local/National)

GSSNT Sustainability Framework (2018)

Baseline Study on Peace Hut Activities (2018)

Constitution of the National Peace Hut Women of Liberia (2018)

Desk Review of Laws on Legal Aid and Laws Discriminating Against Women in Liberia (2018)

Mid-term Report – Advance Women, Peace and Security Course (Sept. 25, 2018)

Final Systematization Report (January 2019)

Kofi Annan WPS Training Field Report (September 2018)

Ganta Community -Peace Hut Dialogue Report (September 2018)

Community Capacity Assessment Report

Financial Analysis and Sustainability Plans for Peace Huts (2019)

Community Dialogue Training Report (September 2018)

Tiappa Community-Peace Hut Dialogue Report (September 2018)

AFL Work Plan

BCR Yearly Work Plan

LINCSA Work Plan

LNFS Work Plan

MOD Project Work Plan

MOJ Work Plan

LNP Human Rights and Gender Implementation Work Plan

LNP Administrative Instructions on Human Rights and Gender

Mapping Peace Hut as Conflict Early Warning Mechanism to Advance Women Peace and Security at Local Level

MGCSP Concept Note on Awareness and Publicity on SGBV

Final Communique on Mainstreaming Gender in SSR (2018)

Report on Validation Workshops Conducted for Second Liberia National Action Plan
Gender Policy Outlook (Template)
GSSNT Monitoring and Evaluation Framework
GSSNT Monthly Reporting Template
SSI Gender Policy Matrix
Standing Police Academy - Weekly Activity Report from UN Women
Inception Report – Video Documentary (July 2019)
Sexual Harassment Training Report
National Conference Training Report
Concept Note – GSSNT National Conference
TOR for Compendium Dissemination Workshop
UNDP Mid-term Narrative Report (May 2019)

National Strategies, Policies and Plan

National Security Strategy of the Republic of Liberia (2008)
National Gender Policy (2010 - 2022)
National Action Plan For The Prevention and Management of Gender- Based Violence in Liberia (Phase III—2018-2023)
The Liberia National Action Plan on WPS
Liberia Second NAP on WPS_2nd draft
Liberia Peacebuilding Plan
Five-Year National Action Plan in the fight against the Trafficking of Human Beings (2013-2018)
Compendium (2018)
Report on Constitution Validation and Elections Conference – National Peace Hut Women of Liberia (2018)
AFELL, UN Women Want Women And Girls Protected (2018)
Liberia Peacekeeping Transition Plan (December 2018)
Government of Liberia Plan for UNMIL Transition (2016)
Liberia SSR Snapshot (August 2018)
Status Review – Gender and Security Sector Reform in Liberia (September 2018)
• Annex 3: Data collection instruments

- Annex 4:Lists of institutions interviewed or consulted and sites visited

No	Sex	Institution	Position	Date of Interview
1	F	UN Women	WPS Specialist	June 17, 2019
2	F	UN Women	Peacebuilding Officer	June 18, 2019
3	F	UN Women	WPS Officer	June 18, 2019
4	M	IOM	Program Support Officer	June 17, 2019
5	M	PBF	M&E Specialist	June 18, 2019
6	F	PBF	Strategic Planning Specialist	June 18, 2019
7	M	PBF	Finance Officer	Junes 18, 2019
8	F	UNDP	Gender Justice Specialist	June 20, 2019
9	F	UNDP	Program Associate	June 20, 2019
10	M	KAI	Executive Director	June 19, 2019
11	F	KAI	Outreach Coordinator	June 19, 2019
12	F	AFELL	Executive Director	June 18, 2019
13	F	Educare	Executive Director	June 19, 2019
14	M	RRF	Executive Director	June 20, 2019
15	F	Medica	Advocacy Officer	June 18, 2019
16	M	Medica	M&E Officer	June 18, 2019
17	F	Medica	Program Assistant	June 18, 2019
18	F	National Peace Huts	Chairlady	June 17, 2019
19	F	Tiappa Peace Hut	Chairlady	June 17, 2019
20	F	NCSA	Gender Focal Point	June 21, 2019
21	M	MGCSP	Supervisor	June 21, 2019
22	F	AFL	Deputy Focal Point	June 21, 2019
23	F	LIS	Chief of Gender & Human Rights	June 21, 2019
24	F	MOJ	Gender Advisor	June 21, 2019
25	F	MOD	Gender Advisor	June 21, 2019
26	M	LNP	Gender Coordinator	June 21, 2019
27	M	BCR	Deputy Gender Coordinator	June 21, 2019

28	M	LDEA	Deputy Gender Coordinator	June 21, 2019
29	M	LNFS	Gender Coordinator	June 21, 2019
30	F	Bo Waterside Peace Hut	Chairlady	June 22, 2019
31	M	Bo Waterside Peace Hut	Member	June 22, 2019
32	M	Bo Waterside Peace Hut	Member	June 22, 2019
33	F	Bo Waterside Peace Hut	Member	June 22, 2019
34	M	Bo Waterside Peace Hut	Member	June 22, 2019
35	F	Bo Waterside Peace Hut	Member	June 22, 2019
36	F	Bo Waterside Peace Hut	Member	June 22, 2019
37	F	Bo Waterside Peace Hut	Member	June 22, 2019
38	F	Bo Waterside Peace Hut	Member	June 22, 2019
39	F	Bo Waterside Peace Hut	Member	June 22, 2019
40	F	Bo Waterside Peace Hut	Member	June 22, 2019
41	F	Bo Waterside Peace Hut	Member	June 22, 2019
42	F	Bo Waterside Peace Hut	Member	June 22, 2019
43	F	Bo Waterside Peace Hut	Member	June 22, 2019
44	F	Bo Waterside Peace Hut	Member	June 22, 2019
45	F	Bo Waterside Peace Hut	Member	June 22, 2019
46	F	Bo Waterside Peace Hut	Member	June 22, 2019
47	F	Bo Waterside Peace Hut	Member	June 22, 2019
48	M	Deputy for Operations	LIS	June 22, 2019
49	F	Malema Peace Hut	Chairlady	June 22, 2019
50	F	Malema Peace Hut	Member	June 22, 2019
51	F	Malema Peace Hut	Member	June 22, 2019
52	F	Malema Peace Hut	Member	June 22, 2019
53	M	Malema Peace Hut	Member	June 22, 2019
54	F	Malema Peace Hut	Member	June 22, 2019
55	F	Malema Peace Hut	Member	June 22, 2019
56	F	Malema Peace Hut	Member	June 22, 2019
57	M	Malema Peace Hut	Member	June 22, 2019

58	F	Malema Peace Hut	Member	June 22, 2019
59	F	Malema Peace Hut	Member	June 22, 2019
60	F	Malema Peace Hut	Member	June 22, 2019
61	F	Malema Peace Hut	Member	June 22, 2019
62	F	Malema Peace Hut	Member	June 22, 2019
63	M	Malema Peace Hut	Member	June 22, 2019
64	F	Malema Peace Hut	Member	June 22, 2019
65	F	Malema Peace Hut	Member	June 22, 2019
66	F	Malema Peace Hut	Member	June 22, 2019
67	F	Malema Peace Hut	Member	June 22, 2019
68	F	Malema Peace Hut	Member	June 22, 2019
69	F	Malema Peace Hut	Member	June 22, 2019
70	F	Malema Peace Hut	Member	June 22, 2019
71	F	Malema Peace Hut	Member	June 22, 2019
72	F	Malema Peace Hut	Member	June 22, 2019
73	F	Malema Peace Hut	Member	June 22, 2019
74	F	Malema Peace Hut	Member	June 22, 2019
75	F	Ganta Peace Hut	Member	June 24, 2019
76	F	Ganta Peace Hut	Member	June 24, 2019
77	F	Ganta Peace Hut	Treasurer	June 24, 2019
78	F	Ganta Peace Hut	Assistant Clerk	June 24, 2019
79	F	Ganta Peace Hut	Member	June 24, 2019
80	F	Ganta Peace Hut	Member	June 24, 2019
81	F	Ganta Peace Hut	Advisor	June 24, 2019
82	M	Ganta Peace Hut	Assistant Champlain	June 24, 2019
83	F	Ganta Peace Hut	Zone Leader	June 24, 2019
84	F	Ganta Peace Hut	Member	June 24, 2019
85	F	Ganta Peace Hut	Member	June 24, 2019
86	F	Ganta Peace Hut	Member	June 24, 2019
87	F	Ganta Peace Hut	Member	June 24, 2019

88	F	Ganta Peace Hut	Member	June 24, 2019
89	F	Ganta Peace Hut	Member	June 24, 2019
90	F	Ganta Peace Hut	Member	June 24, 2019
91	F	Ganta Peace Hut	Member	June 24, 2019
92	F	Ganta Peace Hut	Member	June 24, 2019
93	F	Ganta Peace Hut	Secretary	June 24, 2019
94	F	Ganta Peace Hut	Member	June 24, 2019
95	F	Ganta Peace Hut	Chairlady	June 24, 2019
96	F	Ganta Peace Hut	Member	June 24, 2019
97	F	Ganta Peace Hut	Member	June 24, 2019
98	M	Ganta Peace Hut	Immigration Officer	June 24, 2019
99	M	Ganta Peace Hut	Member	June 24, 2019
100	M	Ganta Peace Hut	Member	June 24, 2019
101	M	Ganta Peace Hut	Member	June 24, 2019
102	F	Ganta Peace Hut	Member	June 24, 2019
103	F	Ganta Peace Hut	Field Officer	June 24, 2019
104	M	MOJ	Project Management Specialist	June 25, 2019
105	F	MOJ	Head of Project Mgt Unit	June 25, 2019
106	M	MOJ	Researcher and Fellow	June 25, 2019
107	F	Tiama Peace Hut	Chairlady	June 27, 2019
108	F	Tiama Peace Hut	Co-Chair	June 27, 2019
109	F	Tiama Peace Hut	Secretary	June 27, 2019
110	F	Tiama Peace Hut	Member	June 27, 2019
111	F	Tiama Peace Hut	Member	June 27, 2019
112	F	Tiama Peace Hut	Member	June 27, 2019
113	F	Tiama Peace Hut	Member	June 27, 2019
114	M	Tiama Peace Hut	Community Member	June 27, 2019
115	F	Tiama Peace Hut	Member	June 27, 2019
116	F	Tiama Peace Hut	Member	June 27, 2019
117	F	Tiama Peace Hut	Member	June 27, 2019

118	F	Tiama Peace Hut	Member	June 27, 2019
119	F	Tiama Peace Hut	Member	June 27, 2019
120	F	Tiama Peace Hut	Member	June 27, 2019
121	F	Tiama Peace Hut	Member	June 27, 2019
122	F	Tiama Peace Hut	Member	June 27, 2019
123	F	Tiama Peace Hut	Member	June 27, 2019
124	F	Tiama Peace Hut	Member	June 27, 2019
125	F	Tiama Peace Hut	Member	June 27, 2019
126	F	Tiama Peace Hut	Member	June 27, 2019
127	M	Tiama Peace Hut	Community Member	June 27, 2019
128	M	Tiama Peace Hut	Community Member	June 27, 2019
129	M	Tiama Peace Hut	Community Member	June 27, 2019
130	F	Tiama Peace Hut	Member	June 27, 2019
131	F	Tiama Peace Hut	Member	June 27, 2019
132	M	Zai Peace Hut	Youth leader	June 28, 2019
133	M	Zai Peace Hut	Advisor	June 28, 2019
134	M	Zai Peace Hut	Advisor	June 28, 2019
135	M	Zai Peace Hut	Member	June 28, 2019
136	F	Zai Peace Hut	Member	June 28, 2019
137	F	Zai Peace Hut	Member	June 28, 2019
138	F	Zai Peace Hut	Member	June 28, 2019
139	F	Zai Peace Hut	Chairlady	June 28, 2019
140	F	Zai Peace Hut	Member	June 28, 2019
141	F	Zai Peace Hut	Member	June 28, 2019
142	F	Zai Peace Hut	Member	June 28, 2019
143	F	Zai Peace Hut	Member	June 28, 2019
144	F	Zai Peace Hut	Member	June 28, 2019
145	F	Zai Peace Hut	Member	June 28, 2019
146	F	Zai Peace Hut	Member	June 28, 2019
147	F	Zai Peace Hut	Member	June 28, 2019

148	F	Zai Peace Hut	Member	June 28, 2019
149	F	Zai Peace Hut	Member	June 28, 2019
150	F	Zai Peace Hut	Member	June 28, 2019
151	F	Zai Peace Hut	Member	June 28, 2019
152	F	Zai Peace Hut	Member	June 28, 2019
153	F	Zai Peace Hut	Member	June 28, 2019
154	F	Zai Peace Hut	Member	June 28, 2019
155	F	Zai Peace Hut	Member	June 28, 2019
156	F	Tiappa Peace Hut	Chairlady	July 1, 2019
157	F	Tiappa Peace Hut	Co-Chairlady	July 1, 2019
158	F	Tiappa Peace Hut	Secretary	July 1, 2019
159	F	Tiappa Peace Hut	Member	July 1, 2019
160	F	Tiappa Peace Hut	Member	July 1, 2019
161	F	Tiappa Peace Hut	Member	July 1, 2019
162	F	Tiappa Peace Hut	Member	July 1, 2019
163	F	Tiappa Peace Hut	Member	July 1, 2019
164	F	Tiappa Peace Hut	Member	July 1, 2019
165	F	Tiappa Peace Hut	Member	July 1, 2019
166	F	Tiappa Peace Hut	Member	July 1, 2019
167	F	Tiappa Peace Hut	Member	July 1, 2019
168	F	Tiappa Peace Hut	Member	July 1, 2019
169	F	Tiappa Peace Hut	Member	July 1, 2019
170	F	Tiappa Peace Hut	Member	July 1, 2019
171	F	Tiappa Peace Hut	Member	July 1, 2019
172	F	Tiappa Peace Hut	Member	July 1, 2019
173	M	Tiappa Peace Hut	Member	July 1, 2019
174	M	Tiappa Peace Hut	Member	July 1, 2019
175	M	Tiappa Peace Hut	Member	July 1, 2019
176	M	Tiappa Peace Hut	Town Chief	July 1, 2019
177	M	Tiappa Peace Hut	Member	July 1, 2019

178	F	Ministry of Gender	Deputy Minister for Gender	July 4, 2019
179	M	Ministry of Gender	Head of Human Rights Unit	July 4, 2019
180	M	Ministry of Gender	Administrative Assistant	July 4, 2019
181	F	UN Women	Program Officer	July 4, 2019
182	F	MOJ	Deputy Gender Coordinator	July 2, 2019
183	F	MOJ	Support Staff	July 1, 2019
184	F	AFL	Deputy Gender Coordinator	July 3, 2019
185	F	AFL	Office Assistant	June 28, 2019
186	M	MGCSP	Deputy Gender Coordinator	June 28, 2019
187	F	LNFS	Gender Coordinator	June 28, 2019
188	M	LNFS	Deputy Gender Coordinator	July 1, 2019
189	M	GSSNT	Consultant	July 2, 2019
190	M	BCR		June 27, 2019
191	F	MOJ		July 3, 2019
192	M	MOJ		June 28, 2019
193	M	LDEA		July 2, 2019

• Annex 5: Tools developed and used

Evaluation matrix

Evaluation Criteria	Main Evaluation Questions	Indicators data	Data collection methods	Data source
Relevance *The extent to which the objectives of the Joint Programme are consistent with evolving national needs and priorities of the beneficiaries, partners, and stakeholders and are aligned with programme country government priorities as well as with UN Women, IOM, UNDPs policies and strategies.*	- Are the activities and outputs of the project consistent with the overall global and national WPS priorities? Do they address the problems identified? Was Theory of change applied? - To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in Security Sector Institutions? - To what extent was the project a catalyst in scaling-up peacebuilding efforts via other agencies, donors? - How suitable for the context is the range of substantive areas in which the project is engaged (i.e. promoting gender equality in the security sector, enhancing the capacity of the Security Sector Institutions for effective implementation of Women, Peace and Security agenda)? - How does the project reflect and align to Liberia's national plans on gender promotion as well as UNSCR 1325 and the UNDAF? - Were the programmatic strategies appropriate to address the identified needs of women in communities and the justice and security sector?	- Alignment with national plans on Gender promotion / UNSCR 1325 and the UNDAF Alignment with international policies and frameworks on WPS / UNSCR 1325 -Alignment with programme country government priorities as well as with UN Women, IOM, UNDPs policies and strategies - Number of security and justice institutions with endorsed gender policies and yearly implementation plan available -Number of officials from security institutions, justice and CSOs as well as **members of the security taskforce** with improved skills and knowledge on WPS , its implementation and reporting mechanism	- Desk Review and Research - Analysis of documents and various reports - In depth & Semi structured Interviews with key stakeholders and security institutions officials - Online survey	- UN Women, UNDP, IOM staff - Officials from ministries - National and international policies, frameworks plans and agenda on WPS / UNSCR 1325 -Security Council resolution 2333 on Liberia - Project documents -Revised National Gender Policy 2018-2022 and Strategic Results Framework -Implementing Partner reports; - Websites of UN agencies and key stakeholders - Communication materials of partners and government on WPS -Joint Programme on Incluse Security country programme document; 2017/2018

Evaluation Criteria	Main Evaluation Questions	Indicators data	Data collection methods	Data source
Effectiveness *The extent to which the project's objectives were achieved or are expected/ likely to be achieved.*	- What has been the progress made towards achievement of the expected outcomes and results? What results were achieved? - To what extent are beneficiaries satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened? - Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project? - To what extent are the project approaches, strategies and practices innovative? - What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security? - Has the joint project-built synergies with other programmes being implemented at country level by United Nations, International NGOs and the Government of Liberia? - How appropriate are UN WOMEN, IOM, and UNDP's staffing levels?	-Evidence that duty bearers are responsive for the security needs of women & girls in Liberia through the existence of a comprehensive, costed successor National Action Plan on UNSCR 1325 -Evidence that Community-based women leaders influence justice and security reform processes especially in border areas and demand accountability at all levels through their engagement and active collaboration with security sector structures -Percentage of Women Peace Huts in the targeted zone, demonstrating improved coordination, reporting and responding to security sector structures	-Analysis of project level results information (applying or reconstructing project baselines if necessary) - Online survey with officials from security structures, justice and gender taskforce - In depth Interviews - Focus group discussions with women leaders at community & national levels -Analysis of training report: Advanced Course on WPS -Analysis of monitoring visit reports - Site visits to the peace huts and security sector structures - Analysis of other relevant data	- UN Women, UNDP and IOM Staff - All relevant stakeholders and the websites of their organizations - Project documents - Various training reports and materials - Periodic reports M&E plans Monitoring and progress reports - Reports from Consultants; - Reports from implementing partners 2018/2019 Work Plan and Budget Documents - Board meeting minutes; -Technical meeting minutes; - Beneficiaries

Evaluation Criteria	Main Evaluation Questions	Indicators data	Data collection methods	Data source
Efficiency *The extent to which resources / inputs (funds, expertise, time, etc.) were converted to results.*	- Have resources been allocated strategically and appropriately utilized to achieve project outcomes , expected outputs and objectives? - Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How the project team mitigated its impact? - Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without comprising project quality? - Was the project's organizational structure, management and coordination mechanisms effective in terms of project implementation? - Has the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this? -Has the project facilitated building of synergies with other programmes being implemented at country level by United Nations, including International NGOs and the Government of Liberia? - Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to	- Joint risk assessments conducted, accompanied by shared mitigation strategies - Level and degree of involvement of partners in coordination mechanisms in place -The extent to which resources / inputs were allocated in a timely manner and used to achieve project outcomes and objectives - The extent to which synergies available were efficiently used	- Financial analysis of budgets / costing models - Analysis of relevant data & means of verification - Review and analysis of project documents - Review and analysis of monitoring & progress reports - Review and analysis of coordination reports / Minutes / Memo of Understanding -Semi structured interviews with UN staff and stakeholders - Online survey	- UN Women, IOM and UNDP Staff - Financial reports - Monitoring and coordination reports - Reports from Consultants; - Reports from implementing partners – 2018/2019 Work Plan and Budget Documents - Board meeting minutes; -Technical meeting minutes; - Relevant stakeholders and beneficiaries

Evaluation Criteria	Main Evaluation Questions	Indicators data	Data collection methods	Data source
Sustainability *The likelihood of a continuation of project results after the intervention is completed or the probability of continued long-term benefits.*	- What is the likelihood of that project results will be of use in the long-term? - Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? - Which positive/innovative approaches have been identified if any and how can they be replicated? - How have partnerships (with governments, UN, donors, NGOs, civil society organizations, religious leaders, the media) been established to foster sustainability of results? - Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes in Gender Equality and Human Rights after the end of the intervention? - How was the sustainability strategy planned and has been proven successful?	- Design and/or Adoption of a new WPS Plan and 1325 agenda with its national budget available including partners, roles, responsibilities, monitoring and reporting mechanisms in place. -Number of 5 year strategy in place to ensure the minimum of 30% quota the representation of women in the security sector, including in key decision-making positions - Number of security institutions with endorsed gender policies and yearly implementation plan at community & national levels - Number of Peace Huts constructed and operational in the counties -Number of security structures with a financial plan for the implementation of WPS available	Documentary analysis of project documents including Memo of Understanding; Monitoring and progress reports; - Analysis of any studies or reviews generated by the project and stakeholders - Financial plans of security structures if available - Site visits	Project moment – Reports from Consultants; - Reports from implementing partners - Beneficiaries - All stakeholders UN Women, IOM, UNDP staff

Evaluation Criteria	Main Evaluation Questions	Indicators data	Data collection methods	Data source
Gender and Human Rights *The extent to which the project was designed, implemented and monitored to promote the meaningful participation of both rights holders and duty bearers and to minimize negative effects of social exclusion*	- To what extent have gender and human rights considerations been integrated into the project design and implementation? - To what extent are GE&HR a priority in the overall intervention budget? - Were there any constraints or facilitators (e.g. political, practical, bureaucratic) to addressing GE&HR issues during implementation? -What level of effort was made to overcome these challenges? How SGBV was considered and addressed by the project? - Were the processes and activities implemented during the intervention free from discrimination to all stakeholders?	- Degree / Level to which GE& HR principles were taken into consideration in all the project phases (Design, Planning, Implementing, M&E and Reporting) - Evidence of Gender Responsive budgeting in place at various levels of the project intervention - Evidence of active involvement of marginalized groups during the project intervention	- Stakeholder analysis - Review & analysis of project documents -Analysis of financial reports / Budget - Semi structured interviews and focus group discussions	- UN Women, IOM and UNDP Staff - Financial reports Monitoring and coordination reports - Reports from Consultants; - Reports from implementing partners- Relevant stakeholders and beneficiaries

I- Interview Guide with women from Peace Huts, Beneficiaries and CSOs
(Project implementation at Local / Community level)

Group discussion Guide with Women from Peace Huts, Beneficiaries & CSOs	
NAME: Function / Institution:	
Evaluation Criteria	
Relevance	1. What are the main challenges women face in regard to Peace, Security and Justice in your community/county? 2. What are the root causes of inequalities, especially those causing challenges for women in the Justice and Security Sector? 3. Is SGBV an issue in Liberia? What this an issue during the intervention? How has the project addressed it? 4. How were your problems and specific needs identified/addressed by UN Women, IOM & UNDP and taken into consideration? 5. What support did you receive from UN Women, IOM and UNDP in regard to Justice, Peace and Security from January 2018 to lJune 2019? Please describe. 6. To what extent have the joint project objectives aligned to Gender Equality and WPS priorities in Liberia?
Effectiveness	1. Could you share with us the results achieved by the project? 2. How satisfied are you with the above mentioned results? (Percentage). Why? 3. Are there some objectives that you feel have not been achieved? If yes, which ones and why? 4. To what extent has the project contributed to strengthening your capacity in regards to Peace and Security? 5. What unexpected outcomes (positive and negative) were there and for whom?
Efficiency	1. Did you face challenges during/before/after the project implementation (Any delay in resource disbursement; Any challenge in the planning, coordination etc). How has this impacted the activities? 2. How have UN Women, IOM and UNDP mitigated the impact? 3. How were the activities were monitored by UN Women, IOM and UNDP? 4. Are there activities which were planned and not implemented? Why? 5. Did the project achieve the planned results? Which percentage? 6. From your perspective, how will the quality of those results help to achieve the project objectives and meet your expectations in regard to the involvement of women in the Justice, Peace and Security sector in Liberia? 7. Are you aware of other similar projects or activities being implemented in your community/ county by other UN agencies or international NGOs and the government of Liberia? Please describe

Sustainability	1. What are the main changes you observed during and after the project implementation?
	2. What is the likelihood that the project results will be further used after the project ends. How?
	3. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement?
	4. Which positive/innovative approaches have been identified if any and how can they be replicated?
	5. How have partnerships (with governments, UN, donors, NGOs, civil society organisations, religious leaders, the media) been established to foster sustainable results?
	6. What are the most significant changes you observed in regard to gender equality and women, Peace and Security in your county / community that are linked to the joint project's interventions?
Gender and Human Rights	1. How were gender equality and human rights integrated into the project activities?
	2. How did the project address SGBV-related issues and what prevention mechanisms were put in place?
	3. Were there any barriers to addressing GE&HR issues during implementation?
	4. What level of effort was made to overcome these challenges?

II - Interview Guide with UN Women, IOM, UNDP and PBF
(Project Planning, Coordination & Oversight)

Interview Guide with UN Women, IOM, UNDP Staff and PBF	
NAME: Function / Institution:	
Evaluation Criteria	
Relevance	1. How did the project integrate the stakeholders (and marginalized groups) in the project planning? Did the project conduct a stakeholder analysis and needs assessment at the planning phase?
	2. What are the root causes of inequalities that cause challenges for women in the Justice and Security Sector?
	3. From your perspective, how suitable for the context was the intervention in regard to the advancement of gender equality and WPS agenda in Liberia?
	4. How does the project reflect and align to Liberia's strategic national plans and agenda on gender promotion, UNSCR 1325 and the UNDAF?
	5. Were the programme strategies appropriate to address the identified needs of women in regard to the justice and security sector?
	6. Is SGBV an issue in Liberia? How did the project take this into consideration?

Effectiveness	1. What progress has been made towards achieving the expected outcomes and results? To what extent were the results achieved? (as a percentage)
	2. Are you satisfied with the project results? (as a percentage). Why?
	3. How were the capacities of relevant duty-bearers and rights-holders strengthened by the intervention?
	4. How did the project's organizational structures, managerial support and coordination mechanisms effectively support the delivery of the project?
	5. From your perspective, how were the project approaches, strategies and practices innovative?
	6. What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and WPS in Liberia?
	7. How has the Joint project built synergies with other programmes implemented at country level by United Nations, International NGOs and the Government of Liberia? Please explain
	8. What unexpected outcomes (positive and negative) were there?
	9. What have been the major contributions of the different partners in achieving the outputs and outcomes?
	10. What have been the main challenges you have faced in achieving the planned outcomes and outputs?
	11. From your perspective, are there some objectives that have not been achieved? Explain

Efficiency	1. How would you assess the sufficiency of the budget allocated to the project? 2. Were financial resources available and disbursed in a timely manner for the planned activities? 3. To what extent have the available resources (financial, human etc.) been used to deliver planned outputs on time and to required quality? Are there any challenges encountered? Please explain 4. Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the project management mitigate its impact? 5. How did the project's organizational structure, management and coordination mechanisms support the project implementation? 6. Does the project have effective/efficient monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to changing country context? 7. How satisfied are you with the management and coordination approach/ strategy used by the Joint project (as a percentage) and why? 8. To what extent did the partners of the Joint project Inclusive Security participate in fulfilling their roles, responsibilities and commitments? 9. Was the Joint project equipped with the technical skills and capacities to deliver the planned outcomes? Please describe any strengths and weaknesses among the partners. 10. What were the main challenges related to the joint nature of the project in terms of delivery, including reduced duplication, burdens and transactional costs? 11. Has the project facilitated building of synergies with other programmes being implemented at country level by United Nations, including International NGOs and the Government of Liberia? 12. Are there activities which were planned and not implemented? Why? 13. Are you aware of other similar projects being implemented in Liberia by other UN agencies or international NGOs and the government of Liberia?
Sustainability	1. What is the likelihood of that project results will be of use in the long-term? How those results will be further used? 2. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? 3. How have partnerships (with governments, UN, donors, NGOs, civil society organizations, religious leaders, the media) been established to foster sustainable results? 4. Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of local capacity, etc.) to support positive changes in Gender Equality and Human Rights after the end of the intervention? 5. To what extent have the stakeholders understood and taken ownership of the Joint Programme concept? The action & results of the joint project?

Gender and Human Rights	1. How were gender equality and human rights integrated into the project activities? Please explain 2. How did the project address SGBV-related issues and what prevention mechanisms were put in place? 3. Did the project actively involve marginalized groups? How? 4. Were there any barriers to addressing GE&HR issues during the project planning and implementation? 5. What level of effort was made to overcome these challenges?

III - Interview Guide with Government & Institutions
(Project Implementation at National Level)

Interview Guide with Government & Its institutions	
NAME: Function / Institution:	
Evaluation Criteria	
Relevance	1. How would you analyse the Liberian context in regards to Women, Peace and Security? 2. What are the needs and priorities in this regard at national and county levels? 3. How did the project integrate the government and its institutions in the project planning and implementation? 4. What are the root causes of inequalities, especially those causing challenges for women in Justice and Security Sector in Liberia? 5. From your perspective, how suitable for the context was the project implementation in regard to the advancement of gender equality and WPS/UNSCR 1325 agenda in Liberia? 6. How does the project reflect and align to Liberia's strategic national plans and agenda on gender promotion and 1325? 7. To what extent do the programmatic strategies address the identified needs of women in the justice and security sector? 8. To what extent are men supporting/accepting the promotion of women in security sector in Liberia? 9. Is SGBV an issue in Liberia? How did the project take this into consideration? 10. Are those efforts aligned with those of the Liberian government?

Effectiveness	1. Are you satisfied with the project results? (as a percentage). Why? 2. How were the capacities of governmental institutions strengthened by the intervention? Please describe 3. From your perspective, how were the project approaches, strategies and practices innovative? 4. What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security in Liberia? 5. How has the joint project-built synergies with other programmes being implemented at country level by United Nations, International NGOs and the Government of Liberia?
Efficiency	1. Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How the project management mitigated its impact? 2. What were the main challenges related to the joint nature of the project in general? 3. Has the project facilitated building of synergies with other programmes being implemented at country level by United Nations, including International NGOs and the Government of Liberia? 4. Are there activities which were planned and not implemented? Why? 5. Are you aware of other similar projects being implemented in Liberia by other UN agencies or international NGO and the government of Liberia?
Sustainability	1. What is the likelihood of that project results will be of use after the project ends? How will those results be further used? 2. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? 3. How have partnerships with governments and other stakeholders been established to foster sustainable results? 4. Was a sustainability strategy planned and implemented? Please explain
Gender and Human Rights	1. How gender were equality and human rights integrated into the project activities? Please explain 2. How did the project address SGBV-related issues and what prevention mechanisms were put in place? 3. Did the project actively involve marginalized groups? How? 4. Were there any barriers to addressing GE&HR issues during the project planning and implementation? 5. What level of effort was made to overcome these challenges?

Online Survey Tool: Questionnaire

Final Evaluation of the Joint Project: Inclusive Security: Nothing for Us without Us - A joint program of UN Women, UNDP and IOM funded by PBF

Introduction:
The evaluation will look at progress made, the achievements, challenges, good practices and lessons learned and evaluate the extent to which the project **Inclusive Security: Nothing for Us without Us** has met its overarching development goal.

This **Online Questionnaire** has been developed as part of the final evaluation exercise to assess the extent to which the training you received from the Koffi Annan Institute and Medica Liberia were relevant to your needs & priorities. In addition, the Evaluation Team would like to know how the acquired knowledge and skills have helped you in contributing to the advancement of inclusive security at organisational and national levels.
Thank you for taking your time to provide answers to the following questions and also for your support!

Please send the questionnaire back the **27th of June 2019 latest**

The Evaluation Team

Question Title
1. Your Gender: Male or Female

Question Title
2. Please state your current position and how for many years you held this position:

Question Title
3. Before attending the training, did you have knowledge or skills in:

- Gender Equality
- Women, Peace and Security & UNSCR 1325
- None of these answers apply
- Other (please specify)

Question Title
4. The training sessions you attended were organised by:

- Koffi Annan Institute
- MedicaLiberia
- Other (please specify)

Question Title
5. How would you rate the relevance of the training you received? (Please give a percentage between 0% and 100% in terms of satisfaction and state why you attribute this percentage.)

Question Title

6. When looking back, what were/are the main strengths or positive aspects you found in the training you attended?

Question Title

7. Did you notice any change in your perception of women operating in the justice and security sectors since you attended the training? Please explain

Question Title

8. Did you initiate any change in your organization related to Gender Equality and the promotion of Women in the Justice and Security sectors in Liberia after attending the training provided by the Koffi Annan Institute or MedicaLiberia? Please explain

Question Title

9. What were/are the challenges you faced since the training was conducted in implementing the acquired skills and knowledge in your work and your organization?

Question Title

10. What would you recommend to UNDP, UN Women and IOM and their partners for further projects related to Women, Peace and Security in Liberia?

Thank you!

- Annex 5: List of findings and recommendations

RECOMMENDATIONS		
Conclusions	**Recommendations**	**Priority**
Conclusion 1: The Joint project objectives of Inclusive Security Nothing for Us without Us and focus on inclusive security were highly relevant to national priorities and policies of the Government of Liberia and the SSIs at the time of its design. The project was also relevant to international, regional and national WPS instruments however new risks in the border areas have been reported and specific capacity building activities are required	**1.1** A mapping of existing structures operating in the field of peace and security in the counties is key. The mapping will serve to identify the established structures around the Peace Huts and establish clear intervention aimed at consolidating joint efforts within communities.	Immediate
	1.2 Officials from the security and justice sectors in the counties need to be capacitated in prevention mechanism of human trafficking and drugs abuse	Immediate
	1.3 At community level and particularly in the Border Areas, Peace Huts should be further equipped with the appropriate tools to deal with the risks related to drug abuses, human trafficking etc,.	Immediate
	1.4 There is a need to strengthen the Early Warning / Early Response System that is in place.	Immediate
	1.5 Representations of the Gender Taskforce must be established at county level to support the local efforts of Peace Hut Women.	Mid term
Conclusion 2: The Joint project *Inclusive Security: Nothing for Us without Us* has laid a strong foundation for addressing the root causes of gender inequality and sexual harassment in the workplace and the low representation of women at high and middle decision making levels in the security and justice sectors in Liberia. The lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed	**2.1** There is a need to ensure that a budget and implementation plans are in place within all the Security Institutions capacitated by the project or when UN women, UNDP and IOM and their partners are reviewing / revising former Gender Policies or designing and approving new ones. Security and Justice Institutions should demonstrate in a clear manner how they want to implement the policies being revised or drafted.	Short term
Conclusion 3: Available evidence indicates that the Joint project Inclusive Security: Nothing for Us without Us has contributed significantly to grounding Gender Equality and Human Rights principles into Security and Justice sectors at individual, community, institutional and national levels in Liberia. Some challenges have been observed at the institutional level	**3.1** There is a need to equip supervisors of officials trained with capacity on GE and WPS to ensure their active support within the institution. This might also help to prevent the lost of skills in the institution in case of staff turnover.	Short term

Conclusion 4: Capacity building of various actors from the justice and security sectors provides a sustainable foundation which helps to address the root causes of the low representation of women within justice and security institutions.	**4.1** In order to attract more (young) women in the security sector in Liberia, there is a need to support SSIs with a campaign aiming at improving their image and their bad reputation in the country and developing programs that target young women from universities who might be interested joining the security sector.	Long term
	4.2 There is a need to organize more South-South exchanges with female security officers and men from countries in the region and share best practices at institutional level	Mid term
Conclusion 5: Intervention focusing on Peacebuilding and Economic Empowerment of women in the communities is an innovative approach and strategy which prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.	**5.1** Activities around VSLA should be further strengthened and sustainability plans must be implemented	Immediate
Conclusion 6: The project was catalytic in its approach in its reinforcement of synergies with government ministries and institutions, Peace Hut Women and collaboration with strategic partners such as the Swedish Embassy in Liberia and DPO, however the project failed to build synergies with international NGOs.	**6.1** There is need to conduct mapping of all actors operating in the peace sector in Liberia in order to better utilise the possible synergies at all levels. UN agencies could support the Ministry of Gender in developing a mapping to identify the various elements at national and community level (e.g. who is working where on Peace and Security in Liberia?)	Short term
Conclusion 7: The project approaches, strategies & practices were innovative and the findings contribute to the enhancement of the sustainability of the results. However the sustainability plans that were required during the intervention should have been developed at the project design stage.	**7.1** PBF should ensure that the sustainability plans and the exit strategy are now systematically part of the project document and proposal before approval	Immediate
Conclusion 8: Solid monitoring plan and budget ensure the high quality of the project results	**8.1** It is have for such a project involving many stakeholders and partners within a shot project timeframe to recruit an M&E specialist	Short term