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FINAL REPORT

OUTCOME EVALUATION: INCLUSIVE GOVERNANCE & PUBLIC INSTITUTIONS UNDP-LIBERIA

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As an independent outcome evaluation of the governance program, the consulting team takes responsibility for the views and opinions expressed in the report, but we hope that they reflect those of international development partners, UNDP management team, national partners, CSOs and beneficiaries encountered during the evaluation period. More significantly, it is our considered opinion that the findings and recommendations of the report will contribute to improving the work of UNDP and deepening good governance in Liberia.

Disclaimer

This Outcome Evaluation report was prepared by two (2) Independent Consultants:-Dr. Hindowa B. Momoh and Angelance Browne. The findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the United Nations Development Programme (UNDP).

List of Acronyms and Abbreviations

AWP	Annual Work Plan
CDA	County Development Agenda
CDD	Community Driven Development
CEO	County Education Officer

CRC	Constitutional Review Commission
CRP	Constitutional Review Project
CSC	County Service Center
CSO	Civil Society Organization
CSR	Civil Service Reform
CST	County Support Team
CTA	Chief Technical Advisor
EU	European Union
EVD	Ebola Virus Disease
GC	Governance Commission
GoL	Government of Liberia
GPI	Governance and Public Institutions
HRBAD	Human Rights Based Approach to Development
HRW	Human Rights Watch
ICT	Internet Communication Technology
IMF	International Monetary Fund
INHRC	Independent National Human Rights Commission
IT	Internet Technology
JP	Joint Programme
LACC	Liberia Anti-Corruption Commission
LDSP	Liberia Decentralization Support Program
LGA	Local Government Act
LIPA	Liberia Institute of Public Administration
LRA	Liberia Revenue Authority
M&E	Monitoring and Evaluation
MACs	Ministries, Agencies and Commissions
MFDP	Ministry of Finance and Development Planning
MIA	Ministry of Internal Affairs
MOCI	Ministry of Commerce and Industry
MOE	Ministry of Education
MoGCSP	Ministry of Gender, Children and Social Protection
MTE	Mid-Term Evaluation
NDIP	National Decentralization Implementation Plan
NDIS	National Decentralization Implementation Secretariat
NGO	Non-governmental Organization
NHRAP	National Human Rights Action Plan
NHRC	National Human Rights Commission

NIM	National Implementation Modality
NPDLG	National Policy on Decentralization and Local Governance
PFM	Public Financial Management
PRS	Poverty Reduction Strategy
RBM	Result Based Management
ROAR	Results Oriented Annual Reports
ROM	Results-Oriented Monitoring
SDF	Social Development Funds
SGVB	Sexual and Gender Based Violence
SIDA	Sweden International Development Agencies
ToRs	Terms of Reference
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNMIL	United Nations Mission in Liberia
UNSCR	United Nations Security Council Resolution
UNV	United Nations Volunteers
USAID	United States Agencies for International Development

EXECUTIVE SUMMARY

The report summarizes the findings, conclusions and recommendations of an Outcome Evaluation of the Inclusive Governance Programme in Liberia, which comprises of outcome one (1) and four (4) of both the CPD and UNDAF. The Governance & Public Institution Programme is aligned with the national plans and priorities of Liberia. The evaluation team of two Consultants, fully utilized 32 person-days to review documents, carry out interviews with more than forty national and development partner

representatives; review program documents, conducted Focus Group Discussions (FGDs), visited four (4) projects in Bong and Grand Bassa Counties, and undertook data collation, analysis and draft report writing. This report presents the findings, conclusions and recommendations to UNDP for review and consideration. The format of this report is in line with relevant UNDP guidance

Major Findings

Relevance

The Outcome Evaluation reveals that UNDP's engagement in support of governance and public institutions clearly reflects strategic considerations and discovered that the governance programme is generally well aligned to the national development priorities as articulated in the CPD and UNDAF Outcomes 1 and 4. UNDP's governance program is also relevant to the broader work of the UN team in Liberia and the appropriateness of its methods of delivery has yielded very good results. The agency had to adjust to working more strategically to leverage its position as a knowledge leader and trusted development partner. From the evaluation perspective, the UNDP programme of support in the governance portfolio represented a highly relevant mix of approaches including advocacy, partnerships with Government, and embedding policy and technical advisors within strategic units at the national and sub-national level for maximum effect from the investment of minimal resources. The GPI projects portfolio undertaken by UNDP addressed issues relating to deepening democratic governance, strengthening state institutional framework, sustaining peace and security, protecting human and people's rights, promoting gender equality and calling for diversity, all of which are high on the UN reformed agenda.

Effectiveness

The GPI Outcome Evaluation found the overall effectiveness of the programme to be satisfactory based on UNDP contribution toward an improvement in national government capacity and institutional strengthening. UNDP has contributed to all of the most significant priorities of Liberia's transition, as these were defined by the government, the United Nations Mission in Liberia (UNMIL), and leading analyses of the underlying causes of the conflict. UNDP has successfully secured a niche for itself during each stage of a phased approach to the transition from conflict to development and has sought to address each among the most intractable structural causes of conflict as such, UNDP's work remains key to long-term stability and development in Liberia.¹

The Evaluation measured the extent to which the Governance & Public Institution Portfolio is achieving its desired/planned results outputs, and outcomes. Questions were asked to understand and address the following issues:-What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening? Has UNDP been effective in helping improve governance at the local level in Liberia? Do these local results aggregate into nationally significant results? Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver governance services? How effective has UNDP been in partnering with civil society and the private sector to promote good governance in Liberia? Has UNDP utilized innovative techniques and best practices in its governance programming? Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Liberia?

¹ ADR-Evaluation of UNDP Contribution, 2012

Based on the desk review of documents, interviews with internal programme teams and partners, as well as field visits, it is our assessment that UNDP has made an effective contribution to the achievement of the inclusive governance outcome in Liberia. UNDP has been very effective in helping improve governance at the local level. This is evident by programme initiatives put in place by the GOL and UNDP which have been effective in driving the decentralization agenda in Liberia. Considering LDSP support to Decentralization process, eight (8) Service Centers have been established granting Citizens access to services at the county level. These critical services include:-The issuance of birth certificates to children between ages 0-12, marriage certificates and drivers' licenses to residents, etc. People are now able to access core services some of which are free and cost effective. The establishment of the service center has brought services closer to the people and has moved Liberia from being the second lowest birth registration in the world. The Programme effectiveness has enabled residents in Monrovia to travel to the Bassa, Kakata, or Margibi Service Centers to obtain services because they are easily accessible and cheaper, thus impacting on the lives of the people with tangible results.²

It should be noted that some of the activities were delayed by the 2014 EBOLA Crises and on account of the elections whereby the new government outlined a new set of priorities. However, in order to qualify the evaluation finding that UNDP has been effective, see the project achievements and development results found in **(Annex-3)** of this report. The results describe how the projects have contributed to each of the outputs in that section of the GPI portfolio. It also reflects UNDP interventions in the areas of (a) Governance-policies, legislation (b) Justice, Security & Reconciliation-capacity building and (c) Best Practices relative to innovative approaches like the LDSP One Stop Shop (OSS), Program, etc.

The evaluation reveals that UNDP has worked effectively with other UN Agencies, International Development and National partners, Civil Society Organizations, CSOs and the private sector to promote good governance in Liberia. Overall, Liberia is gaining some international recognition in "Aid Effectiveness" due to development results reflected in (Annex 3). The GoL promotes country ownership, development partner alignment with country priorities and mutual accountability although more progress are still expected to be made in the future. Accordingly, as development assistance is channeled more and more through national systems, this will strengthen national capacity to plan, budget and effectively deliver services to citizens. UNDP is also perceived by stakeholders as strong advocate for improving government effectiveness and integrity by continuously supporting and engaging the LACC-STAO program extended recently.

In Liberia, UNDP effective workings has spanned the areas of democratic governance; social, political and economic inclusion; rule of law; security sector reform, decentralization; and the creation of economic opportunities that are of priority in a transition.

Efficiency

The evaluation was done based on planned activities and actual results achieved. The Evaluator, in response to evaluation questions were to establish whether: UNDP approaches, resources, models, conceptual framework were relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc.)? Has UNDP's governance strategy and execution been efficient and cost effective? Has there been an

²LDSP Project Progress Report, 2016

economical use of financial and human resources? Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively? Were alternative approaches considered in designing the Projects?

The Evaluation discovered that UNDP has delivered most of its financial and technical support for the Inclusive GPI programme implementation. In terms of financing to achieve planned outcome, the GPI Outcome Evaluators review of the data on mobilization and utilization of programme resources revealed that UNDP has exhibited a high degree of efficiency in this regard.

It was discovered that the cumulative GPI total approved programme budget for resources covering the period ranging from 2013 – 2017, May 31st stood at USD 41,602,908.30. This amount represents Outcome 29 projects total budget figures of US\$ 22,466,960.55 and Outcome 30 projects total budget figures of USD 19,135,947.82 respectively.

The cumulative programme expenditure utilized for the same period was \$29,169,266.94. The average projects delivery rate is approximately 70% representing percentage of the total budget which has been utilized for programme delivery. This amount also represents Outcome 29 pillar (4) projects total expenditure of \$15,670,437.74 and Outcome 30 pillar one (1) projects total expenditure of \$13,498,829.35 respectively.³(See Annex-4 for a detailed Outcome Evaluation Expenditure).

The Evaluators discovered that all Outcome 29 & Outcome 30 projects progress reports were transparent and provided accountability of how resources were utilised, what activities were undertaken and what were achieved. In most cases, the quarterly and annual progress reports were well prepared and provided critical information on the activities undertaken and the outputs produced. (Total fund utilized is reflected in the GPI Expenditure Report section of the reports (Annex-4). Also, all projects Boards are fully operational and results from meetings are key to programme implementation.

The Evaluation also revealed that there has been economical use of financial and human resources. The Evaluators assessed whether the resources were used for intended planned activities and concentrated on the achievements of those results as reflected in the results matrix–(Annex-3). Additionally, The Evaluators were able to assess other factors that relate to efficiency including:-Efforts devoted to institutional capacity development such as, capacity development trainings that were undertaken by the programmes, the utilisation of knowledge and skills obtained from the training programmes.

Capacity development training undertaken by the projects plus the utilisation of knowledge and skills obtained are evident to the efficient use of resources. Efforts devoted to institutional capacity development were also examined. At this point, the resources were efficiently utilised since there is evidence that most of the intended results were achieved.

The Evaluation revealed that some GPI projects experienced delay in project implementation, which were adversely affected by cumbersome procurement processes, a weak field presence and rigid project management. It was noted that although UNDP has delivered goods and services in line with administrative procedures, its efficiency in supporting governance initiatives was average and needs some improvement in order to provide future excellent portfolio performance. There were frequent complaints from all levels that UNDP procedures have been very long, especially those linked to procurement, causing delays that affected some projects ability to deliver timely against results.

³ Projects Annual Progress Report, 2015-2017

Additionally, impact and outcome of some programme results were hampered by weak monitoring and evaluation due to insufficient investments of time and resources by project staff and UNDP. Also, the high turnover of leadership within Government resulting to loss of champions and institutional memory who should be responsible to drive the governance agenda has impaired the strategic planning process. It is worth noting that alternative project design approaches were not considered for all outcome areas. Projects were implemented using initial approaches and designs with no change occurring at any phase of the project life span.

Overall, assessment of the Evaluation team relative to delivery results for majority of the projects comprising of the Inclusive governance portfolio are satisfactorily on track and needs to be regularly monitored by UNDP Country Office to maintain and obtain excellent results at all times. The projects are being implemented in a reasonably efficient manner without duplication and the strategy of having experts embedded in the line ministries is very cost-efficient. This approach which promotes national ownership and enhances development outcomes is greatly appreciated by the Government.

UNDP also emerges as a credible long-term partner under this arrangement. Additionally, the Monitoring & Evaluation mechanisms put in place to measure progress towards the achievement of results is not very effective as expected but still a working progress. As to date, it is worth noting that the programme has contributed satisfactorily to planned outcomes and results.

Sustainability

The consultants found that there is the likelihood that some of UNDPs' governance interventions will be sustainable. For instance, UNDP's support to the NEC has facilitated the training and capacity building of NEC staff to become professional, efficient and effective Elections Management Body (EMB), professionals with the requisite skills and knowledge to conduct credible, free and fair elections in October 2017. UNDP has also put mechanisms in place to ensure sustainability and it has done so using a blend of strategies such as technical and financial support, capacity building, advocacy and sometimes working with CSOs and the citizens directly. This is exemplified in the agency's support for the Constitution Review Project (CRP), which emphasized the need to build a people-based democratic constitutional order (people-driven process much required in deepening good governance) so that the process would be nationally owned and legitimate. A good indicator of sustainability is the government's willingness and commitment to provide financial resources to fund its projects and programs at LACC/STAOP and the National Human Rights Commission (NHRC) where the GoL has increased budgetary support from \$2.5m to \$2.7m and \$777,000 in 2017 to 3m respectively. UNDP has been involved in building the human capital much required for longer term sustainability such as:- the recruitment and deployment of a Chief Technical Adviser (CTA) and other consultants at the NEC and at LDSP, the recruitment, training and deployment of magistrates to county and district levels, to name a few.

Partnership

The evaluation noted that UNDP's engagement with partners has been appropriate, effective, purposeful and well-thought-out. The support for the successful implementation of the GPI programme has taken on a unified program-based approach, drawing on the technical expertise, activities and experience of the GoL, the UN, development partners including the EU, USAID, Sweden and other non-

state actors in Liberia to deliver an effective governance program. UNDP's unique leadership strategy, responsiveness and flexibility has attracted international partners to engage state and non-state actors (CSOs and the private sector) whose efforts have been largely complimentary, to address issues such as root causes of bad governance in Liberia. In this regard, the partnership strategy has not only been appropriate and inclusive with broad consultations and meetings involving a number of stakeholders, but also it has affected progress towards achieving outputs. For instance, UNDP partnership with development partners has resulted in the establishment of 8 County Service Centers in the country; and UNDP collaborated with the EU and Sweden in the drafting of the Local Government Act of Liberia, which awaits the passing at the Senate. The agency has also worked with the CRP, national (CSOs) and international development partners (USAID) in the development of the Law Reform Policy, printing of the Supreme Court Opinions, undertook initial consultation on the Harmonization of Customary and statutory Laws and the drafting of the Commission's Strategic Plan. In essence, UNDP's partnership with the GoL and its institutions has engendered effective implementation of many projects in the country.

Human Rights

The evaluation discovered that some of the HR initiatives are impacting the lives of the poor, marginalized and indigenous people in Liberia. The peace-building project has helped citizens to benefit from increased prosecution, having better access to free legal service and provided more information on services provided through the GoL and non-governmental agencies working in the areas. The Public Outreach Officers (POO) assigned in hubs 2+3 regions increased citizens (mostly the poor and marginalized) knowledge about hub services by bringing awareness to a total of 131 communities in five counties. Using Town Hall meetings to provide information, between November 2015 and May 2016, 5,089 citizens (62% men and 38% women) participated in awareness activities.

Gender

In the design, implementation and monitoring of the governance interventions in Liberia, UNDP has demonstrated commitment in ensuring effective inclusion and participation of women as reflected in UNDP's Strategic Plan (2018-2021), the CPD (2013-2017) and UNDAF (2013-2017) outcomes 1 and 4 all of which have strong elements of gender equality and empowerment sections in their designs. The evaluation found out that some gender marker data assigned to projects represent reality. For instance, women constituted 11.6% members of the legislature and 30% senior cabinet members at the end of 2013. At sub-national level, women accounted for 33% of Superintendents, 4.5% district commissioner, 21% city mayors, 2.5% paramount chiefs. Of the 104 Liberia National Police (LNP) recruited and trained in the security sector, 33 or (31.7%) were women. For those projects implemented during this period (2016), 108 police officers were trained, 33 (31%) of which were females; while 15% of the 140 BCR officer trained constituted women. Although some institutions, like BCR and BIN, have reached and surpassed the gender marker, others are still working to ensure 30% of staff are females. This reflects support for the original gender marker of the access to justice and security project. However, the consultants noted that although women's empowerment has amounted to more than their participation in good governance programs, appropriate indicators for assessing improvements in gender relations and greater equality as benefits flowing to women and men have not been formulated for most governance initiatives. Similarly, capacity building initiatives have targeted women but adequate data have not been gathered to assess whether or not women have benefited from a higher awareness and training.

UNDP Strategic Positioning and Programming

UNDP's response to a changing world should draw upon its comparative advantage and informed by its overall technical knowledge and experience of how governance interventions take place in ever changing global environment. UNDP should refocus its attention more on and reposition, and prioritize its programmatic engagement and future strategies by aligning its new CPD and UNDAF with the revised AfT especially with the coming of a new government in Liberia in 2018. In sum, UNDP should build on ongoing governance initiatives; ensure strong government leadership, buy-in and ownership; ensure that the Resident Coordinator (RC) should champion the joint program and mobilize resources; align the joint program with the national development agenda; plan to access different possible funding sources; capitalize on existing strengths but adjusts to new realities; and continue playing its leading role as a facilitator and trusted friend of the GoL.

Lessons Learned

Voice and participation

Generally, the governance program design is unique in that it has now come to pay a lot of attention downstream that enlist the participation of CSOs and citizens to increase their voice and provide space for effective participation in program implementation and monitoring and ensuring that portfolio explicitly support participation of poor and marginalized in social dialogue, reconciliation, peace-building, citizen oversight, partnerships with other local structures.

Community-Based Truth and Reconciliation

A critical lesson learned from the Palava Hut Program is that there are victims who are more likely to seek reprisal against their victimizers at the slightest spark of civil disturbance, unless the necessary platform and mechanisms are in place to address their grievances and healing and recovery needs. This underscores the indispensability of the Palava Hut Program that integrates interventions responsive to some of the specific needs of victims.

Transparency and Accountability

Transparency and accountability over the public funding mechanisms and decision making processes remain central to ensure strengthening of state institutions that support good governance. This covers internal accountability from the local governance structures to the central level, and from the central level to the local government institutions, as well as external accountability of the State institutions to the population, which will guarantee State legitimacy.

Exit Strategy

Exit strategies are key to increase ownership and avoid situation that the programme remains an end in itself. For example, there should be an exit strategy regarding sustainability of all programs including the LDSP. An exit strategy should be included into the LDSP Programme Document which implies that the created structures are financially sustainable and capable of producing resources for programme implementation. Generally, applying or setting out an exit strategy at an initial stage of programme implementation identifies the potential barriers to sustainability. The issue then becomes primarily about providing solutions to mitigating those potential risks.

Monitoring & Evaluation

Monitoring & Evaluation systems needs to be strong while coordination and clear definition of tasks is required between the various stakeholders focusing around the same performance indicators and systems, and taken into account the outcomes and impacts of the programme.

Ownership and sustainability

Some partners commented on what they perceived as the large numbers of expatriates recruited with no deliberate and planned agenda for knowledge transfer to national counterparts. It is normally much easier to train national counterparts to take-over the functions performed by project personnel when they are working alongside each other on a day-to-day basis. As the main thrust for reforms in governance will probably have to be pursued through gradual incremental changes rather than one-off deliverables, and if the project is aimed at building local capacity, then the chances of success will more likely be higher if the project personnel are located within the concerned host units of Government with a planned agenda for knowledge transfer to national counterparts.

UNMIL Transition

The JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve.

Peace-building

Local peace building structures should always be established with sustainability being a key component of the strategy. To further promote sustainability, local ownership and a locally led approach must continue to be encouraged in project strategy. Participation involving all sectors of the communities must be cardinal.

UNDP in Liberia needs to sharpen the technical skills available in thematic areas such as decentralization, NEC, Justice and Security, LACC and STAOP, Gender and Human Rights to ensure maximum leverage.

Recommendations

- UNDP's next CPD and the UNDAF should be aligned to the revised Agenda for Transformation, one that clearly responds to the evolving development architecture. In the global environment where resources are shrinking and funding windows are closing, there is need to strengthen joint programming and resource mobilization for governance initiatives.
- UNDP should continue to work with the Governance Commission as its foremost counterpart and partner and the President's Office to introduce overall structural governance reforms. This is critical to deepening UNDP's good governance initiatives and bringing about fundamentals changes/reforms in the institutional framework of the state.
- UNDP should embark on joint programming because they can widen and deepen UNDP's influence and reach in the governance sector. They serve as platforms for knowledge exchange and can decrease duplicative activities.

- UNDP should take the initiative and ownership for coordination among development partners while the national partners should be more involved in joint planning, programming and sitting on steering committees. There is need for more joint approach in planning and programming and focusing on building and institutionalizing systems and processes as opposed to ad hoc approaches.
- Money is the sinew of peace and sustainable development and in the context of predictable decrease in financial resources at the global level, adequate resource mobilization and use is critical. Funds should be allocated appropriately for beneficiaries and investment must target more women for their untapped potential to contribute to national development.
- It is critical for UNDP to develop a strategy in collaboration with the Governance Commission for negotiating the decentralization bill and its passing through the House and Senate by breaking it into components. Subject to legal opinion, it is possible that the Executive branch, without the Legislature's endorsement, can already implement elements of the decentralization policy. The agency should develop a negotiation strategy and engage the International Monetary Fund, The World Bank and the Ministry of Finance into the process in order to ensure that fiscal decentralization is an integral part of the reforms. Such a process will require the President's office or similar supra-ministerial institution to lead the process, staffed by the Governance Commission to ensure cross-ministerial and cross-governmental participation.
- There is need for continued technical and financial support for the Liberian National Legislature to strengthen its instruments for national political debates, public participation, hearings, feedback and comments. UNDP should also support a mapping exercise for the rule-making and adjudication functions of agencies in order to identify how legislation is implemented and further elaborated upon by the state administration.
- CSOs are quintessential in deepening governance initiatives in fragile states largely because they are embedded in society. In this regard, UNDP should develop a more robust programme of support in order to strengthen civil society and their counterparts, the community based organizations present in the rural areas. This is likely to prove a significant challenge, given the current relationship between civil societies in the urban areas and CBOs in rural settings. Such assistance could be implemented under the overall guidance of the Governance Commission, but should involve umbrella organizations from civil society and encompass advocacy and watchdog organizations, professional associations, labour unions and, to the extent appropriate, community-based organizations and business owners. Such a programme could be implemented as a joint programme between UNDP and the International Labor Organization, which has a special mandate in this area resulting from its own tripartite governance structure.
- While the consultants are cognizant of the intrinsic risks of addressing human rights issues in fragile political environments, UNDP should proactively support the INHRC, follow-up on the recommendations in the TRC report that borders on socio-economic, cultural and political rights. This can be done by organizing conference, creating knowledge products and empowering local civil society to address these issues with the government. It is also critical that the INHRC fulfils its mandate and UNDP is key in providing that support. Such support leads to strengthening the NHRC's Complaints, Investigation and Monitoring Department with the view to mitigate the ongoing human rights violations reported by international human rights

organizations such as Amnesty International (AI), Office of the High Commissioner for Human Rights, Amnesty International and Human Rights Watch (HRW).

- In collaboration with CSOs, the media and development partners, UNDP should launch a major advocacy campaign to achieve specific top priority changes in justice, human rights and security sectors. This campaign should be strategically sequenced to focus on one or two key messages at a time so as not to dilute focus and for all to speak in powerful unison whenever the opportunity arises
- It is an under-statement to suggest that in the absence of strong investigative and prosecutorial powers, the LACC will remain largely enfeebled. The call for capacitating the LACC by recruiting additional investigators and strengthening the Commission's legal and prosecution units cannot be louder. Additionally, though the Commission's plan of action includes conducting a citizens' survey to document perceptions of corruption, it lacks the funds to implement the survey. UNDP should further integrate its support to anti-corruption efforts with the National Anti-corruption Strategy (NAS). As indicated by the 2006 NAS, anti-corruption measures must target a broad spectrum of actors and take a multi-pronged approach. Whether the LACC can carry out its full mandate will depend on political will and government decisions regarding its funding. UNDP should continue to support the Commission to advocate for the implementation of a Civil Service Code of Conduct and an Assets Declaration Regime for Liberian civil servants.

I.0 OVERVIEW

A new Country Programme Document (CPD) for Liberia (2013-2017) was formally adopted by the Executive Board in January 2013, signalling the formal start of a new programme cycle. The CPD was anchored on three major programme pillars, namely: i) Inclusive Governance and Public Institutions, ii) Justice, Security and Reconciliation and iii) Sustainable Economic Transformation.

Within the Inclusive Governance pillar, UNDP support has focused on four linked elements that reinforce the basic foundations of governance while targeting a substantially expanded role for women in each area of engagement, in particular their participation in positions of authority and decision-making at the national and local levels. These four elements include (a) the continued development of capabilities (knowledge, skills, systems, procedures, targeted actions) for managing the electoral cycle, with emphasis on elections management, civic and voter education, gender equality, participation of women and youth, prevention of violence and monitoring of electoral processes; (b) implementation of the Legislature's Modernization Plan aimed at improving core functions of oversight and outreach, based on effective internal structures, systems, skills and resources; (c) transparent and accountable management of public resources, specifically follow-through on the agreed national anti-corruption policy and strategy, based on a more capable and empowered LACC and GAC, as well as development of the media, women's groups and other civil society organizations to perform a "watchdog" role, focusing on their ability to design, fund and manage monitoring and analytic work and advocacy and social mobilization initiatives; (d) preparation of an implementation road map for the Decentralization Policy and its progressive roll-out across the country to develop basic functions of consultation, planning, budgeting, monitoring and feedback; and (e) enhancing access to justice, security reconciliation at regional and county level as it relates to UNMIL transition.

UNDP's governance programmes support national government priorities as defined under the Agenda for Transformation (AfT) 2013 – 2017 and the Liberia Vision 2030. UNDP partners with the Government of Liberia, with other development partners and civil society, to support the implementation of governance and institutional capacity priorities. Through the Democratic and Public Institutions Pillar, UNDP provides programme and project support to various institutions and line ministries. UNDP acts as the lead agency in the area of governance within the United Nations Development Assistance Framework (UNDAF).⁴

1.2 Liberia's Governance Context

Since the Accra Comprehensive Peace Accord ended its 14-year civil war in 2003, Liberia has held two open, democratic elections, in 2005 and 2011. The current President, Ellen Johnson Sirleaf won the second six-year term after two rounds of elections in October and November 2011 but the opposition boycotted the second round and the President's party holds a minority in the Legislature.⁵ Violence surrounding the second round of election highlighted the continuing fragility of impressive progress since 2006 in the areas of political rights, civil liberties, and freedom of the press. Indeed, during this period Liberia has improved from a rank of 30th in 2006 to 22nd of African countries in the 2012 Ibrahim Index of Participation and Human Rights. Mutual trust among primary political actors and institutions continues to hamper effective political governance. Liberia's ratings are above the African

⁴See TOR for full details of the assignment

⁵Agenda for Transformation

average for voice and accountability and political stability, but much remains to be done to improve rule of law.⁶

The GoL faces increasing pressure to deliver on expectations to boost employment, tackle state graft and improve service delivery. Increased decentralization will be necessary to offset the many years of centralized power and decision-making and the marginalization of large portions of the population. A decentralization policy was approved in 2012 but the process required changes to the Constitution and will be constrained by infrastructure and capacity challenges at local levels. There is still a need to work on peace and state building objectives that develop trust and openness between social and political actors, while making agendas and intentions transparent. In late 2012, a Truth and Reconciliation Roadmap was launched while a Constitutional Review Committee was established to identify areas of conflict and propose amendments to address political exclusion recognized as a key factor of fragility in Liberia.

Liberia still performs significantly below world regional averages in many areas of governance, most indicators reflect positive governance trends since President Johnson-Sirleaf took office in 2006. The World Bank's Governance Indicators show Liberia scoring 39.8 on a 0 to 100 scale in terms of control of corruption, compared to 14.1 in 2005.⁷ Both the Mo Ibrahim of African Governance and ADBs CPIA indicator have shown marked progress. The country has improved from a rank of 47th in 2006 to 34th in 2012 in the former, and in the Governance rating of the CPIA from 2.1 in 2005 to 3.7 in 2012.⁸ Its ranking in the Transparency International Corruption Index has improved considerably from 150th in 2007 to 75th of 186 countries in 2012 *albeit* significant challenges remain. Weak institutions, low public sector salaries, lack of training and limited capacity as well as insufficient and cumbersome regulations have created both incentives and opportunities for corruption to thrive in the public sector domain.⁹

The GoL has undertaken key reforms including the PFM Act, a revised Revenue Code, and amended Investment Code, the Public Procurement and Concessions Act of 2005 (updated in 2010) but progress on their implementation has been slowed by constraints in institutions and human capacity. Budget execution and preparation have become more transparent, efficient and aligned with growth objectives. Transparency has also increased through increased external audit of MACs, publishing of procurement contracts and complying with the requirements of Extractive Industries Transparency Initiatives (EITI).

Liberia is carrying out governance reforms with the ultimate goal of restructuring state institutions. These reforms are targeted at ensuring good governance of the public sector and creating regulatory mechanisms for the private and non-profit sectors. Although the Local Government Act is still stalled in the Senate, the reintroduction of decentralization of governance that ensures the provision of service delivery at the county and local levels of the state is clearly on course. Efforts at recruiting and deploying magistrates in the counties are ongoing and the Constitutional Reform Process is making tremendous efforts.

⁶Mo Ibrahim Index

⁷See World Bank Report of 2005 for details

⁸See Mo Ibrahim and the African Development Bank CPIA for details

⁹Transparency International, 2007

The Governance Reform Commission was renamed Governance Commission by a National Legislative Act on October 9, 2007. The Act mandated the Commission to design policies and recommend implementation strategies necessary to establish an inclusive, participatory, just, and accountable system of government: a system based on meritocracy that promotes and adheres to the rule of law, manages the people resources effectively and is capable of delivering basic services in a transparent manner. It includes the adaptation and adoption of internationally accepted best practices in corporate governance the discharge of public duties honourably without any expectations of personal reward over and beyond that to which a public servant is lawfully entitled, and the meaningful involvement of every citizen, irrespective of backgrounds in the formulation, implementation and or monitoring of national policies.¹⁰

The Governance Commission, GC, therefore established five mandate areas to address the issue of governance which was seen as a real development challenge and poor governance had occasioned poverty, conflicts, corruption, and underdevelopment which led to instability....a circle of violence. Good governance prevents government breakdown which, if not avoided, results in violent conflicts.

Much of the policy work of GC has been focused on the formulation of policies recommendations and implementation strategies in the areas of decentralization, public sector rationalization and reorganization, for the establishment of a national system of public integrity and for more efficacious involvement of ordinary Liberians through civil society and community based organizations to become partners with government in the production and ownership of public goods and services.

Important gains have been made in the promulgation of a national policy on decentralization and the crafting of a draft decentralization Act, the passage of the national Code of Conduct, the establishment of the Ministry of Finance and Development Planning, The Ministry of gender, Children Services and Social Welfare, and the Liberia Revenue Authority, and in previous years, the establishment of the Land Commission, and the Liberia Anti-Corruption Commission. Some of these institutions and policies were established several years ago and have been functioning well.

1.3 Evaluation Purpose and Scope

The UNDP Office in Liberia is commissioning this evaluation on good governance to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. More importantly it will inform the planning and prioritization in this area for the new CPD expected to be developed before the end of 2017 and which will be set for approval later in 2018 for implementation under a new programme cycle from January 2019.

The evaluation serves as an important accountability function, providing national stakeholders and partners in Liberia with an impartial assessment of the results of UNDP governance support. The evaluation will also provide perspective on the changing post-EVD landscape and priorities that have an impact on governance. Coming close on the heels of the just completed Aft, UNDAF and CPD reviews, it will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its governance sphere of work. Specifically, it will address the following:

¹⁰Governance Commission Act of 2007

- The relevance and strategic positioning of UNDP support to Liberia on good governance.
- The frameworks and strategies that UNDP has devised for its support on good governance including partnership strategies, and whether they are well conceived for achieving the planned objectives.
- The progress made towards achieving governance outcomes, through specific projects and advisory services and including contributing factors and constraints.
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP governance support to Liberia.

The evaluation considered the pertinent country programme outcomes and outputs focused towards good governance, as stated in the UNDAF and the 2013-2017 Country Programme Document (CPD) for Liberia. The specific outcomes under the UNDP CPD assessed relates to **UNDAF and country programme Outcome #4:** Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels.

1.4 Key Questions

KEY/EVALUATION COMPONENTS	EVALUATION QUESTIONS
Relevance& Strategic Positioning	<ul style="list-style-type: none"> • <i>To what extent is UNDP’s engagement in governance support a reflection of strategic considerations, including UNDP’s role in the particular development context in Liberia and its comparative advantage vis-a-vis other partners?</i> • <i>To what extent has UNDP’s selected method of delivery been appropriate to the development context?</i> • <i>Has UNDP been influential in national debates on governance issues and has it influenced national policies on legal reforms and human rights protection?</i> • <i>To what extent have UN reforms influenced the relevance of UNDP support to Liberia in the Governance sector?</i>
Effectiveness	<ul style="list-style-type: none"> • <i>What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?</i> • <i>Has UNDP been effective in helping improve governance at the local level in Liberia? Do these local results aggregate into nationally significant results?</i> • <i>Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver</i>

	<p><i>governance services?</i></p> <ul style="list-style-type: none"> • <i>How effective has UNDP been in partnering with civil society and the private sector to promote good governance in Liberia?</i> • <i>Has UNDP utilised innovative techniques and best practices in its governance programming?</i> • <i>Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Liberia?</i> • <i>Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing governance support to national and local governments in Liberia?</i> • <i>What contributing factors and impediments enhance or impede UNDP performance in this area?</i>
<p>Efficiency</p>	<ul style="list-style-type: none"> • <i>Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?</i> • <i>Has UNDP's governance strategy and execution been efficient and cost effective?</i> • <i>Has there been an economical use of financial and human resources?</i> • <i>Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?</i> • <i>Were alternative approaches considered in designing the Projects?</i>
<p>Sustainability</p>	<ul style="list-style-type: none"> • <i>What is the likelihood that UNDP governance interventions are sustainable?</i> • <i>What mechanisms have been set in place by UNDP to support the government of Liberia to sustain improvements made through these governance interventions?</i> • <i>How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?</i> • <i>What changes should be made in the current set of governance partnerships in order to promote long term sustainability?</i>
<p>Partnership Strategy</p>	<ul style="list-style-type: none"> • <i>Has the partnership strategy in the governance sector been appropriate and effective?</i> • <i>Are there current or potential complementarities or overlaps with existing national partners' programmes?</i> • <i>How have partnerships affected the progress towards achieving the outputs</i> • <i>Has UNDP worked effectively with other international delivery partners to deliver on good governance initiatives?</i> • <i>How effective has UNDP been in partnering with civil society</i>

	<i>(where applicable) and the private sector to promote good governance in the region?</i>
Human Rights	<ul style="list-style-type: none"> • <i>To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of good governance?</i>
Gender Equality	<ul style="list-style-type: none"> • <i>To what extent has gender been addressed in the design, implementation and monitoring of governance projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?</i> • <i>To what extent has UNDP governance support promoted positive changes in gender equality? Were there any unintended effects?</i> • <i>Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2013 - 2015.</i>
Cross Cutting Issues	<ul style="list-style-type: none"> • <i>To what extent were poverty, environmental issues, gender and human rights addressed?</i> • <i>Have they been mainstreamed in all relevant outcomes?</i>
Lesson Learned	<ul style="list-style-type: none"> • <i>What key lessons were learnt from the project?</i> • <i>How can the Evaluation outcome inform the repositioning and refocusing of the CPD going forward?</i> • <i>How could these projects be done better in terms of design and implementation of the project and programs?</i>
Recommendations	<ul style="list-style-type: none"> • <i>What are the key recommendations for the inclusive governance & public Institutions evaluation with regards to the current and the overall Country's development priorities?</i>

1.5 Methodology

With a fixed time frame of 32 working days for the assignment, the outcome evaluation, which was wide-ranging, was conducted using a three-tier process. The first tier covered the first 5 days and was devoted to debriefing sessions, preliminary document reviews, and holding consultations with UNDP management team that culminated in drafting of the inception report.

The second level of the assignment covered 15 days and was devoted to data collection, reviews and analysis. Documents reviewed included but not limited to: UNDAF 2013-2017, UNDP CPD 2014-2017, UNDAF Action Plan 2013-2017, UNDP PME Handbook, UNDP Evaluation Guide and Addendum, RBM Handbook, UNDP Ethical Code of Conduct for Evaluators, Project Documents, reports and project evaluation reports, AfT, UNDP Strategic Plan, UNDAF Review, LACC Strategic Review, Peace-Building Plan of Liberia 2017, UNCT Capacity Mapping report, among others.

The period under review also concentrated on Key Informant Interviews (KIIs) with development partners, GOL, UNDP Management Team and holding Focus Group Discussions (FGDs) with beneficiaries and CSOs. The consultants visited sample project and program sites in Bong and Grand Bassa Counties to observe and interact with and gauge the perception of beneficiaries on implemented projects. These were interspersed with periodic debriefing with the DCD-P and the Program team (through email exchanges and personal contacts) with the view to ensure that progress is reviewed and that issues that arose in the evaluation process were clarified. While the process of desk reviews, consultations and KIIs were underway, and based on the evidence gathered during these interactions, the consultants were able to form an interim opinion of the current state of play of the GPI implementation, along with an impression of the relevance, effectiveness, efficiency, impact, sustainability, successes, challenges, and provided overarching conclusion on UNDP results in the area of support, as well as recommendations on how UNDP Liberia Country Office could adjust its programming, partnership arrangements, resource mobilization strategies and capacities to ensure that the governance portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future.

The next tier covered eight (8) days and was devoted to preliminary drafting of report. The Consultant's assessment of the information gathered from the KIIs, FGDs, observations and consultations were shared, and comments solicited in a consultative process. The draft report will be validated by UNDP and partners while the consultants will take on board comments, suggestions from the validation workshop for incorporation. The last four (4) days will be scheduled for incorporating comments and refining report. The Final Inclusive Governance Outcome Report will be developed and submitted to UNDP Liberia.

The evaluation will employ data collection information through the following methods:

- **Desk review**-Documents reviewed and analysed included:- Key documents related to governance process, gender equality, human rights Legal and Policy documents, UNDAF, UNDP Strategic Plan 2021, LACC Strategic Review, Peace-Building plan of Liberia, UNEG, UNDP and Liberian Government documents, programme documents and progress reports as well as national development policies and strategies.
Documents from similar and complementary initiatives, as well as the quarterly and annual reports on the specific context of the programme were also part of the analysis.
- **Focus group interviews:** Consultative meetings were held with groups of beneficiaries, and where possible, community members, women's groups, civil society, staff, trainees, and partners on specific issues to assess their views, perceptions, suggestions and experience about the programme.
- **Semi-structured interview.** An interview guide, based on the evaluation matrix was prepared and attached as an annex to the inception report, as well as the list of interview targets. The interviewee targets can be classified as follow:
 - UNDP staff, management, operations, administration.
 - State agencies at the central and decentralized level in the different partner ministries. All MACs
 - Governance Commission(GC)
 - LDSP
 - Development Partners-EU, USAID and Sweden
 - Civil society organizations, right holders etc

- External stakeholders working in the areas /on similar issues: research centres, NGOs, CBOs etc.
- **Visit to relevant project sites.** The selection of sites visited were done according to the following parameters:
- Type and level of interventions in the area.
 - Level of security, based on UNDSS approval
 - Logistical access (road access, etc.).
 - Diversity of the community, contexts and representation of the different ethnics.

A. Sampling

Because of the scope of the outcome evaluation and the time allocated to consultants to complete the assignment, a random sampling method was adopted in carrying out data collection and field work. In targeting key informant interviewees, the consultants focused attention on Program team, MFDP, MIA, NEC, PBO, MOJ, LACC, STAOP, INHRC, LDSP, GC, MOGCSP and Development Partners (USAID, EU and Sweden).

A sample size of about two (4) projects were visited namely: Support to the Liberia Decentralization Support Program (LDSP) and PBO in Grand Bassa County and the LDSP and Justice and Security Hub in Bong County.

1.6 Approaches

Evaluation Considerations included:-The UNEG norms and standards, as well as UNDP corporate documents. Focusing on specific context of Liberia, the region and UNDP corporate strategy, the evaluation applied the following principles:

- **Independence & neutrality:** The consultants did not have any financial or other ties with the contractor and its members, which could be construed as a conflict of interest. Review was undertaken in an impartial and objective manner.
- **Transparency:** The evaluation took place in a transparent manner, providing regular update on the progress, as well as potential changes, and constraints encountered.
- **Triangulation & Evidence based:** The consultants ensured that the findings can be related to clear and fact based evidence and triangulated the findings in two ways:
 - by using different sources
 - by using different data collection methods
- **Participatory approach:** The community members played key roles in the evaluation process, for data collection, formulation of recommendations and identification of lessons learned. This approach involved focus groups meetings, direct beneficiaries, community members, leaders, partners and local civil society. The objective was to assess and promote appropriateness of the interventions, including of the monitoring and evaluation processes, and ensure the relevance of the recommendations.
- **Protection & Non-attribution:** Security was primary especially when analyzing and planning the data collection. Security concerns were assessed in collaboration with UNDP based on professional judgement of the team and recommendations of the relevant stakeholders. A second level of

protection concerns the protection of interviewees according to the Chatham House Rules. 'Confidentiality' exhibited at all times, with assurance that no one would be put at risk while collecting data and that their contribution to the research would not result in any threat to their position or security.

Consideration given at UNDP programmatic level, the evaluation focused on the following:

- **Results Based management.** Application-evaluation focused on how RBM is factored or integrated in the programming, in order to analyze the level of appropriateness and relevance.
- **Human Rights Based Approach.** The analysis took into account how equitable is the access to the programme and its benefits, and how the programme included the needs of the vulnerable groups.

Gender mainstreaming- Data was disaggregated by gender as and when necessary, and emphasis placed on inclusion of gender specific needs and characteristics.

Chapter 2: Key Findings

2.1 Relevance

The TOR required the consultants to address the following questions on the relevance of the Governance program: to what extent was UNDP's engagement in governance support a reflection of strategic considerations, including UNDP's role in the particular development context in Liberia and its comparative advantage vis-a-vis other partners? To what extent has UNDP's selected method of delivery been appropriate to the development context? Has UNDP been influential in national debates on governance issues and has it influenced national policies on legal reforms and human rights protection? To what extent have UN reforms influenced the relevance of UNDP support to Liberia in the governance sector?

The Outcome Evaluation demonstrates that UNDP's engagement in governance support clearly reflects strategic considerations. There was an especially strong and demonstrable strategic linkage of relevance to the development aspirations of the GoL. The design of the governance program was in synch with the country's AfT, Vision 2030 and other national development trajectories. As a matter of fact, UNDP's contribution to the development context of Liberia has been relevant, strategic and quite exemplary. Evidence includes progress made in capacitating the National Electoral Commission (NEC) to successfully complete the registration of voters in preparation for the October 2017 elections; the establishment of County Service Centers in eight (8) counties that has resulted in the bringing service delivery closer to the people; the validation and approval of the National Law Reform Policy; UNDP support that engaged CSOs, the media and political parties to own the Constitutional Review Project (CRP); UNDP's support to curb graft through the creation of the LACC and STAOP; and the drafting of the Local Government Act that would engender the localization of decision-making at all levels of the state; the establishment of regional justice and security hubs; the establishment and presence of 35 county peace committees members and CSOs in communities across 15 counties engaged in conflict management and mitigation ahead of the October 2017 elections (see chapter 3.0 for detailed development results of UNDP interventions).

Stakeholder consultations particularly with development partners reveal that UNDP is the leading agency on governance issues and has comparative advantage particularly in Elections and Decentralization in Liberia. Additionally, UNDP's support to the conduct of public consultations, convening of the National Constitution Conference (NCC) where the NCC approved 20 proposals and rejecting 5, the review of proposals and submission of amendments to the President who in turn has transmitted proposals of the Legislature for action show the relevance of the governance program in addressing governance and sustainable development issues. These issues are discussed in detail in Part 3 below.

UNDP's governance programme is generally well aligned to the national development priorities as articulated in the CPD and UNDAF Outcomes 1 and 4. UNDP's governance program is co-terminus and well-aligned with the UNDAF outcome 1 and 4, and thereby relevant to the broader work of the UN team in Liberia. In addition, the evaluation noted that the democratic governance efforts provided a strong strategic fit and linkage between the poverty reduction and governance pillars of UNDP's strategic plan at the global level. Within the Governance Portfolio, the evaluation team took note of the very relevant and deliberate attempt which had been made to link improvements in decentralized

governance to development outcomes within the wording of the outcome for “more effective for realization of rights of marginalized groups, especially women and children.”

In terms of the appropriateness of the method of delivery, UNDP’s role as a traditional donor has been reducing substantially. During the period under review, UNDP has had to adjust to working more strategically to leverage its position as a knowledge leader and trusted development partner. From the evaluation perspective, the UNDP programme of support in the governance portfolio represented a highly relevant mix of approaches including advocacy, partnerships with Government, and embedding policy and technical advisors within strategic units at the national and state level for maximum effect from the investment of minimal resources. The appropriateness of UNDP’s methods of delivery has demonstrated very good results. Most significantly, UNDP does not seek to claim the results generated for its own, but rather these are viewed within a framework of mutual accountability, in particular with the GoL, as well as with the private sector and civil society.

UNDP has clearly attempted to support national efforts spearheaded by the government to address the underlying structural causes that are afflicting Liberia in the pre and post-Ebola period. Working with the Governance Commission, Law Reform Commission, relevant ministries and subsequently established targeted commissions, UNDP has sought to facilitate issues such as the Law Reform Policy and affirmative Action Plan. The agency has also addressed critical governance and human rights issues such as the exclusion of large population segments from decision-making and political power particularly women and people with disability; supporting the Human Rights Commission to recruit, train and deploy human rights monitors in the hubs; help to strengthen the capacity of LACC and STAOP to wage war on corruption; provided assistance to the Judiciary to recruit and deploy magistrates that will ensure that people have access to justice; and the protection of individual and group rights. UNDP has also addressed key institutional aspects of the rule of law, with the appropriate exception of the reform of the armed forces.

Some of the major reforms at the UN have influenced the relevance of UNDP support to the GoL. In many respects, UNDP’s governance portfolio clearly works on deepening democratic governance, strengthening the functionality of state institutions, the maintenance of peace, justice and security, the call for diversity in this multi-layer world and the adherence and protection of human rights all of which are high on the UN reformed agenda.

2.2 Effectiveness

The GPI Outcome Evaluation found the overall effectiveness of the programme to be satisfactory based on UNDP contribution toward an improvement in national Government capacity and institutional strengthening. UNDP has contributed to all of the most significant priorities of Liberia’s transition, as these were defined by the government, the United Nations Mission in Liberia (UNMIL), and leading analyses of the underlying causes of the conflict. UNDP has successfully secured a niche for itself during each stage of a phased approach to the transition from conflict to development and has sought to address each among the most intractable structural causes of conflict as such, UNDP work remains key to long-term stability and development in Liberia.¹¹

The Evaluation measured the extent to which the Inclusive Governance Portfolio is achieving its desired/planned results outputs, and outcomes. Questions were asked to understand and address the

¹¹ ADR-Evaluation of UNDP Contribution, 2012

following issues:-What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening? Has UNDP been effective in helping improve governance at the local level in Liberia? Do these local results aggregate into nationally significant results? Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver governance services? How effective has UNDP been in partnering with civil society and the private sector to promote good governance in Liberia? Has UNDP utilized innovative techniques and best practices in its governance programming? Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Liberia?

Based on the desk review of documents, interviews with internal programme teams and partners, as well as field visits, it is our assessment that UNDP has made an effective contribution to the achievement of the inclusive governance outcome. UNDP has been very effective in helping improve governance at local level. This is evident by programme initiatives put in place by the GOL and UNDP which have been effective in driving the decentralization agenda in Liberia. Considering LDSP support to Decentralization process, eight (8) Service Centers have been established granting Citizens access to services at the county level. These critical services such as:-The issuance of birth certificates to children between ages 0-12, marriage certificates and drivers' licenses to residents, etc. People are now able to access core services some of which are free and cost effective. The establishment of the service center has brought services closer to the people and has moved Liberia from being the second lowest birth registration in the world. The Programme effectiveness has enabled residents in Monrovia to travel to the Bassa, Kakata, or Margibi Service Centers to obtain services because they are easily accessible and cheaper, thus impacting on the lives of the people with tangible results.¹²

It should be noted that some of the activities were delayed by the 2014 EBOLA Crises and on account of the elections whereby the new government outlined a new set of priorities. However, in order to qualify the evaluation finding that UNDP has been effective, see the project achievements and development results found in **Annex-3** of this report. The results describe how the projects have contributed to each of the outputs in that section of the GPI portfolio. It also reflects UNDP interventions in the areas of (a) Governance-policies, legislation (b) Justice, Security & Reconciliation-capacity building and (c) Best practices relative to innovative approaches like the LDSP One Stop Shop (OSS), Program, etc.

The evaluation reveals that UNDP has worked effectively with other UN Agencies, International Development and National partners, CSOs and the private sector to promote good governance in Liberia. Overall, Liberia is gaining some international recognition in "Aid Effectiveness". The GOL promotes country ownership, development partner alignment with country priorities and mutual accountability although more progress are expected to be made in the future. Accordingly, as development assistance is channeled more and more through national systems, this will strengthen national capacity to plan, budget and effectively deliver services to citizens. UNDP is also perceived by stakeholders as strong advocate for improving government effectiveness and integrity by continuously supporting and engaging LACC-STAOP programme.

In Liberia, UNDP effective workings has spanned the areas of democratic governance; social, political and economic inclusion; rule of law; security sector reform, and decentralization; and the creation of economic opportunities that are of priority in a transition.

¹²LDSP Project Progress Report, 2016

2.3 Efficiency

The evaluation was done based on planned activities and actual results achieved. The Evaluators, in response to evaluation questions, were to establish whether: UNDP approaches, resources, models, conceptual framework were relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc.)? Has UNDP's governance strategy and execution been efficient and cost effective? Has there been an economical use of financial and human resources? Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively? Were alternative approaches considered in designing the Projects?

The evaluators discovered that UNDP has delivered most of its financial and technical support for the Inclusive GPI programme implementation. In terms of financing to achieve planned outcome the GPI Outcome Evaluators review of the data on mobilization and utilization of programme resources revealed that UNDP has exhibited a high degree of efficiency in this regard. It was discovered that the cumulative GPI total approved programme budget for resources covering the period ranging from 2013 – 2017, May 31st stood at USD 41,602,908.30. This amount represents Outcome 29 pillar four (4) projects total budget figures of US\$ 22,466,960 .55 and Outcome 30 pillar one (1) projects total budget figures of USD 19,135,947.82 respectively.

The cumulative programme expenditure utilized for the same period was \$29,169,266.94. Project delivery rate is approximately 70% representing percentage of the total budget which has been utilized for programme delivery. This amount also represents Outcome 29 pillar (4) projects total expenditure of \$15,670,437.74, and Outcome 30 pillar one (1) projects total expenditure of USD 13, 498,829.35 respectively.¹³ **(See Annex-4 for a detailed Outcome Evaluation Expenditure).**

The Evaluation team discovered that all Outcome 29 & Outcome 30 projects progress reports were transparent and provided accountability of how resources were utilised, what were done and what were achieved. In most cases, the quarterly and annual progress reports were well prepared and provided critical information on the activities undertaken and the outputs produced. (Total fund utilized is reflected in the GPI Expenditure Report section of the reports **(Annex 4)**). Also, all projects Boards are fully operational and results from meetings are key to programme implementation.

The Evaluation also revealed that there has been economical use of financial and human resources. The Evaluators assessed whether the resources were used for intended planned activities and concentrated on the achievements of those results as reflected in the results Matrix–**(Annex 3)**. Additionally, The Evaluators were able to assess other factors that relate to efficiency including:-Efforts devoted to institutional capacity development such as, capacity development trainings that were undertaken by the programmes, the utilisation of knowledge and skills obtained from the training programmes.

Capacity development training undertaken by the projects plus the utilisation of knowledge and skills obtained are evident to the efficient use of resources. Efforts devoted to institutional capacity

¹³ Projects Annual Progress Report, 2015-2017

development were also examined. At this point, the resources were efficiently utilised since there is evidence that most of the intended results were achieved.

The Evaluation revealed that some GPI projects experienced delay in project implementation and were adversely affected by cumbersome procurement processes, a weak field presence and rigid project management. They noted that although UNDP has delivered goods and services in line with administrative procedures, its efficiency in supporting governance initiatives was average and needs some improvement in order to provide future excellent portfolio performance. There were frequent complaints from all levels that UNDP procedures have been very long, especially those linked to procurement, causing delays that affected some projects' ability to deliver timely against results. The impact and outcome of some programme results were hampered by weak monitoring and evaluation due to insufficient investments of time and resources by project staff and UNDP. Also, the high turnover of leadership within Government resulting to loss of champions and institutional memory who should be responsible to drive the governance agenda has impaired the strategic planning process. Notably, alternative project design approaches were not considered for all outcome areas of the project. As to date, they are still using their original approaches and design.

Overall, assessment of the Evaluation team relative to delivery results of majority of the projects comprising of the Inclusive governance portfolio are satisfactorily on track and needs to be regularly monitored by UNDP Country Office at all times to obtain excellent results. The projects are being implemented in a reasonably efficient manner without duplication and the strategy of having experts embedded in the line ministries is very cost-efficient. This approach promotes national ownership and enhances development outcomes, greatly appreciated by the Government.

UNDP also emerges as a credible long-term partner under this arrangement. Additionally, the Monitoring & Evaluation mechanisms put in place to measure progress towards the achievement of results is not as effective as expected but still a working progress. It is worth noting that the programme has contributed satisfactorily to planned outcomes and results.

2.4 Sustainability

The TOR requires the consulting team to answer the following questions: what is the likelihood that UNDP governance interventions are sustainable? What mechanisms have been put in place by UNDP to support the GoL to sustain improvements made through these governance interventions? How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term? What changes should be made in the current set of governance partnerships in order to promote long term sustainability?

Sustainability presupposes the capacity to endure. It does not necessarily posit the functionality of systems and processes at institutional level but also emphasizes the resilience of the systems and processes. There is the likelihood that some of UNDPs' governance interventions will be sustainable. For instance, UNDP's support to the NEC has facilitated the training and capacity building of NEC staff to become professional, efficient and effective Elections Management Body (EMB) professionals with the wherewithal to conduct credible, free and fair elections in the country. The BRIDGE training program, which is highly professional and has been provided to NEC's staff has strengthened their knowledge and skills in elections management and help built their capacity in electoral process. These skills and knowledge gained during the BRIDGE training and other training sessions will remain with the staff after

the 2017 elections. Additionally, the inclusion of CSOs on the Elections Board clearly manifest that the institution recognizes ownership, voice and participation as key elements in sustainability.

UNDP has also put mechanisms in place to ensure sustainability. UNDP's role in the Constitutional Review Process cannot be underestimated. UNDP's support to the CRP is the fourth phase¹⁴ characterized by the need to build a people based democratic constitutional order. The consulting team found that emphasis was on sovereignty of the people, rule of law, good governance & respect for human rights and fundamental freedom. In other words, legitimacy of the process and ownership by the people were central to understanding and appreciating local, national, regional and global realities of human life.

To ensure that the project will be sustainable, UNDP has enhanced citizens understanding of engagement in constitutional and legal processes, and has partnered with CSOs to take lead in the review process. The engagement and participation of end-users and beneficiaries in the constitutional process leads to a people-driven process much required in democracies.

A good indicator of sustainability is the government's willingness and commitment to provide financial resources to fund its projects and programs. A good example can be drawn from the Human Rights Commission where the GoL has increased its budgetary support to the institution from \$777,000 to \$3m this year in its bid to replace the donor-driven mentality to government ownership. The same is true with LACC and STAOP where the government, as the major source, has increased the Anti-Corruption Commission funding from \$2.5 to \$2.7m in 2017.

Capacity building is one of the core functions of UNDP. UNDP has enabled existing institutions to perform better by embedding experts within the ministries and departments and by working directly at state and sub-state levels. The evaluation is satisfied, in particular from recalling the interview discussions with leading Government counterparts, that these interventions have resulted in improved effectiveness and ownership and that the support provided by UNDP has thereby been effective in supporting the achievement of the outcome. For instance, the embedding of a Chief Technical Adviser at the MIA to provide support to the decentralization process greatly enhanced capacity building of national staff and has contributed to the effective implementation of the project resulting in establishing nine County Service Centers in the country. Further, the LDSP has been implemented to move from the DIM to a NIM transferring major implementation responsibilities to government institutions and as such, the program utilizes the government system with the UNDP as the Fund Manager.

Generally, UNDP results of governance support to the GoL with respect to sustainability are mixed. While the consultants' assessment reveals that not much attention was paid to embedding a sustainable plan at the program design stage, which invariably has contributed to a weak record of sustainability, the agency's initiatives and some mechanisms put in place in many respects have sustainability elements. For instance, UNDP has been involved in building the human capital much required for longer term sustainability. The embedding of a Chief Technical Adviser (CTA) and other consultants at the NEC, the recruitment of another CTA to work with the decentralization process, the recruitment, training and deployment of magistrates to county and district levels, the recruitment and engagement of CSOs to help deepen people's understanding of and engagement in the CRP, the assistance provided to NEC to

¹⁴The first phase coincided with the period where African countries were transitioning to independence. A period where constitution documents were imposed or negotiated and there were no forms of popular participation by Africans involved. The second phase was characterized by military rule. During this period constitutions were rewritten, reconfigured, suspended, abrogated, etc. The third phase coincided with the imposition of programs with political and economic conditionalities by multilateral institutions such as the World Bank (WB) and the International Monetary Fund (IMF).

develop Standard Operations Procedures (SOPs), systems and processes at the NEC to ensure effectiveness and efficiency and many others will contribute to national ownership and sustainability.

Stakeholder consultations indicate that UNDP governance programs should be implemented by the GoL with the view to ensure not only sustainability but also service delivery in the longer term.

UNDP implementing projects in the country is viewed by many as micro-management. Liberians want to implement and manage their own projects and learn lessons from both successes and failures. The GoL would want to see UNDP playing more of a facilitating role, establishing partnerships across board and identifying local experts to work on its many programs and projects. This ensures sustainability and ownership of UNDP program. (A Senior Official at the Ministry of Finance and Development Planning Asserted).

Furthermore, the consultants found out that national stakeholders argue that recruitment of CTAs and other consultants should always go along with the recruitment of national counterparts that would ensure an orderly transfer of knowledge to the national counterparts so that national capacities are strengthened enough to replace experts thereby minimizing the cycle of dependency on UNDP. Similarly, the consultants found that stakeholders suggested the integration of projects into mainstream governmental structures to eliminate the existence of parallel structures such as the LDSP at the MIA.

There are several examples where projects within outcome 29 and 30 of the Governance portfolio have promoted sustainability after UNMIL withdraws and within which activities will surely continue. For instance, under the Access to Justice Project, the GoL has put in place regional hubs to respond to security incidents in the regions. The PBO trained 35 County Peace Committee members and CSOs from 15 counties in election and dispute management, ahead of 2017 elections and also trained County Legislative caucuses and local authorities in conflict resolution to co-exist in the management of county and social development funds. The GoL has also provided funding to support the project after UNMIL's drawdown. Similarly, the GoL's budgetary support to LACC, STAOP, HRC and the CRP, as indicated in chapter 3, will promote sustainability of the programs after donor funding dries up.

As a footnote, we observe that there is no exit strategy presented in any of the project documents reviewed by the evaluation exercise. This may be due to flawed project template rather than lack of sustainability consciousness as the UNDP projects did promote sustainability as has been discussed above. However, a more deliberate approach to sustainability within the theory of lasting change may be necessary going forward. UNDP needs to clearly establish the development changes that would occur at the implementation of programs at all levels.

2.5 Partnership

The TOR posed the following questions for consideration of the evaluation team: has the partnership strategy in the governance sector been appropriate and effective? Are there current or potential complementarities or overlaps with existing partners? How have partnership affected the progress towards achieving outputs? Has UNDP worked effectively with other international delivery partners to deliver on good governance initiatives? How effective has UNDP been in partnering with CSO and the private sector to promote good governance in the country?

The evaluation discovered that UNDP's engagement with partners has been appropriate, effective, purposeful and well-thought-out. The support for the successful implementation of the good governance programme has taken on a unified program-based approach, drawing on the technical

expertise, activities and experience of the GoL, the UN, development partners including the EU, USAID, Sweden and other non-state actors in Liberia to deliver an effective governance program. UNDP's unique leadership strategy, responsiveness and flexibility has attracted international partners to engage state and non-state actors to address issues such as root causes of underdevelopment in Liberia.

In this regard, the partnership strategy has not only been appropriate but also inclusive with broad consultations and meetings involving a number of stakeholders.

(1) Government of Liberia

Stakeholder interviews and documents reviewed indicate that UNDP works very actively with the GoL to promote democratic good governance in the country. Without exception, all those met consider that UNDP was a particularly close and trusted partner of the Government. In many respect, UNDP has established a wide network of partnership to support the successful implementation of the good governance initiatives in the country. The evaluation team interacted with several of these partners with a view to assessing the effectiveness of UNDP's partnership strategy with the GoL and how that has played out during the period under review. It was clear from the consultations that UNDP aligned its programs and projects to national development priorities more than many other partners and the agency has a unique ability and occupies a distinctive position to present messages in a neutral way to government. In doing so, the agency has built trust with and buy-in from the GoL. For example, UNDP has been effective in supporting the CRP when the agency collaborated with identified CSOs to implement the NIM at the sub-national level. The CSO's engagements with the citizens resulted in articulating the 21 proposals.

UNDP has, over the years, built strong working relations with and complimented the effort of the GoL on issues relating to good governance. This has been the outcome of a long history of cooperation with the government. The trust and credibility that UNDP has established as a catalytic partner has been an important factor enabling the agency to play an effective role in national debates and introducing essential national legislations for elections, decentralization, anti-corruption and governance reforms in Liberia. These engagements have provided space for UNDP to involve in national debates relating to promoting good governance. For instance, UNDP has played a critical role in the drafting of the Local Government Act of Liberia, which awaits the passing in the Senate.

The agency has also worked with the CRP, national (CSOs) and international development partners (USAID) in the development of the Law Reform Policy, the Supreme Court Opinions, the Harmonization of Laws and the drafting of the Commission's Strategic Plan. In essence, UNDP's partnership with the GoL and its institutions has engendered effective implementation of many projects in the country.

(2) Civil Society and the Private Sector

Because of the outreach of NGOs and the increasing importance of the media and CSO as agents of change, a recurring finding from the analyses of Chapter 3 relates to the potential and need to work more closely and more pro-actively with CSOs and the media. UNDP has tended to follow an ad hoc approach, occasionally interacting and working with CSOs where opportunities arise.

This evaluation sees the private sector and CSOs as critically important allies in the quest for meaningful reforms to governance in Liberia. The representatives of CSOs met view UNDP as a close and trusted "neutral" partner of the Government and, as such, are keen to work with UNDP, to pursue shared agendas for change. Some suggested that UNDP be more pro-active in using its interventions to create greater awareness of people's rights particularly the rights of vulnerable groups in the country. Many

thought that whenever UNDP has been able to substantively involve CSOs and/or NGOs, its outputs have improved in quality.

The CSO platform acknowledged partnership with UNDP on many issues. UNDP's support for CSO engagement as members of Board for NEC indicates the agency's determination to promote voice and participation of non-state actors at all levels in the governance of Liberia. CSOs involvement in the review of the Local Government Act conducted by the Governance Commission; their service as watchdogs through budget monitoring and tracking at the LACC and their participation in the Constitutional Review process are pointers of UNDP's partnership strategy with non-state actors. At the county and local levels, these CSOs have in turn worked with Community Based Organizations in planning, implementing and monitoring good governance projects such as access to justice, the palava hut project, reconciliation and peace-building all of which critical to sustainable peace and good governance. Civil society partnerships are also of a mature nature and UNDP is well-known amongst the most influential CSOs, including academia. The UNDP-Civil Society partnership collaboration to advocate on issues of the inclusion of marginalized sections of population has had significant influence on policies and legislation. A clear example being the "Access to Justice for Marginalized People" project, conducted in close partnership with the judiciary, legal aid providers and with civil society is significant to mention. In very many ways, these partnerships have contributed to achieving the outputs of the governance program in Liberia. The engagement of CSOs and the citizens in national discourse continue to increase citizens' participation and voice in enhancing good democratic governance in the country and increasing dialogue, collaboration and establishing synergy much required for a post-UNMIL Liberia.

(3) Development Partners

As a large part of the funding for UNDP projects comes from donors and, therefore, UNDP necessarily has to maintain close relationships with them. The consultants established that UNDP has managed donor partnerships well by maintaining the confidence of donors in its programme management and administration of the funds entrusted to it. The substantial funding that donors have already asked UNDP to manage on their behalf, especially for support to elections, decentralization, constitutional reforms but increasingly in other areas, testifies to this.

Many donors are committed to support improved governance in Liberia. Many areas of actual and/or intended support are relatively sensitive, especially for bilateral donors that may be perceived as having political and/or commercial interests. Conversely, UNDP in particular is seen as being neutral and without a political or commercial agenda. This comparative advantage of UNDP, its close and trusted partnership with the Government giving it relatively easy access to the highest levels, and proven track record in sensitive but challenging areas such as the support to the October 2017 elections, offer many attractions for bilateral donors. The consulting team found that UNDP and international partners have complimented each other on many good governance initiatives during the period under review.

For instance, UNDP and USAID collaborated and complimented each other in support of the country's CRP that resulted in developing 25 proposals that are ready for referendum. In another instance, UNDP has worked well with the EU and Sweden to deepen decentralization process in the country resulting in the establishment of the 8 county service centers in Liberia. UNDP has also worked with national institutions such as the LACC, the Solicitor's General Office, the PPCC, the Auditor's General's Office and the Ombudsman in their fight against corruption in Liberia. The results of these collaborative efforts have affected progress towards achieving the outputs in these areas. No overlaps were noticeable.

It was established during consultations that most national and international partners complement each other's programmes and initiatives with the view to deepen good governance initiatives. UNDP innovative and results-oriented programming is made possible by personal, financial and professional commitment of all partners. The agency's national and international partners are integral part of decision-making processes and UNDP works directly with them on all aspects of governance from program and project design and implementation to monitoring and evaluation. The evaluation found that UNDP and partner's support to the GoL has resulted in improving the lives of the people through participatory process of awareness raising, technical support, policy expertise and coordination and implementation of initiatives that are aligned with the government's national development agenda. For example, UNDP has supported and complimented the effort of the GC to work with CSOs to put pressure on Senators to pass the Local Government Act that has been stalled for a long time. The synergy with LACC and STAOP has engendered gender participation in leadership establishing integrity clubs in 9 schools in the country.

2.6. Gender Equality

The consultants addressed the following questions: to what extent has gender been addressed in the design, implementation and monitoring of governance projects? Is Gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)? To what extent has UNDP governance support promoted positive changes in gender equality? Were there any unintended effects?

In the design, implementation and monitoring of the governance interventions in Liberia, UNDP has demonstrated commitment in ensuring effective inclusion and participation of women. This is reflected in UNDP's Strategic Plan (2018-2021), the CPD (2013-2017) and UNDAF (2013-2017) outcomes 1 and 4 all of which have strong elements of gender equality and empowerment sections in their designs. For instance, UNDP Strategic Plan's vision is to eradicate extreme poverty and significant reduction in inequalities and exclusion. These policy imperatives reflect UNDP's commitment to improving not only the livelihood of women but also empowering them by unlocking opportunities for women and girls in the development of their capacities, social relations, the economy, inter-action with the environment, political participation and leadership, crisis and conflict management, and equal protection of rights under the law, including freedom from violence and discrimination.¹⁵ Furthermore, gender equality and women's empowerment is a UN mandate, a GoL goal, and a programming principle for development assistance within the One Programme.

UNDP's intervention in the good governance program have immensely contributed to positive changes in gender equality in Liberia and have proven that gender marker data assigned to some projects are representative of reality. For instance, UNDP's support to promoting governance has led to increase in representation of women in national decision making at the institutional level since the end of the Liberia's atrocious civil war. Desk review indicates that in the public sector, women constituted 11.6% members of the legislature and 30% senior cabinet members in the public sector at the end of 2013. At sub-national level, women accounted for 33% of Superintendents, 4.5% district commissioner, 21% city mayors, 2.5% paramount chiefs. The country expects more women representation at all levels of the public service with the passage of the Affirmative Action Bill. These initiatives have increased the

¹⁵UNDP Strategic Plan, 2018-2021

participation of women in national and county affairs and their voices have been leveraged to decision-making levels at all levels. All of these are very positive changes occurring at the state and sub-national state levels that are promoting gender equality and empowerment.

Furthermore, Justice and Security institutions in Liberia have adopted mainstreaming gender in the security sector through a policy first introduced by the Liberia National Police (LNP). The Policy now adopted by other agencies, requires institutions to recruit at least 20% women in the sector to reduce the gender disparity between men and women and is proven to be effective in recent recruitments. Training provided for criminal justice actors in 2015/2016 recorded a significant population of women, for example, of 104 LNP recruits trained 33 (31.7%) were women. The practical gender consideration was seen in the approval of two Barracks being constructed in Yeala and Yekepa, which prioritized space and access to basic facilities for both men and women, taking into consideration the 20% minimum ratio of women to men in the security sector.¹⁶

Total estimated number of individuals that participated in the NEC/UNDP voter and civic education campaign which included door-to-door canvassing, town hall meetings, small and large public meetings, theatre performances and small concerts is 693,512 (54 percent women and 46 percent men) nationally. Of the total number 13 percent were first time voters. The estimated reach of radio stations that aired civic education produced by the campaign is over half a million listeners.¹⁷ Women participation in the CRP accounted for 51% while men stood at 48%. Consultations with the Human Rights Commission revealed that women accounted for 40% of the recruitment and deployment of Human Rights Monitors around the country. In the LDSP, majority of birth registration are undertaken by women¹⁸. Women in informal business sector are now moving into the formal sector due to access to business registration services at the county service center, for instance local catering and restaurant businesses. As a result of the registration of traditional marriages at the county level, women can now have rights in their marriages, similar to those of women in civil marriages.

Access to justice and security annual report of 2016 indicates that of the 108 police officers trained, 33 (31%) were females; while 15% of the 140 BCR officer trained constituted women. Although some institutions, like BCR and BIN, have reached and surpassed the gender marker, others are still working to ensure 30% of staff are female. It is important to state that justice and security institutions are working to ensure that women today are a part of the process, thereby supporting the original gender marker of the project.¹⁹

However, the consultants established that some of the good governance initiatives in Liberia indicate that a strategic and systematic effort at mainstreaming gender concerns into the governance program has been missing. For instance, NEC conducted 4 Bridge Modular training courses on Pre-Election Activities and Media and Elections from 23–27 May and 8-12 August, 2016. A total of 105 participants attended both courses out of which 28 were women. The workshop was sponsored by the European Union through elections project, and USAID through IFES. This clearly indicates that the desire for gender parity at the National Elections Commission is not forthcoming. The gender aggregation done by the project speaks clearly about lack of gender balance in different electoral activities. The gender sensitization needs are unarguably the greatest challenge among electoral stakeholders.

¹⁶See Access to Security and Justice at the Decentralized Level End of Product Report, February 2012 to December 2016

¹⁷See Annual Progress report of 2016

¹⁸ BOSS Presentation, CSC Grand Bassa County, 2016

¹⁹Access to justice and security annual progress report of 2016

A systematic gender analysis of good governance interventions has not been regularly conducted. Regardless of the fact that women's empowerment has amounted to more than their participation in good governance programs, appropriate indicators for assessing improvements in gender relations and greater equality in the benefits flowing to women and men have not been formulated for most governance initiatives. Similarly, capacity building initiatives have targeted women but adequate data have not been gathered to assess whether or not women have benefited from a higher awareness and training.

2.7 Human Rights

People are at the center of both human rights and human development. The realization of the dignity and worth inherent in every human being is the common goal of human development and human rights. Human rights express the bold idea that all people, men and women alike, have claims to human capabilities and social arrangements that protect them from abuses and deprivations and enable them to enjoy their dignity as human beings. When human development and human rights advance together, they reinforce each other — expanding people's capabilities and protecting their fundamental rights and freedoms.

To a large extent, UNDP's work has benefitted the marginalized, poor, women and indigenous tribal people in Liberia. For instance, Public outreach officers (PSO) assigned in hubs 2+3 regions increased citizens (mostly the poor and marginalized) knowledge about hub services by bringing awareness to a total of 131 communities in five counties. Using Town Hall meetings to provide information, between November 2015 and May 2016, 5089 citizens (62% men and 38% women) participated in awareness activities. Participants included local citizens, local leaders, marginalized people and other stakeholders.²⁰ Other awareness methods included cultural festivals, sporting events, the use of public address systems and information leaflets as well as the interactive radio talk shows. PSO officers hosted fifty seven (57) interactive radio talk shows with communities, talking mainly about enhanced services in government institutions through the hub concept, but also providing information about other civil services available in the counties that citizens may not be aware of, but which they could benefit from.

The consultants also noted that citizens have benefited from the recruitment, training and deployment of seven (7) Sexual Gender Based Crimes Unit (SGBV CU) staff, which included four (4) Case Liaison and three (3) Victim Support officers; to support the police and prosecution team during the investigation and evidence collection process and also facilitate victims' access to medical care, psychosocial support, plus assist victims and their families during the adjudication of their cases. The SGBV Crimes Unit in hubs 2+3 has also introduced hotlines to enhance communication and case management between victims, their families and the Unit.

The peace-building project has had a catalytic impact on the people in Liberia. The strengthening of institutional capacities by the recruitment and training of qualified manpower and the provision of required logistics to handle justice and security matters in an effective manner stand out clearly. The good governance initiative has helped citizens to benefit from increased prosecution, having better access to free legal service and provided more information on services provided through the GoL and non-governmental agencies working in the areas. During the November 2015 and February 2016 terms of courts, a total of 32 cases made up the combined indictment of all five circuits court. Of those cases,

²⁰Access to justice and security

20 or 63% of cases indicted were heard. This is an improvement in the number of cases heard as compared to the same period in 2015, which showed only seven cases were adjudicated in the five circuit courts covered by hubs 2 and 3.

2.8 UNDP Strategic Positioning and Prioritization

The TOR expects the consultants to proffer recommendations on how the UNDP CO could adjust its strategic re-positioning and prioritization particularly in the post-UNMIL era and in the development of the new CPD and UNDAF in 2018.

From the above analyses, it is very opportune that UNDP's response to a changing world should, therefore, draws upon its capabilities in projects where it has comparative advantage, and is informed by its overall technical knowledge and experience of how governance interventions take place in different conditions.

It is, therefore, critical for UNDP to refocus its attention more on and reposition, and prioritize its programmatic engagement and future strategies by aligning with the revised AfT especially with the coming of a new government in Liberia in 2018. UNDP should seize the opportunity during the review of the revised AfT to strategically position and program its new CPD and the UNDAF to ensure that the agency focuses more on programs and projects that support and contribute to the AfT and other national development trajectories.

Another critical issue discussed with development partners in relation to UNDP future position and prioritization speak directly to the strengthening of joint programs and resource mobilization for programmatic activities. **In this regard, development partners proffered six key areas of focus:** (1) strengthen current programmatic activities; (2) Reinforce strong government buy-in, leadership and ownership; (3) Ensure that the RC strategically lead the joint program and mobilize resources; (4) Ensure the joint program is in sync with the national development agenda; (5) Plan to access different possible funding sources (e.g. voluntary contributions, assessed contributions, government cost-sharing and different multi-donor trust funds and windows); (6) Capitalize on existing strengths but adjusts to new realities in this changing world.

In tandem with the above, UNDP should prioritize and position itself to provide support to the ongoing governance initiatives in the country in the short term. UNDP should place premium on advocacy and legislative engagement to ensure agreed 25 proposals go for referendum and ensure to broker a consensus with stakeholders, including women's minimum agenda; Ensuring a peaceful, transparent and gender sensitive 2017 election process with credible results that are accepted by a broad spectrum of stakeholders; ensure roll-out of a County Service Center to 10 priority counties and accompanying passage of the Local Government Act; roll-out of implementation of key provisions of the Act; Gender equality - advocacy and legislative engagement for the adoption and implementation of the key GE legislation (e.g. Domestic Violence Law, Equal Participation and Representation Bill); access to justice particularly by vulnerable groups in society to ensure that marginalized groups enjoy from UNDP's work in Liberia.

The task ahead of the UNMIL drawdown cannot be overstated. UNDP needs to reposition itself by designing programs that address the gaps (operational capacities at national and sub-national levels) left

behind by UNMILs withdrawal. At another level, UNDP programmes greatly benefitted from UNMIL's capacity development programs in particularly the justice and security sector, and in elections. UNDP's initiatives and support to these institutions will need to continue for the long term to ensure that national capacities are built to an acceptable level that would ensure sustainability and national ownership. To replace the loss of capacity, UNDP will need to find project resources to enable it recruit in-house capacity in several areas: peace-building, elections and/or parliamentary systems, civil police, the judiciary and courts, corrections, access to justice (including traditional justice) and legal reform (including constitutional and commercial law). This is in addition to other expertise that is required within UNDP to make its programmes more developmental.

Some development partners opined that in the post-UNMIL era, UNDP should avoid the temptation of assuming the role of the Resident Coordinator as that would be interpreted by other UN agencies as UNDP controlling the RC. The Resident Coordinator, they noted, should be independent of UNDP and its role should be to coordinate the donor community and other UN agencies to mobilize resources and operate as One UN.

The consultants establish that the phasing out of UNMIL should also signal the completion of a transition from extensive expatriate control and influence over planning, coordination and implementation to more of national control. UNDP should unambiguously support the UNMIL transition, encouraging and supporting national leadership over aid coordination. It will be crucial for UNDP to build its capacity to support the Resident Coordinator in exercising this responsibility as the principal source of technical support and advice to the government in the coordination of foreign assistance and aid. In situations where UNDP adopts the direct implementation modality, there will be need to emphasize ways in which national ownership is ensured over the substantive results of the assistance. Efforts currently underway to support the transition of some projects to a national execution modality should continue, focusing on building national capacities to adopt leadership roles.

Transitioning to a national execution modality should be gradual, with a system of direct payment to start with leading to advances over a period of time. As part of the transition process, regular management and financial audits need to be conducted in order to assess performance.

3.0 ASSESSMENT OF PROGRAMME DEVELOPMENT RESULTS

A. (Outcome 29: Governance and Public Institutions (GPI) Projects)

The Governance & Public Institution Pillar, which falls under UNDAF outcome 29 promotes Liberia's Agenda for Transformation pillar 4 on governance with the responsibility to support the national vision through its efforts to build and operate efficient and effective institutions and systems, in partnership with the citizens that will promote and uphold democratic governance, accountability, justice for all and strengthen peace. In doing so, GPI through the implementation of various projects, hopes to align with the national agenda for transformation to achieve these four (4) outcomes namely:-Outcome 4.1: responsible to strengthening key governance Institutions: Ensuring that by 2017, Liberia has governance institutions equipped with inclusive systems to perform effectively. Outcome 4.2 promotes constitutional and legal reform that requires that a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens. Outcome 4.3: Natural Resources Management: By 2017, Liberia has an effective and efficient natural Pillar promotes Liberia's Agenda for Transformation pillar 4 on governance with the responsibility to support the National vision through its efforts to build and operate efficient and effective institutions and systems, in partnership with the citizens that will promote and uphold democratic governance, accountability, justice for all and strengthen peace. Accordingly, GPI through the implementation of various projects, hopes to align with the national agenda for transformation to achieve the four (4) outcomes effectively by the year 2017.(See Annex-5 for detailed GOL, UNDP-CPD Programme Framework).

3.1 Liberia Decentralization Support Project (LDSP)

The LDSP is a five year (2013 – 2017) Government of Liberia program designed to support and facilitate the implementation of the National Policy on Decentralization. LDSP is a successor to the Liberia Decentralization and Local Development (LDLD) program and the County Support Team (CST) Program. The LDSP deliberately targets decentralization of administrative, political and fiscal governance in Liberia and its alignment to the peace building and reconciliation processes, Public Sector Reform Agenda, Poverty Reduction Strategy(PRS), Civil Service Reform (CSR) and the Agenda for Transformation (AfT) under Governance Pillar. The Program was signed by the Government of Liberia and Donor partners with a projected cost of \$18,490,486.74.²¹

The program is implemented to move from direct implementation modality (DIM) by UNDP to a national implementation modality (NIM) transferring major implementation responsibilities to government institutions and as such, the program utilizes the government system with the UNDP as the Fund Manager.

The program outcome is articulated in the decentralization broader policy objectives that can be summarized as the establishment of:- Accountable, inclusive, responsive and democratic local governments through a process of devolution; and an effective, efficient and sustainable systems for improved local service delivery whilst the long term programme outcome is intended to create transparent, accountable and responsive public institutions that contribute to economic and social development, as well as inclusive and participatory governance systems thus delivering the following Results:-(1) Deconcentrated functions and corresponding resources managed at the assigned level of

²¹UNDP-LDSP Annual Report, 2016

government (2) Service delivery and accountability of local governments is improved (3) Legal and regulatory framework for decentralization (4) Ministry of Internal Affairs is capacitated to lead and implement decentralization reforms (5) Programme management support, coordination, and monitoring strengthened. The GPI Outcome evaluation reveals the following program results:-

3.1.1 Outcome

Outcome 1: Deconcentrated services and corresponding resources managed at the assigned level of government;

Outcome 2: Service delivery and accountability of local government improved;

Outcome 3: Legal and Regulatory framework for decentralization is in place;

Outcome 4: MIA is capacitated to lead and implement decentralization reforms; and

Outcome 5: Programme management support, coordination, and monitoring strengthened

3.1.2 Outputs

1.1 The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy;

2.1(a) Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups.

2.1b Capacity of the public, citizens' groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions.

3.1 Ensure coordinated formulation of legal framework for decentralization;

4.1 Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process;

5.1 Efficient and effective support and coordination of the National Policy on Decentralization and Local Government

3.1.3 Key Achievements

Deconcentration

- The establishment of eight (8) county service center(s) which provides opportunity for MACs and county administration to pool resources in a shared governance format; with MOL, MIA, MoC, MoGCSP, MoH, MoPW, MOT, MOE, CNDR and LISGIS.
- Citizens now have access to services at the county level up to 24 services (i.e. permits, birth certificate, marriage certificates, business registration, driver's license, E. bio-metric Permit etc.
- Disaggregation of the budgets – MOH underway. MIA and MOE, amongst all the others, not yet disaggregated.
- Establishment of county treasuries-treasury officers deployed in Bassa, Bong, Nimba and Margibi.
- Chairing of High Level Round Table on Deconcentration by the President of Liberia, Mrs. Ellen Johnson Sirleaf. included the Vice President of Liberia, H.E. Joseph N. Boakai, heads of Service Delivery MACs, Members of the Diplomatic Corps, the Donour Community and other interested parties; meeting served as the catalyst to speedily implement deconcentration with all MACs on board.

Decentralization

- LGA Bill passed by the House of Representatives pending approval by the Senate.
- Engaged legislators for support and approval of LGA-lunch meeting with the Senate and House of representative. Concerns documented and follow up conference held.
- Key provisions in the local government bill on elections of local officials were successfully considered by delegates during the constitutional reform conference.
- Conducted 4 round table policy dialogues-first dialogue conducted in Buchanan regarding lessons learnt from Grand Bassa County Service Center;
- 18 Political parties signed a resolution to incorporate decentralization into their campaign manifestos.
- GOL transferred 100,000 United States Dollars to four CSCs accounts, Bong, Margibi, Bassa and Nimba for operational cost with each county receiving 25,000 United States Dollars.

Capacity building

- County Service Centers training for MACs in Nimba, Lofa, Bong, Margib, Gbarpolu, Rivercess, Cape Mount and Bomi).
- Recruitment of UNVs to be assigned at CSCs supporting coordination in and around the CSCs.
- Developed an MIA capacity development and training strategy-LIPA is taking the lead and will be supported by an international consultant.
- Selected 15 local government mentees and pair them up with the UNVs possible mentees now identified in the majority of counties.
- Streamlining of NDIS and alignment to MIA departments

Sensitization and awareness

- Town hall meetings conducted in Bassa in Buchanan and District #1 (137 / 44 women).
- 11 appearances of VIPs on the Decentralization Forum on ELBC-TV for radio interactive talk. Similar events took place at 5 community radios namely: Buchanan (Radio Gbehzon), Kakata (Radio Joy Africa FM 97.5), Gbarnga (Super Bongese), Sanniquellie (Radio Sehnwai FM 97.9) and Zwedru (Top FM).
- Forty-five (45) persons from across the deconcentrating MACs have been trained and effectively delivering services at the County Services Center
- Engage political parties to make Decentralization a key principle in their party platform-conference of political partners held in June in Buchanan.

Accountability and transparency

- Developed 3 year County Development Agendas-dialogues conducted in Bassa, Bong, Nimba and Grand Gedeh
- County participatory planning manual updated by LIPA and department for research and planning.
- Anti-corruption measures, with LACC and other integrity institutions on board like the Ministry of Justice, Court systems, etc (Notice board, watch dog manual, Code of conduct in process).²²

3.1.4 Challenges

- The project had a slow start because of delays in donor's commitment and in the recruitment process for the NDIS, especially, the CTA. In addition, the 2014 Ebola outbreak considerably slowed down the project implementation and only very limited interventions could be implemented in 2014. Furthermore, the effects of logistical constraints are to be considered.

²² LDSP Progress Report, 2015

- The bad road conditions prevented access to the most remote areas, especially during the rainy season which extends from April-October. This hampered the implementation of activities in the areas where needs are the highest especially south eastern Liberia.
- Delay on the part of the Liberian Senate to concur with House of Representatives to pass the Local Government Bill into law could jeopardize decentralization implementation in Liberia and overshadow the gains made around deconcentration.
- The ability to sustain institutional memory in decentralization implementation is a major challenge for MIA and GC especially during an election year when the majority of MIA's political appointees are likely to run for elected offices. Especially when GCs, tenure for the top management team will come to an end by September 2017.
- The delay in approving the Annual Work plan would mean that one quarter of implementation has been lost. This presents a serious challenge for the program as a whole, given that much of the third and fourth quarter will be lost to elections activities.²³

3.1.5 Lessons Learned

- Transparency and accountability over the public funding mechanisms and decision making processes remain central to ensure that decentralization supports good governance. This covers internal accountability from the local governance structures to the central level, and from the central level to the local government institutions, as well as external accountability of the State institutions to the population, which will guarantee State legitimacy.
- An individual county is unique in terms of development approach, leadership style and work culture. As such, program implementation should therefore not take a 'one size fits all' approach. It is not necessary for all MACs to be stationed in all of the counties to avoid unnecessary waste of resources. Accordingly, it is necessary to engage both MACs and the local administration regarding their specific needs.
- The Annual Work plan is a long process that has required a lot of consultations. The consultation process for the third and fourth quarters will need to start early to ensure that any additional activities are captured.²⁴
- Decentralization depends on the establishment of a very strong Monitoring & Evaluation systems being put into place; while coordination and clear definition of tasks are required between the various stakeholders focusing around the same performance indicators and systems, and taken into account the outcomes and impacts of the programme.
- Political leadership is central to decentralization and hence, it remains key to be able to engage adequately the different levels of political stakeholders, using the various political dynamics in place.
- Decentralization needs to be linked with overall State reforms and capacity building to advance the competence of local administrations to effectively manage local affairs, ensure the effective delivery of basic social services and improve the lives of Liberians.

²³LDSP Mid-Term Evaluation Report, 2016

²⁴ LDSP Q1 Report, 2017

3.2 Support to Electoral Cycle Project (SECP)

The Liberian national elections was successfully administered in 2011 and 2014 through the 2010-2012 electoral cycle support project in Liberia funded and supported by the UN and Development Partners, which were considered as generally free, fair and transparent by international standards. Despite these achievements the Commission was expected to close because it still faced operational and Institutional weaknesses that must be overcome in order to promote sustainability of previous achievements, ensure National ownership of electoral processes and enhance the Nation's evolving democracy through the continuous conduct of credible elections.

Accordingly, thorough evaluation of the project and the assessment of the capacity performance of the National Elections Commission (NEC) were done. Hence, it became evident that there was still a need for the project to continue its operation with the aim of strengthening the capacity of the NEC and other electoral stakeholders. It was against this backdrop that the NEC formally requested further electoral support for the 2017 elections from the UN Electoral Assistance Division (EAD), for the purpose of sustaining the democratic gains the Country has made. In 2014, following the request from the NEC, the Undersecretary-General for Political Affairs and UN Focal Point for Electoral Assistance Division (EAD), commissioned a Need Assessment Mission (NAM) to Liberia. The findings and recommendation of the NAM team led to the establishment of the 2015-2018 electoral support projects in Liberia.

The present project titled: "Support to the 2015-2018 Electoral Cycle in Liberia" has been developed in continuation of the 2010-2012 election project and has implemented through NEC with the funds provided by EU and UNDP. The overall project objective is to enhance the democratization process in Liberia through improved electoral institutions, processes and communication.

The UNDP election project has effectively collaborated with NEC and election partner organizations to ensure a sustainable, inclusive and coordinated support to election administration in Liberia. The Inclusive Governance Outcome describes the project outputs, outcomes and analyses progress that has been achieved hence, NEC support to Liberia Electoral Project under the GPI Pillar reveals the following results:-

3.2.1 Outcome (s)

Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.

3.2.2 Outputs

- 1.1 Strengthened capacity of NEC for efficient implementation of its mandate
- 2.1 Supporting NEC Civic and voter education section
- 3.1 Updating NEC Voter Register and improving voter registration process
- 4.1 Enhancing Women's political participation
- 5.1 Supporting the Electoral legal framework and the constitution-review process
- 6.1 Technical assistance and project management in support of the NEC and the management of program.

7.1 Political parties' capacity is enhanced, political parties are coordinated and conflict prevention measures are in place.

8.1 Elections security forces act is in line with international standards.

3.2.3 Key Achievements

- Up grading of the assets management software and physical verification/bar-coding of all NEC assets at HQ and field offices.
- One Study Trip to Israel has been implemented with only one participant (male).
- Conducted 4 Bridge Modular training courses on Pre-Election Activities and Media and Elections from 23–27 May and 8-12 August, 2016. A total of 105 participants attended both courses out of which 28 were women. The workshop was sponsored by the European Union through elections project, and USAID through IFES.
- Developed skills of NEC staff and other stakeholders by establishing a pool of BRIDGE Semi-accredited facilitators in Liberia (May 2015).
- Strengthen the operational capacity of the Gender section with equipment and materials including printer, power point Projector, assorted supplies of stationery, cartridges etc.
- VR feasibility conducted and report disseminated in August 2015.
- 8,400 staff received adequate training resources (gender sensitive) for the voter registration exercise following support in the technical drafting of manuals and guides.
- 2.1 million Citizens registered to vote. Existing gap in the ratio of women (47 percent) and men (53 percent) bust based on historical trends both domestic and international observer statements on the process concluded that generally, it was well conducted and staff were professional despite some initial challenges.
- Cataloged information on women participation in election and establishment of a database that will assess women's positions in the hierarchy of political parties. (Dec 2015).
- Gender mainstreaming policy and regulations drafted and forwarded to BOC for validation.
- Strategic planning workshop organized with CSOs, Ministry of Gender.
- Strategic plan was reviewed and amended, prioritizes gender mainstreaming at all levels. Created a data base for Gender disaggregation to establish the number of females that voted in the 2014 Special Senatorial Election completed.
- 22 registered political parties in Liberia committed themselves to a peaceful and non-violent elections in 2017, signed a resolution in affirmation of their commitment.
- 95% of registered political parties regularly participated in IPCC.
- Political Parties agreed not to proceed with IPCC secretariat.
- Inter-agency security coordination forum established. Weekly meetings held starting from February 2016.
- 1 high level security conference organized.
- 3 regional awareness workshops organized with 305 (89 female) persons participating.
- Total Participants in the NEC/UNDP voter and civic education campaign which included door-to-door canvassing,
- Town hall meetings, small and large public meetings, theatre performances and small concerts participants were 693,512 (54 percent women and 46 percent men).
- 22 participants trained and accredited in a 10 days course Supported by EU in collaboration with IFES.

- In 2015, conducted a nationwide assessment of NEC magisterial ware houses ahead of the 2017 Elections to ensure a decentralized capacity building of the NEC and protected the facilities and valuable election materials from further destruction.
- Phase two of this exercise, NEC supported the refurbishing of ruined down warehouse by providing locks, solar panels, shelves and fencing of warehouses and magisterial offices in the counties.
- NEC Completed two lesson learnt conferences for the 2014 Special Senatorial election. The first was held in Buchanan Grand Bassa County (In house assessment -NEC) April 6-8, 2015.The second was held in Monrovia for CSOs and political parties funded by EU/UNDP.
- Ahead of the 2017 elections, the project with support of its legal consultant, assisted with the drafting of various regulations and guidelines on the following:- Voters registration, candidate nomination, districting, campaign financing, pooling & Counting.
- The board of commissioners of the NEC endorsed a gender mainstreaming policy with UNDP support. The regulation outlines the principal aims and objectives of the election commission in promoting women in its administration, in political parties and as voters.
- NEC Legal section supported in drafting of six proposed amendments on elections and elections related issues that needed consideration in the new constitution.
- Codification of the election law amendments has been completed. A major step forward in terms of electoral law reform process.
- Supported the NEC and Legislature to amend provisions of the Elections Law. These election law amendments were promulgated in September 2015.
- Supported NEC to incorporate new amendments into the election law and organize information sessions for electoral stakeholders.
- 1000 Copies of elections law printed and distributed to Magistrates of Elections, parties, CSOs.
- 19 Magistrates, Lawyers of Bar associates, political parties and CSOs trained on complaint adjudication procedures.
- Five (5) information workshop held on new election law with 467 (115 females) participants.
- A resource planning business solution providing administrative support to NEC headquarters has been installed by 20%. The resource planning system requirement gathering session for procurement and sourcing and fixed assets modules is completed.
- A VR consultant recruited in August 2015 to technically examine the existing method and recommend possible VR modalities that addressed the political, security, financial, legal and institutional factors that may affect the implementation of voter registration.²⁵

3.2.4 Challenges

- The desire for gender parity at the National Elections Commission is not forthcoming. The gender aggregation done by the project speaks clearly about lack of gender balance in different electoral activities. The gender sensitization needs are inarguably the greatest among electoral stakeholders.
- The project agreement between the government of Liberia, UNDP and EU was signed in October 2015 for the implementation period starting retroactively from 1 June 2015. Late approval of the project document impacted late arrival of the funds and inability for the project to fulfill some

²⁵ SEC Project Annual Report-2015-2017

activities in 2015. However, it has been planned to carry forward these activities for implementation in 2016.

- The security coordination mechanism between NEC and LNP remain unstable, despite of enormous efforts made by NEC to improve it. In a fragile, post-conflict environment security is a core element for establishing a peaceful electoral processes and the role of police in this regard is to promote a secure setting for the peaceful conduct of election.

The Election Project will continue its support to the NEC security section to improve the coordination mechanism and make it more inclusive before the 2017 elections.

- Budgetary Constraints -The proposed election budget by the NEC amounted to US\$42 million. Given the current budgetary deficiencies, the government of Liberia committed to US\$20 million for the upcoming 2017 elections leaving the gap of US\$22 million. In light of the current budgetary constraints the President convened the donor meetings requesting the support to the 2017 general elections.
- Understaffing of the project due to insufficient funding during 2015.
- Untimely procurement of goods and services during the period under review.

3.2.5 Lesson Learned

- The formation or establishment of the IPCC (Inter-parties Consultative Committee) which provides a platform for continuous dialogue between political parties and the NEC, is a best approach in terms of resolving elections related misunderstanding.
- Coordination and interaction between NEC and its partners yielded a multiplying effect in the achievement of the overall goal of the Commission.
- This approach was cost effective as it protected against duplication of activities by both IFES and UNDP.
- NEC's future dedication to implement institutional changes and improve staff operational capacity for upcoming electoral events.

3.3. STRENGTHENING, TRANSPARENCY, ACCOUNTABILITY & OVERSIGHT PROJECT (STAOP)

The Strengthen Transparency, Accountability, Oversight and Participation Programme (STAOP) aims to support the achievement of the Agenda for Transformation and the objectives of the UN Development Assistance Framework for Liberia (2012 -2017) which prioritizes strengthening governance and promoting transparency and accountability. It aims to contribute to government and other actors' efforts to strengthen corruption prevention, transparency and accountability in Liberia as well as provide support to both state institutions and civil society organizations to increase transparency and accountability in governance processes by (i) establishing a broad consensus on need for incorporating the principles of integrity, transparency and accountability in governance (ii) strengthening institutional capacity and coordination to promote transparency and accountability and curb impunity, and (iii) creating opportunities for civic engagement to monitor public sector and engage in transparency and accountability mechanisms.

The programme brings together various institutions created by the Government of Liberia to foster the objective of promoting the governance agenda. These institutions include: the Liberia Anti-Corruption Commission (LACC), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), National Integrity Forum (NIF) – which brings together key integrity institutions, private sector and civil society organizations to coordinate and address corruption, LEITI to improve transparency in the

natural resources and extractive industry sector. The project will also focus on building civil society capacities to engage in various transparency and accountability mechanisms at national and local level.²⁶

The ongoing (STAOP 2013-2017) has recorded considerable levels of success since its inception in 2013 (especially in its support to public procurement and overall advocacy). However, as a result of diverse conceptual and operational challenges, there are no valid and reliable indicators that can attest to progress in the fight against corruption in the short term. Against this background, the CO requested for a mission to undertake a strategic review of the anticorruption and integrity work. Results of the mission yielded the following two broad but fundamental challenges identified as:- (a) programme design and substantive programmatic deficiencies; b) capacity and implementation challenges.

The challenges form the basis for the two Recommendations advanced to UNDP. Accordingly, stakeholders consulted overall agreed that further work needs to be done in strengthening the capacities of Government institutions, including law enforcement bodies to effectively tackle the challenges that Liberia faces in terms of transparency and accountability and forging a collaborative, whole-of-government approach in which integrity institutions work together informed by a shared objective and unity of purpose.²⁷

The Inclusive Governance Outcome describes the project outputs, outcomes and analyses progress that has been achieved. Additionally, these results including **(outputs 4.1 - 7.1)** are the intended results for the extended programme period. Hence, STAOP under the GPI Pillar reveals the following results:-

3.3.1 Outcome(s)

Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.

3.3.2 Outputs

1.1 Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability.

2.1 Enhance capacity of oversight institutions on using the UN Convention against Corruption as an entry point for strengthening preventive mechanisms.

3.1: Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability.

4.1 Investigative and Institutional Capacity of LACC is strengthened to combat corruption.

5.1 Technical and Material Support to the Establishment of the Ombudsman Office.

6.1 E-tender Process re-engineering enhanced.

7.1 Enhancing Stakeholders capacity to monitor the quality of service delivery and related accountability and transparency in local government management.

3.3.3 Key Achievements

- Legislature engaged and Code of Conduct passed into law.

²⁶ STAOP Annual Progress Report

²⁷ STAOP-Njoy Mission Report

- A workshop with stakeholders was held and strategies for the implementation of the Code of Conduct discussed.
- A final copy of the code of conduct was sent to the Ministry of Foreign Affairs for printing and circulation.
- A technical working session with 90 participants comprising 33 procurement officials was held and knowledge on performance audits, imparted to participants.
- Provided support for and carried out the annual celebration of International Anti-Corruption Day activities in the country.
- The capacities of five integrity institutions were assessed by a national consultant to ascertain their level of compliance with the UN Convention against Corruption (UNCAC) focusing on Article 9, which places emphasis on public procurement. An UNCAC Action Plan was developed for implementation.
- A national consultant was hired in May 2014 and has since provided technical and legal support to the LACC in investigating and prosecuting corruption.
- The GC hired the West Africa Civil Society Institute (WACSI) of Ghana and two training courses were held for members of civil society organizations in (a) Resource mobilization and proposal Writing and (b) Monitoring and Tracking Local Government Expenditure.
- The WACSI also delivered a TOT training in Capacity Building and CSO Advocacy and Employment.
- A technical working committee comprising the LACC, MOE, CSOs, PUL and the Youth Ambassadors, visited the ten assessed schools and attained an agreement from both the student leaderships and authorities to establish student integrity clubs (SICs) in the schools.
- The PPCC organized workshops in five counties (Bong, Bomi, Grand Gedeh, Sinoe & Nimba Counties) with county officials, line ministries, and oversight institutions to raise awareness on Performance Audits and identify programming, procedural and management systems gaps within county administrations.
- Fifty civil society actors from more than 50 civil society organizations capacities were built in the collection of revenue from the extractive sector, the management of resources and the awarding of contracts.

3.3.4 Challenges

- A major challenge experienced during the year is the late delivery of funds for first quarter activities caused mainly by the late approval of the annual work plan and budget;
- Request by Municipal Government representatives for project to pay fees for erection of Billboards in their jurisdictions. The PPCC negotiated the safe erection of the Boards but the request for fees caused an embarrassment;
- Heavy workload and limited staffing at PPCC caused delay in the training of compliant officers;
- Getting consensus and a common ground on database specifications requirements between stakeholders on the one hand and stakeholders and local consultant on the other hand resulted in long delay in achieving needed results.

3.3.5 Lessons Learned

- There is a need to intensify dialogue and increase awareness on procurement reforms by expanding the number of procurement billboards erected around the country. For example the procurement bill boards are needed at major highway intersections and county capitols around the country;

- Training of compliant officers in procurement compliant requirements and measures presents a very unique opportunity for closer engagement and collaboration with staff of the Accounting Services Unit of Ministry of Finance and Development Planning (MFDP) and Department of Economic Affairs of Ministry of Justice, as it is the beginning of a bigger collaborative venture for information sharing on potential fraud in the system;
- The exclusion of detailed information on the various CSOs within the database, because they are not members of the CSO Council may tend to undermine the objective of accessing information on the locality, type and area of specialization of CSOs.²⁸

3.4 Support to Constitutional Review Process (SCRP)

The Support to Constitutional Review Process Project which aligns with Pillar IV of the AFT is supported by UNDP and seeks to support an inclusive and participatory constitutional reform process in Liberia that will guarantee long term stability. It is a platform to advance reconciliation, political dialogue and peace consolidation aimed at achieving consensus on national issues and nature of the state best suited for Liberia.

The SCRP is intended to give effect to the desire of GOL in keeping with its obligation under the constitution articles 92, 93 & 34. The SCRP main goal is to strengthen national capacity for the implementation of a transparent, impartial, inclusive, participatory and credible constitutional making process. Particularly, the project focuses on strengthening the Liberian leadership and ownership of the constitutional review process in collaboration with UNDP, UNMIL, and other development partners. The project will focus on three (3) important areas as follows:- (1) To provide technical, financial and logistical to THE Constitutional Review Committee (CRC) to undertake, review research, establish its work plan. The project will support relevant government ministries, agencies, political parties, women groups, youths, and the media to enhance public participation by developing, implementing a civic education programs at national, county and community levels and conduct public consultation and dissemination of constitutional related materials and popularize the constitution and draft proposals.

The project will build upon and supplement UNDPs existing “programmes Justice & Security, Support to strengthening of National Institutions Programmes” which provides technical assistance for Constitutional and Law Reform, Security Sector and Institutional Reforms, Democratic Governance and Rule of Law in Liberia. The project key GOL partners include:- The Legislature, Law Reform Commission, Governance Commission, National Elections Commission, Traditional Council of Liberia, Youths. Others are new and lack capacity. The projects Results are as follows:-

3.4.1 Outcome (s)

Constitutional and legal reform foster national reconciliation and respect for the rule of law through a participatory consultative process.

3.4.2 Outputs

- 1.1 Capacity of CRC enhanced
- 2.1 Preparation of constitutional amendments undertaken

²⁸ STAOP Presentation-GPI Retreat, 2016

- 3.1 Public participation in the constitutional review process enhanced
- 4.1 Capacity of Law Reform Commission, Governance Commission/ Traditional Council, youth and women agencies to support constitutional review strengthened.
- 5.1 Participation/ inclusion of civil society, political parties and media in the review process enhanced.
- 6.1 Support to Constitutional Reform Project effectively Managed.²⁹

3.4.3 Key Achievements

- Recruitment of a Senior Consultant to effect the decisions of the Board.
- A call for Proposal inviting NGOs, CSOs and CBOs to submit proposal for a grant drafted and published.
- 7 CSOs were recruited out of twelve after a technical committee review and evaluation of the proposals. They were NAYMOTE, IREDD, NUOD, PMU, LMDI, DEN-L and SAIL.
- An assessment of the accepted CSOs was completed, grant amount awarded and contract drafted, approved and signed by the UNDP Country Director and CSOs
- Recruited 1 national media & outreach officer & 1 Research & documentation officer.
- 1 CRC staff Participated in international regional constitutional conference.
- Administrative support provided to CRC up to the end of its mandate in June 2016.
- Held a national constitution conference.
- Amendments to the 1986 constitution developed submitted to the President.
- 25 Recommendations made, about 8 required amendments of the constitution, rest will be done through policy adoption. Referrundum s expected to be held in a year.
- Civic education manual on referendum developed.
- 3 workshops and 3 technical.
- 85 public consultation held with stakeholders
- 10 public civic education held with stakeholders
- 500,000 copies of proposed amendments printed and distributed to citizens (gender disaggregated).
- Hosted 10 talk-shows on the proposed amendments.
- Held 3 meetings/thematic sessions with these stakeholders
- Over 750 Liberians as Delegates to the NCC, held in Gbarnga. (Delegates included Liberians in the Diaspora, Europe, Australia and Africa (Ghana), as well as representatives from the three branches of government, CSOs, the business community and the Diplomatic Corps Traditional leaders, other Government officials, etc).
- A consensus was reached and 8 out of 25 recommendations were agreed upon to be carried forward as proposals to amend the constitution.

3.4.4 Challenges

- Since the finalization of the NCC in April, there was delay in submitting the report to the President and thereafter to the Legislature; by the time the report was submitted to the Legislature, it was time for the Legislatures to go on recess. This means that the actual proposals may be debated in January.
- The Legislature is yet to adopt and or propose any proposals for the referendum; this action has delayed the holding of the referendum in 2016 as expected; if there is political goodwill,

²⁹ SCRP-PRODOC-2013-2015

proposal would be tabled early 2016 to enable the holding of a referendum in 2017 in compliance with Art. 91 of the constitution. It is however, noted that there may be serious challenges of holding two "elections" the same year; the cost of a referendum and an election in one year may not be achievable.

- Appropriate Timing and disbursement of funding for project implementation and; maintaining local ownership.³⁰

3.4.5 Lesson Learned

- **Phase One (1)** This CRP period coincided with the transition to independence by African States, a period where constitutional documents were imposed or negotiated, and no form of popular participation by Africans were involved.
- **Phase Two (2)** commenced after independence, period characterized by military rule where many constitutions were rewritten, reconfigured, suspended, abrogated, etc...
- **Phase Three (3)** coincided with the imposition of programs with political and economic conditions by multilateral institutions such as the WB and IMF.
- **Phase Four (4)** characterized by the need to build a people based democratic constitutional order. Future emphasis should be placed on sovereignty of the people, rule of law, good governance & respect for human rights and fundamental freedom with true understanding and appreciation of local, national, regional and global realities of human life.
- Within this context of the fourth phase, one important lesson learned is that the Liberian Constitutional Review Process needed to have had a more vigorous CSOs engagement from the initial onset.³¹

B. Outcome 30 - Justice, Security & Reconciliation Projects

3.5 Justice & Security Joint Programme, JSJP-(HUB 1, 2 & 3)

This Justice and Security Joint Programme (JSJP) is a three year programme between the Government of Liberia (GoL) and the international community, based on the Liberia Peacebuilding Programme (LPP) which was developed by and amongst the GoL, the United Nations and national and international partners in May 2011. The JSJP builds on the LPP and the Peace Building Commission (PBC) Priority Plan for Liberia which was concluded on 26 January 2011. The programme will benefit from financial support from the Peace Building Fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the PBF solely and rather aims to respond to the key peacebuilding gaps in Liberia that fall under the rubric of rule of law and security sector reform – two of the three priorities for PBC engagement in Liberia (the other being national reconciliation).

In preparation for UNMIL transition, the JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and

³⁰ SCRP-GPI Retreat Presentation, 2016

³¹ SCRP-Annual Progress Project Report, 2015

security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve.

The Government of Liberia and the international community engagement is based on the following principles: national ownership and leadership; international partnership in support of national efforts; and joint responsibility. The implementation of the outputs contained in this programming document will, in all cases, be led by the Government of Liberia.

The Government assumes the core responsibility for implementing strategic action plans, achieving the outcomes and outputs identified in this document, and carrying out monitoring and evaluation activities to ensure adequate progress, oversight and adjustment of projects as may be needed.

The JSJP hopes to achieve the following outputs:- (1) Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place; (2) Justice and security service providers able to provide fair and accountable professional services; (3) Justice and security service providers are responsive to local community concerns; and (4) Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.³²

Justice and Security Joint Programme, JSJP (Hub-1)

3.5.1 Outcome(s)

Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition is in place. (People in Bong, Lofa and Nimba Counties have increased access to fair and accountable justice services).

3.5.2 Outputs

1.1 Infrastructure, equipment, and systems critical for command, control and operational response put in place for the Regional Hub.

2.1 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services.

3.5.3 Key Achievements

- Kahnplay Magisterial Court, one of the four courts approved for construction by the JS Board was inaugurated on the 27th March 2017, improving access to justice for people of that district.
- Installation of the communication network was completed in 2016 to improve coordination and enhance communications in the sector.
- LNP/PSU officers in the region have successfully controlled 86 security incidents that had the propensity to evolve into major conflict drivers. LNP's ability to quell difficult situations speaks to citizens' confidence in the police in the region and also demonstrates that in the absence of UNMIL presence (UNMIL withdrew in 2013 from the region), LNP can maintain the peace.
- Gbarnga Regional Hub was constructed and completed in 2014. The hub delivers a total of 15 services with attachment across three counties - Bong, Lofa and Nimba counties.

³² Justice & Security Joint Programme Revised Prodoc, 2011-2014

- 77 LNP PSU officers deployed in the region have supported local police 86 times in response to criminal events that have curtailed peace, while protecting lives and properties. Officers conducted 93 patrols in 481 communities, improving security and trust in the police.
- 45 BIN & BPU border security strengthened by conducting 87 visits along Liberia's porous borders with Guinea and Ivory Coast.
- SGBV Crimes Unit processed 410 complaints through hotlines; handled 74 rape and SGBV related cases with merits, prosecuted 48, gaining 36 convictions and provided medical and psycho-social support to 218 victims and their families.
- Public Outreach officers raised awareness in 390 communities reaching out to (45,127 residents- 25,829 Males, 19,298 women) and referred 47 complaints.
- Several Acts were passed including:-the Liberia National Police; the Liberia Immigration Services and the Firearms and Ammunition Control.

3.5.4 Challenges

- Although project's deliverables were met in a timely manner and achievements made. An ineffective water system affected the use of the Hub facilities by more than two hundred officers and criminal justice actors during the "dry season" when ground water level is low. The JSC approved funds to resolve this problem but the disbursement of said funds was not realized.
- Frequent administrative changes.
- Delayed administrative and procurement bureaucracy.³³

3.5.5 Lessons Learned

- The use of the training facility at the Gbarnga Hub was not highlighted as a key output in most program reports however, this facility has provided a cost free space for conferences / seminars / workshops that the population to include CSOs, chiefs and other community actors can access to address peace building and rule of law related issues.
At the end of the program in 2016, 99 trainings / workshops organized by government and civil society organizations, including youth and women groups were held at the Gbarnga Regional Hub.
- Implementation of activities of the justice and Security Joint Program was speedily implemented when the Justice and Security Policy Management Board met on a monthly. However the program was restructured for setting the Board meeting time quarterly. This delayed implementation as decisions and approvals that were required monthly for implementation were made quarterly.
- The Gbarnga Hub was never envisaged to respond to a catastrophe, such as the outbreak of the Ebola virus. The financial preparedness of criminal justice actors to respond to such unknown natural and health catastrophes should be taken into consideration in the design and roll out of similar programs going forward.

3.6 Enhancing Access to Justice & Security (Hub 2 & 3)

³³ JSJP End of Project Report- December, 2016

As stated above, the project was established in 2011 as a part of GOL/UN joint programme to decentralize justice and security services through the Regional Hub Concept. The project enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.

3.6.1 Outcome (s)

Enhanced access to justice and security at regional and county level in preparation for UNMIL transition is in order. (People in Maryland, River Gee and Grand Kru (Hub 2); Grand Gedeh and Sinoe (Hub 3) Counties have increased access to fair and accountable justice services).

3.6.2 Outputs

- Justice sector institutions have adequate human capacity to provide key justice services.
- 2.1 People in Maryland, River Gee and Grand Kru Counties (Hub 2); Grand Gedeh and Sinoe (Hub 3) benefit from justice advisory, human rights monitoring, advocacy and support services provided by civil society.

3.6.3 Key Achievements

- LNP deployed a total of 367 officers in eight leeward counties in 2016. 142 officers of the 367 were deployed into seventeen districts of four out of five counties (Sinoe, Grand Gedeh, Maryland and River Gee) in hubs 2 and 3; thereby increasing officers' presence in those counties in light of UNMIL withdrawal.
- BIN trained during the same period and deployed 265 officers, increasing the number of officers at the border posts in Hub 2 from 132 to 172; whilst Hub 3 Officers' number increased from 189 to 222.
- LNP, Police Support Unit (PSU) and the Bureau of Corrections and Rehabilitation trained 163 officers to assume full responsibility of prison security whilst ensuring that surrounding neighborhoods are protected and secured.
- April to May 2014, 18 city solicitors were trained by the MoJ (2 dropped out). The deployment will help fill the gap as identified by prosecutors in their May and August term reports 2013;
- 9 Prosecutors were deployed in Hubs 2& 3 region.
- A 3 days pre-deployment SGBV case persecution training workshop held from the 17th-19th March 2016 for prosecutors, police officers working in the Women and Children Protection Services of the Liberia National Police and health professionals.
- The SGBV Crimes Units was rolled out in Maryland and Grand Gedeh counties to provide services to a total of five counties in both regions.
- Public Defenders under the Judiciary were also deployed in Hubs (2 &3)
- 2 vehicles and 3 motorbikes were procured for SGBV Crimes Unit to enhance operational capacity in Hubs (2&3);
- 2 vehicles & 3 motorbikes to Public Service Officers and Coordinators in Hubs (2&3);
- Recruitment, training and deployment of (7) Sexual Gender Based Crimes Unit (SGBV CU) staff, which included (4) Case Liaison and (3) Victim Support officers-to support the police and prosecution team during investigations and evidence collection process and also facilitate victims' access to medical care, psychosocial support, plus assist victims and their families during the adjudication of their cases.

- Prosecution of SGBV cases increased from 2 in 2015 to 11 which were prosecuted in four counties of Hub 2 (Maryland 3; River Gee 4 and Grand Kru2; and Hub 3 (Grand Gedeh 2).
- Public outreach officers (PSO) assigned in hubs 2+3 regions increased citizens knowledge about hub services by bringing awareness to a total of 131 communities in five counties. Using Town Hall meetings to provide information, Between November 2015 and May 2016, 5089 citizens, of which 62% were men, participated in awareness activities.
- PSO officers hosted fifty seven (57) interactive radio talk shows with communities, focusing on enhanced services in government institutions through the hub concept and also providing information about other civil services available in the counties.
- SGBV Crimes Units were rolled out in Maryland and Grand Gedeh counties to provide services to a total of five counties in both regions.
- Training and deployment of seven additional support staff aids prosecution in preparing witnesses/victims for trial by working with the police to gather proper evidence; ensure victims seek medical and psychosocial support, prepare victims for trial and or relocate victims to safe homes in some cases.
- Conducted a three- day pre-deployment training workshop from the 17th-19th March 2016 for 30 prosecutors, police officers working in the Women and Children Protection Services of the Liberia National Police and health professionals.
- LNP deployed a total of 367 officers in eight leeward counties. 142 officers of the 367 were deployed into seventeen districts of 4 out of 5 counties (Sinoe, Grand Gedeh, Maryland and River Gee) in hubs 2 and 3 – thereby increasing officers' presence in those counties in light of UNMIL withdrawal.
- BIN trained and deployed 265 officers, increasing the number of officers at the border posts in Hub 2 from 132 to 172; whilst Hub 3 officers increased from 189 to 222.
- LNP/PSU and the Bureau of Corrections and Rehabilitation trained 103 and 60 officers respectively to assumed full responsibility of prison security whilst ensuring that surrounding neighborhoods are protected and secured.

3.6.4 Challenges

- The spread of the EVD in 2014 delayed the roll out of services in those parts of the country where the hubs are located. Direct focus on reducing the inmate population by the Judiciary and Ministry of Justice, by effectively using Section 18.2 of the Criminal Procedure Law (CPL), Liberia was able to reduce the possible spread of the disease in prisons and detention centers in the five counties.
- Delayed administrative and procurement bureaucracy.

3.6.5 Lessons Learned

- The monitoring and evaluation of any project is a key element. However, the JSJP suffered, as this element was not included within the program management unit, but noted as a responsibility of the PBO.
- Strengthen both the "supply side" and the "demand side" of the rule of law equation. Notably, service cannot be enhanced without infrastructure.
- It is important to take into consideration how other areas of government affect service delivery. (Example:-even with the improved service delivery in five counties, citizens access to these

services are hampered by bad road network, as the southeast of Liberia was cut off for six months during the "rainy season". Considering the onset of climate change, this isolation period may increase.

- Leadership by national authorities is critical for building confidence and long-term sustainability.³⁴

3.7 Justice & Security Trust Fund (JSTF)

The Justice and Security Trust Fund (JSTF), a component of the Justice & Security Programme which is solely supported by the Government of Sweden, was established to support the Government of Liberia's efforts to institutionalize the delivery of justice and security services by strengthening the operational and technical capacity of justice and security institutions.

The Trust Fund has served as and continues to be one of the primary windows throughout the pathways of reforming the justice and security sectors as well as institutional capacity strengthening. SIDA's support to the sector has served as a fundamental pillar that has laid down the ground work for critical projects including the support to Liberia's UNMIL's transition.

Since its inception in 2010, it has continued to provide critical institutional support to five key Justice and Security institutions namely: (a) The Bureau of Immigration and Naturalization (BIN); (b) The Bureau of Corrections and Rehabilitation (BCR); (c) The Liberia National Police (LNP); (d) The Prosecution Department of the Ministry of Justice (MOJ) including the specialized SGBV Crimes Unit and (e) The Judiciary.

The JSTF has contributed to enhancing service delivery and building trust between citizens and security personnel. This support also became a critical and integral part of the UNMIL transition plan with a focus on accelerating decentralized security and justice services through the training and deployment of security personnel in leeward counties as well as training of professional magistrates to replace none lawyers who are serving as magistrates. The JSTF Outcome and outputs results are reflected as follows:-

3.7.1 Outcome

National and local levels increasingly have the capacity to provide security, manage conflict and prevent violence.

3.7.2 Outputs

- Effective & improved performance of the Justice and Security institutions in place.
- 2.1 Justice & Security providers to provide fair and accountable professional services.

3.7.3 Key Achievements

- Constructed 4 magisterial courts in Kharnplay, Vahun, Lofa, Omega, Montserrado & Boota, Bong

³⁴ Enhancing Access to Justice Annual Project Report, 2016

- Training of pathologist to support MoJ prosecution. Three medical doctors underwent pathologist training in Accra, Ghana. Completed first year of training and commenced year two in September, 2016.
- Trained 108 new LNP recruits and provided uniforms. 140 (21 females and 119 males) high school graduates commenced training on 7 March 2016 and 137 (21 females, 116 male) recruits graduated on 19 August 2016.
- BIN trained 250 (38 females, 212 male) in February 2016 and graduation was held on 12 May 2016. Deployment of officers across the country was completed by June 2016.
- Trained 60 college graduates as magistrate in March 2016 and they completed in March 2017. (60 of 110 existing magistrates from five counties trained in new laws).
- SGBV-CU tried 28 and obtained nine (21) convictions, 2 hung jury, 3 acquittals, 1 mixed trail and 1 aborted. The Unit drew up 105 indictments, received 147 calls through its hotlines and victim support services reached 802 individuals including survivors.
- Case Liaison Officers (CLOs) assigned in the Gbarnga Hub region received one hundred and seventy-seven (177) calls through the Hotline. Thirty-three (33) of the calls were related to incidence of rape and one hundred and forty-four (144) were related to follow-ups on victims and sexual assault investigations.
- Victim Support psychosocial office at Gbarnga Regional Hub reported (88) victims of sexual violence in Bong, Nimba and Lofa counties who benefited from medical, meal, accommodation, transportation, relocation/protection, counseling and empowerment amongst others.
- Conducted 3 days training for 50 traditional, community and religious leaders (28 Female & 22 male) to prevent and respond to SGBV.³⁵

3.7.4 Challenges

- Bad road conditions have seriously slowed down construction works in all the focus counties except Nimba which is already completed. All activities particularly in Lofa were put on hold for three months during the raining season, due to challenges in getting materials over to the project site. Construction works resumed in late November but completion planned for December 2016 did not materialized until February 2017. Additionally, procedural missteps and unforeseen delays by contractors for the courts in Montserrado and Bong Counties in addition to frequent imposition of “Stop Orders” by the Judiciary for various technical reasons particularly for the Bong and Montserrado projects have affected the progress of the construction deviating significantly from the planned delivery time.
- The construction of two border posts has been the most challenging project, given implementation did not even commence until the end of the year. Initial delays in the submission of drawing and the overpriced BOQs for the barrack construction constituted the first setback. Further delay came from the adjustment of the plan and approval for reduction in quantity from two to one by the Board. The Project has however received approval from the concerned agencies to proceed with one barrack given the budgetary challenge and approval from the Board. Considering approval of no-cost extension for the project, procurement process for the construction of the border post was launched in January 2017.

³⁵ Justice & Security Programme AWP, 2017

- Budget for pathologist training was miscalculated and subsequently under budgeted for the three years' period. Support for year three is fully completed but there is a funding gap for year three which is estimated at \$95,000.00. Additionally, as the pathologists work towards year three, they have informed they project that their skills can only be fully utilized if the required facility, tools and support staff are in place upon their graduation. While this was not foreseen during the development of the project, the need to identify funding for these supplementary activities as well as support for year three is critical to the outcome of the Pathologists project.³⁶

3.7.5 Lessons Learned

- Effective project implementation depends on adequate assessment to inform planning and budgeting.
- Assessment should form the basis of all interventions and should be conducted before project design to ensure smooth implementation. For example, budget was set and approved to construct two border posts before the land was assessed and actual plan of the buildings and bill of quantity were developed. Hence, it was realized at the time of implementation that the set budget could only cover the construction of one border barrack whereas two sites were already identified and expectation high for the commencement of construction works at the two locations.

The new development led to many subsequent engagements with the Project Board, partners and stakeholders to make decision on which of the two sites to be selected given the budget constraints. Consequently this project delayed significantly and only commenced at the end of the project.

- Stakeholders' engagement to ensure ownership and sustainability from the very design of the programme. This also reduces the constant allegation that UNDP is slow since they are aware of the day to day happenings.
- Infusing donors perspectives in the programme design. For example the Judiciary had requested the construction of 10 courts without due consideration for personnel and furnishing. Due to the recommendation from the Swedes, 4 courts were agreed upon with provision of furniture and training of magistrates by the Judicial Institute to be deployed to these new courts.

3.8 Community Based Truth Telling & Atonement Project-(Palava Hut)

The Community Based Truth Telling, Atonement and Psychosocial Recovery Project is the implementation framework of the National Palava Hut Program. The Project seeks to promote community-based healing and reconciliation through the utilization of traditional justice and accountability mechanism to facilitate public disclosure, acknowledgement, and apology of human rights violations and other mass abuses committed during the civil war in local communities and to build the foundation for social cohesion and national unity and contribute to upholding basic human rights of men, women, children and people with disabilities. However, the jurisdiction of the Palava Hut to render pardon is limited to lesser crimes that include looting/theft of property, destruction of properties, torture (without jeopardizing normal functions of survivors or the victims); humiliation

³⁶ JSTF Final Annual Report, 2016

(undressing victims in public), arson, forced labor, desecration of traditional shrines, displacement and physical assault.

In January 2014, the Palava Hut Commenced and adopted a participatory approach in the implementation of all of its activities and protected the integrity of the process, safety and dignity of the participants, who included victims, perpetrators, and community leaders. As one of its significant achievements, the project, in a conflict-sensitive manner, has widened the parameters of the long-standing male dominated traditional Palava Hut system by accommodating the participation and voices of women, youth, minority ethnic groups and the physically challenged as major facilitators of and contributors to the resolution of prolonged transitional justice grievances as a catalyst for fostering healing, reconciliation and peaceful coexistence.

The Palava Hut project, unlike any other peace and reconciliation project in Liberia, is the only national transitional justice initiative that has successfully created safe space where both victims and perpetrators of the Liberia Civil War and other civil unrests met face to face under the same roof and discussed near-death and life-threatening experiences. The Truth and Reconciliation Commission (TRC), during its hearings, did not achieve this relevant peace and reconciliation benchmarks of bringing victims and perpetrators together to tell their war-related stories and exchange apologies and forgiveness face to face. The GPI outcome reflects the project's results as follows:-

3.8.1 Outcome

Communities are reconciled and live in peaceful coexistence utilizing the Palava Hut system and/ or approach to settle their differences.

3.8.2 Outputs

- 1.1 INCHR capacity strengthened to lead and coordinate the National Palava Hut Program.
- 2.1 Studies conducted and Palava Hut methodology and operational guidelines developed.
- 3.1 Nationwide outreach conducted on the Palava Hut Programme.
- 4.1 Palava Hut process piloted in 2 communities
- 5.1 At least two Regional Memorials constructed in hard hit war affected communities.³⁷

3.8.3 Key Achievements

- PMU has technical capacity with improved productivity. 13 INCHR/PMU staff trained in result-based reporting, human resources management, project design and management and monitoring & evaluation.
- Palava Hut (PH) methodologies & guidelines developed; two study tours conducted in Sierra Leone and Rwanda.
- PMU established relationship with Tilburg University, Netherlands. This resulted in a 1-month visit of a student of the university, Marola Vaes, who conducted a research on "The perception of potential witnesses to appear before the Palava Hut".
- An Ethnographic report validated & distributed.
- 20 Civil Society Organization trained to conduct public outreach on PH.
- Integrated outreach strategy developed.

³⁷ INCHR Report on Palava Hut Hearings, 2017

- 30 communities identified for outreach and outreach officially launched.
- 2 venues for hearings, 2 safe houses for witnesses, 2 county offices for use by PH Committees identified and Witness Protection Strategy developed.
- 8 PH committees restructured, trained & functional. They include elders, traditional & religious leaders, women, youth & persons with disabilities; women are co-chairs.
- Key Govt, UN & CSO stakeholders informed of PH hearings.
- 8 Notes/Statements Takers, 2 Interpreters, 2 report writers and 12 Psychosocial Counselors trained and hired.
- Traditional community cleansing strategy designed.
- One (1) community memorial in Duport Road Community constructed, completed and dedicated by the President of Liberia, Her Excellency Ellen Johnson Sirleaf as GOL contribution to the process of healing, peace & reconciliation. The other two are under construction, completion expected in July.

3.8.4 Challenges

- Limited logistics, including inadequate means of transportation, made it difficult to reach out to victims and perpetrators in faraway locations and convey them to Toffoi's Town, and Vezala the venues of the hearings. INCHR/PMU staff had to improvise by purchasing gas used to move victims and perpetrators from one point to another.
- The duration of the hearing was very short; the UNDP trimmed time originally apportioned by the INCHR for the hearing. Several cases were left unaddressed as a result. Additionally, post hearings statement taking have recorded 84 new statements in Zwedru.
- The UNDP fell short of timely disbursement of funds to contracted service providers. The civil society organizations (CSOs) hired to provide public outreach and psychosocial services were constrained to pre-finance their activities in excess of agreed time, which reduced their morale with rippling effect on performance; especially on public awareness activities. The UNDP created credibility and integrity problem for the INCHR for failing to settle its financial obligations to three other service providers up to the time of the writing of this report.
- Two persons were not enough to undertake the task of taking statements from victims and perpetrators that requires traveling to and fro towns and villages with some of them hard to reach. There was no budgetary provision for Note Takers' feeding and accommodation in distant places where they were constrained to sleep. The two trained statement takers were therefore overstretched to ensure the success of the hearing.
- The budget did not include the accommodation and feeding of perpetrators recruited in communities outside of Zwedru and Vezala, which entailed the challenge of conveying perpetrators from and back to their locations on the very days of hearing. INCHR/PMU staff had to underwrite the cost of transportation for some of the perpetrators.

3.8.5 Lessons Learned

- Many victims and perpetrators have deep-seated yawning for healing and reconciliation and are looking forward to an opportunity that will enable them to come face-to-face to narrate their

stories and exchange apologies and forgiveness as a catalyst for true mutual healing and reconciliation

- Victims, perpetrators and communities have specific healing and reconciliation needs that should be addressed in order to foster genuine reconciliation and peaceful coexistence beyond the exchange of apologies and pardon during Palava Hut hearings that are just one-shot events
- The hearing revealed that there are victims who are more likely to seek reprisal against their victimizers at the slightest spark of civil disturbance, unless the necessary platform and mechanisms are in place to address their grievances and healing and recovery needs. This underscores the indispensability of the Palava Hut Program that integrates interventions responsive to some of the specific needs of victims.
- The success of the hearing as testified to by the amicable resolution of differences between victims and perpetrators teaches that it is much easier to foster reconciliation in the context of transitional justice through the utilization of conflict resolution and peacebuilding frameworks and mechanisms indigenous to the population concerned as compared to the use of imported and superimposed methodologies.
- Many youth and young people are now interested in learning the traditions of their forefathers as they have understood the importance of the tradition in promoting peace, reconciliation, community social cohesion and development.³⁸

3.9 Strengthen Local Traditional Mechanism for Peace Project (LTM)

The Project commenced in 2013 for the sole purpose of preventing violence and promoting local peace building through capable peace committee and conflict early warnings and early response that facilitates joint, inclusive peace building processes within their own context with emphasis on intra and inter-ethnic and interfaith dialogue. It is a joint collaboration between the Liberia Peace Building office and UNMIL. The project integrates both traditional and modern conflict intervention mechanism to prevent, manage or transforms local conflict long beyond the threat of violence.

The project is supported by PBO, UN and NRC and has provided training in conflict analysis, peace building, dispute resolution, approaches mediation and social mobilization around peace hut to address range of conflict primarily over land identity and natural resource management.

The project complements and links up with community-based, conflict management, Enhancing Women Leadership in conflict resolution, mediation and peace building, palava hut system and alternative land dispute resolution mechanism projects in its priority plan. The project has two main focuses namely: (1) Conflict resolution and management and (2) Conflict prevention through early warning and early responses. It aims to help build stable and resilient communities drawing on the knowledge, ability and expertise of the residence themselves. The project will support strong national capacities for conflict resolution, dialogue and mediation and produces conflict and transformation potential for any given nation.³⁹ To date, results for this project are recorded below:-

3.9.1 Outcome

National Reconciliation; Democratic Governance (County Peace Committees (CPCs) and Early Warning & Early Response (EWER) mechanisms prevent and resolve local disputes in 15 counties).

³⁸ Palava Hut Annual Project Progress Report, 2016

³⁹ Palava Hut Prodoc, 2013

3.9.2 Outputs

- 1.1 County Peace Committee reactivated, decentralized and strengthened in 15 Counties.
- 2.1 Early warnings and early response centers established and functional in three Regional Hubs.
- 3.1 CSO's and CBO's institutional capacities strengthened to support CPCs to respond to emerging threats at district and county levels through provision of grants.

3.9.3 Key Achievements

- 14 County Peace Committees (CPC) reactivated and functional
- 900 CPC members trained, of which at least 30% were women (December 2015).
- At least 7 CPCs anchored within the County Council (CC).
- EWER Working Group functional with representation of 20% female
- EWER centers set up and Gbarnga center fully functional, Zwedru & Harper partly functional.
- 13 County Peace Committees (CPC) access or benefited from grants to address local conflict.
- 20 Civil Society Organizations (CSOs) received grants to respond to emerging threats to peace at the district and communities to prevent and resolve conflict.
- 25 CSOs trained in project management, financial and narrative reporting.

3.9.4 Challenges

- The project experienced limited challenges. All essential aspects of the project were achieved. Approximately 95% of project activities were implemented.
- Few administrative and procurement bureaucracies.

3.9.5 Lessons Learned

- Collaboration has proven over the period to be the driving force behind the success of this project. CPCs members and other project participants enabled us to achieve much because of the collaborative elements incorporated into the project design.
- Local peace building structures should always be established with sustainability being a key component of the strategy. To further promote sustainability, local ownership and a locally led approach must continue to be encouraged in project strategy. Participation involving all sectors of the communities must be cardinal.
- Communication gap or prolonged interruption indirect engagement with community based structure affects overall project outcomes. This was demonstrated clearly when there were delays in the provision of project inputs to the project team. Repeatedly, team members had to repeatedly engage and mobilize community dwellers due to the constant break in engagement.

3.10 Support to Peace Building Project (PBO)

The Support to peace Building Project is as an additional effort made by the UNDP and the PBF to support the GOL Peace building and reconciliation effort which has helped to address critical peace building gaps and have made some positive gains since 2006. PBF has supported the PBO to perform its dual but interrelated function of providing secretariat to the PBF, JSC as well as providing peace building advice to the Government of Liberia.

Accordingly, the GOL and UN have conducted several conflict mapping exercises to determine the root cause and potential conflict issues/areas. Analysis were also conducted to understand dynamics,

relationships and interactions between and among the conflict factors as well as players and who the actors were so as to enable the appropriate program design and interventions to address them. Against this background, the establishment of a dedicated PBO peace building initiative has been more institutionalized with the GOL; while conflict sensitive approaches have been mainstreamed into the implementation of the PRS and the AFT 2012-2017. This has helped ensure that the national policy strategy and operational programmes were formulated and implemented to mitigate these conflict issues.

The PBO has been involved in strengthening national capacities in conflict management and mediation as such, key policy makers, CSOs, County Peace Committees, and Local GOL staff in various counties have been trained enabling them to deal with disputes in peaceful manner using different tool and approaches.⁴⁰ The GPI Outcome provides project results as follows:-

3.10.1 Outcome

Government Peace building and Reconciliation Programs are responsive and have adequate capacity to address Nat'l Reconciliation, Peace, Security and Rule of Law related issues, thereby reducing conflicts and increasing peaceful co-existence.

3.10.2 Outputs

1.1 Implementation of the Strategic Roadmap for National Healing Peace building and reconciliation, the Liberia Peace-building Programme as well as the Statement of Mutual Commitments and related programmes coordinated.

2.1 Government's institutions and CSOs implementing peace building programs capacity enhanced to manage and amicably resolve conflicts.

3.1 Government tracks and responds to key gaps and challenges in the implementation of its peace building and reconciliation programs through monitoring and evaluation.

4.1 National Conflict mapping and conflict analysis conducted in 15 counties.

3.10.3 Key Achievements

- Led drafting of the revised SMC on behalf of the Government of Liberia.
- Coordinated the drafting of the SMC rolling targets.
- Conducted review of the Reconciliation Program in collaboration with PBF Secretariat.
- PBO currently engaged the National Election Commission (NEC) to mainstream conflict sensitivity in its election guidelines.
- Facilitated 2 days technical discussion on Liberia's emerging priorities;
- Facilitated High Level Forum in Monrovia on Liberia's peace building transition.
- Trained 35 County Peace Committee members and CSOs from 15 counties in election and dispute management, ahead of 2017 elections.
- Trained County Legislative caucuses and local authorities in conflict resolution to co-exist; in the management of county and social development funds.
- Provided support to PBF Secretariat to draft concept note and budget for the pending Public Perception Survey on Justice and Security.
- Provided support to PBF Secretariat to upload PBF supported projects reports to MPTF Office Gate Way.

⁴⁰ PBO Revised Project Document, 2015

- PBO 5 years Priority Plan drafted.
- Researchers recruited, trained, deployed and conducted mapping.
- Conducted Conflict Mapping exercise in 15 counties.

3.10.4 Challenges

- The full rollout of PBO's annual work plan was interrupted owing to its restructuring exercise which lasted for five months January to May that resulted to a split; with PBO becoming the GOL Peace Building Office as well as acting as liaison unit with GOL counterparts and supporting the implementation of the SMC, the Reconciliation Roadmap, and related capacity building activities including working in close collaboration with the JSC Secretariat, an offshoot from the split. As a corrective measure, the PBO resubmitted its procurement plan to UNDP and enhanced follow up to procuring basic office supplies and equipment to begin full-size operation. Collaboration was enhanced with partners during the reporting period.

3.10.5 Lessons Learned

- The abrupt split of the PBO hugely affected implementation of the reconciliation projects. Project implementation and achievement of results became very slow as a result of the decision to abruptly shut down the program which took almost a year to begin gaining momentum. Example:- the recruitment for the PBF Secretariat is yet to be concluded; putting PBO at the edge of continuously providing support to the Secretariat to have it functional. Programming, re-alignment and re-engineering are necessary, but the extent to which it is carried out has to be carefully thought through.
- Continued coordination and engagement with key partners has huge benefits in the form of ownership.
- The 18-19 October technical review meeting of Liberia's peace building priorities held in Monrovia brought together participants from civil society organizations, government, local and international NGOs, youth and women groups as well as physically challenged people to have a say in Liberia's transition to sustaining peace by confirming and enhancing the revised SMC. The participants reiterated their support for the revised peace building priorities on 20 October at the Government-UN High Level Forum in Monrovia through the National Civil Society Council of Liberia and the Youth Representative who made separate statements expressing peace building challenges.⁴¹

⁴¹ PBO End of Project Report, 2016

Chapter Four

4.0 Challenges

This section of the report addresses only broad challenges the governance initiative endured during the period under review. Specific project challenges have been well articulated in Chapter three (3) of this report.

The issues faced in the pursuit of justice, of security, accountability and transparency, in participation and democracy are not technical in nature, nor straightforward in their resolution. Notwithstanding, the fact remains that the GoL is committed to achieving its development goals as set out in the Vision 2030 and the AfT, by providing an environment that is conducive to successful partnership and subsequent positive impact.

The ongoing (STAOP 2013-2017) has recorded considerable levels of success since its inception in 2013 (especially in its support to public procurement and overall advocacy). However, as a result of diverse conceptual and operational challenges, there are no valid and reliable indicators that can attest to progress in the fight against corruption in the short term. A strategic review of the anti-corruption and integrity work initiated by UNDP identified two major challenges: programme design and substantive programmatic deficiencies.

Many partners commented that continuity and exit strategies are an issue as many UNDP supported programmes suspend activities when support ends. For instance, lots of gender related issues still needs to be addressed especially in rural areas on issues such as land, inheritance and GBV.

The gender aggregation done by the elections project speaks clearly about lack of gender balanced participation in different electoral activities. The gender sensitization needs are arguably the greatest among electoral stakeholders and in the gender mainstreaming efforts all stakeholders including political parties should be encouraged to introduce affirmative measures in their policies and party structures to ensure gender equality. The election project with support of the gender consultant assisted the NEC gender section in building of staff capacity in preparation of a detailed work plans, ensured a policy level gender mainstreaming in the electoral process, analyzed women's participation in elections and reviewed a gender specific operational plan and strategy.

Chapter Five

5.0 Lessons Learned

Voice and participation

The governance program design is unique in that it has now come to pay a lot of attention downstream that enlist the participation of CSOs and citizens to increase their voice and provide space for effective participation in program implementation and monitoring and ensuring that portfolio explicitly support participation of poor and marginalized in social dialogue, reconciliation, peace-building, citizen oversight, partnerships with other local structures. For instance, citizens' participation in the Constitutional Review Process significantly contributed to the success of the review process. A bottom-up approach required in program design and implementation is indeed now the vogue good governance interventions. This needs to be deepened further.

Community-Based Truth Reconciliation & Atonement

A critical lesson learned from the Palava Hut Program is that there are victims who are more likely to seek reprisal against their victimizers at the slightest spark of civil disturbance, unless the necessary platform and mechanisms are in place to address their grievances and healing and recovery needs. This underscores the indispensability of the Palava Hut Program that integrates interventions responsive to some of the specific needs of victims.

The continuation of the Palava Hut process beyond the pilot stage will help redress the majority of the less reported but profound transitional justice grievances that are equally indispensable to attaining post-conflict healing and reconciliation of local communities and the solidification of collective national peace and security. This assertion draws support from the current surge in citizens' inclination and willingness to take advantage of the Palava Hut to resolve interpersonal and intra/intercommunity differences inherited from the war and foster true healing, reconciliation and social cohesion.

Transparency and Accountability

Transparency and accountability over the public funding mechanisms and decision making processes remain central to ensure strengthening of state institutions that support good governance. This covers internal accountability from the local governance structures to the central level, and from the central level to the local government institutions, as well as external accountability of the State institutions to the population, which will guarantee State legitimacy.

Exit Strategy

Exit strategies are key to increase ownership and avoid situation that the programme remains an end in itself. For example, there should be an exit strategy regarding sustainability of all programs including the LDSP. An exit strategy should be included into the LDSP Programme Document which implies that the created structures are financially sustainable and capable of producing resources for programme implementation. Generally, applying or setting out an exit strategy at an initial stage of programme implementation identifies the potential barriers to sustainability. The issue then becomes primarily about providing solutions to mitigating those potential risks.

Monitoring & Evaluation

Monitoring & Evaluation systems needs to be strong while coordination and clear definition of tasks is required between the various stakeholders focusing around the same performance indicators and systems, and taken into account the outcomes and impacts of the programme.

Ownership and sustainability

Some partners commented on what they perceived as the large numbers of expatriates recruited with no deliberate and planned agenda for knowledge transfer to national counterparts. It is normally much easier to train national counterparts to take-over the functions performed by project personnel when they are working alongside each other on a day-to-day basis. As the main thrust for reforms in governance will probably have to be pursued through gradual incremental changes rather than one-off deliverables, and if the project is aimed at building local capacity, then the chances of success will more likely be higher if the project personnel are located within the concerned host units of Government with a planned agenda for knowledge transfer.

UNMIL Transition

The JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve.

Peace-building

Local peace building structures should always be established with sustainability being a key component of the strategy. To further promote sustainability, local ownership and a locally led approach must continue to be encouraged in project strategy. Participation involving all sectors of the communities must be cardinal.

There is a need for UNDP in Liberia to sharpen the technical skills available in thematic areas such as decentralization, NEC, Justice and Security, LACC and STAOP, Gender and Human Rights to ensure maximum leverage.

Chapter Six

6.0 Conclusion

The consultants conclude that UNDP good governance initiatives have contributed to all of the most significant priorities of the major public sector reforms underway in Liberia as defined by the government, UN agencies and development partners. The evaluation found that UNDP has successfully secured a niche for itself in the design and implementation of the overall governance program in the country.

UNDP has played a cardinal role in supporting UNMIL and has constantly addressed most priority areas in the UNMIL mandate throughout the period covered by this evaluation. UNDP has also showcased the natural partnership that is based on complementary mandates that exist between development partners and the agency; a complementarity that emanates particularly from the UNDP mandates in governance and capacity development, areas such as democratic governance, social, political and economic inclusion, rule of law, security sector reform and decentralization, and the creation of economic opportunities that are of priority in a transition.

UNDP has carved out a niche for itself as the key facilitator and trusted partner of the GoL by supporting government's development initiatives especially those that border on good governance and sustainable peace. It has played a service role for the GoL and development partners, serving as a fund manager, including providing direct budget support on behalf of donors to the government, substituting in the absence of government capacity, and implementing programmes in rural areas in which many bilateral agencies did not have capacity or were not prepared to accept the risks inherent in weak government capacity. UNDP has also played a role in early rehabilitation as a procurement agent and general contractor, rehabilitating essential infrastructure through quick implementation projects, paying

national salaries and salary supplements from trust funds, and administering quick implementation projects that are often lack sustainable elements.

In response to the many priorities of the government, UNDP has thinly spread its capacity, thereby lacking technical depth and compromising programmes' sustainability and effectiveness. This is exasperated by the government's wish to have a neutral agency such as UNDP in a leadership role and the GoL's direct and successful efforts to mobilize resources by ensuring UNDP involvement.

Programme fragmentation is a consequence of a quick implementation project approach that has dominated UNDP activities. Programmes are broken into individual project activities that often fail to build on potential synergies among projects. It has proven difficult for UNDP to switch (back) to a more developmental mode, and UNDP has continued to play this role as recently as the end of 2010. This has delayed efforts to accord national institutions greater responsibility, may have reduced national ownership of individual programmes, delayed the development of national capacities to take charge of development, and has, over time, bred a degree of frustration and resentment on the part of Liberians. Although an effort is currently underway to establish systems and develop national capacities to take on more direct responsibility for official development assistance-funded programmes, the government would have benefited had such an effort begun earlier—even bearing in mind UNDP and donors' legitimate concerns.

Chapter Seven

7.0 Recommendations

- UNDP's next CPD and the UNDAF should be aligned to the revised Agenda for Transformation, one that clearly responds to the evolving development architecture. There is need to strengthen and deepen joint programming and resource mobilization for governance initiatives in the face of resource scarcity and funding challenges facing the global community. Joint programming can also widen and deepen UNDP's influence and reach in the governance sector. They serve as platforms for knowledge exchange and can decrease duplicative activities.
- UNDP should continue to work with the Governance Commission as its foremost counterpart and partner and the President's Office to introduce overall structural governance reforms. This is critical to deepening UNDP's good governance initiatives and bringing about fundamentals changes/reforms in the institutional framework of the state.
- The initiative and ownership for coordination among development partners and ensuring national partners' involvement in joint planning and programming should be UNDP focus going forward. There is need for more joined up approach in planning and programming and focusing on building and institutionalizing systems and processes rather than ad hoc approaches.
- Money is the sinew of peace and sustainable development and in the context of forecasted decrease in financial resources at the global level, adequate resource mobilization and use is critical. Funds should be allocated appropriately for beneficiaries and investment must target more women for their untapped potential to contribute to national development.

- It is critical for UNDP to develop a strategy in collaboration with the Governance Commission for negotiating the decentralization bill and its passing through the House and Senate by breaking it into components. Subject to legal opinion, it is possible that the Executive branch, without the Legislature's endorsement, can already implement elements of the decentralization policy. The agency should develop a negotiation strategy and engage the International Monetary Fund, The World Bank and the Ministry of Finance into the process in order to ensure that fiscal decentralization is an integral part of the reforms. Such a process will require the President's office or similar supra-ministerial institution to lead the process, staffed by the Governance Commission to ensure cross-ministerial and cross-governmental participation.
- There is need for continued technical and financial support the Liberian National Legislature to strengthen its instruments for national political debates, public participation, hearings, feedback and comments. UNDP should also support a mapping exercise for the rule-making and adjudication functions of agencies in order to identify how legislation is implemented and further elaborated upon by the state administration.
- CSOs are quintessential in deepening governance initiatives in fragile states largely because of their presence in most parts of the country. In this regard, UNDP should develop a more robust programme of support in order to strengthen civil society and their counterparts, the community based organizations present in the rural areas. This is likely to prove a significant challenge, given the current relationship between civil societies in the urban areas and CBOs. Such assistance could be implemented under the overall guidance of the Governance Commission, but should involve umbrella organizations from civil society and encompass advocacy and watchdog organizations, professional associations, labour unions and, to the extent appropriate, community-based organizations and business owners. Such a programme could be implemented as a joint programme between UNDP and the International Labour Organization, which has a special mandate in this area resulting from its own tripartite governance structure.
- While the consultants are cognizant of the intrinsic risks of addressing human rights issues in fragile political environments, UNDP should proactively support the National Human Rights Commission, follow-up on the Truth and Reconciliation Commission recommendations that touch upon socioeconomic, cultural and political rights by organizing conferences, creating knowledge products and empowering local civil society to address these issues with the government. UNDP should continue to support the National Human Rights Commission to fulfill its mandate—particularly strengthening its Complaints, Investigation and Monitoring Department. This is particularly important in light of reports by the Secretary-General, Office of the High Commissioner for Human Rights, Amnesty International and Human Rights Watch of continuing human rights violations in Liberia.
- UNDP should, together with CSOs, the media and development partners, launch a major advocacy campaign to achieve specific top priority changes in justice, human rights and security. This campaign should be strategically sequenced to focus on one or two key messages at a time so as not to dilute focus and for all to speak in powerful unison whenever the opportunity arises
- It is an under-statement to suggest that in the absence of strong investigative and prosecutorial powers, the LACC will remain largely enfeebled. There is need to capacitate the LACC by recruiting additional investigators and strengthen the Commission's legal and prosecution units.

Additionally, though the Commission's plan of action includes conducting a citizens' survey to document perceptions of corruption, it lacks the funds to implement the survey. UNDP should further integrate its support to anticorruption efforts with the National Anti-corruption Strategy. As indicated by the 2006 National Anti-corruption Strategy, anti-corruption measures must target a broad spectrum of actors and take a multi-pronged approach. Whether the Liberian Anti-corruption Commission can carry out its full mandate will depend on political will and government decisions regarding its funding. UNDP should continue to support the Commission to advocate for the implementation of a Civil Service Code of Conduct and an Assets Declaration Regime for Liberian civil servants.

ANNEXES:

ANNEX-1 Key Evaluation Questions

KEY/EVALUATION COMPONENTS	EVALUATION QUESTIONS
Relevance& Strategic Positioning	<ul style="list-style-type: none"> • <i>To what extent is UNDP’s engagement in governance support a reflection of strategic considerations, including UNDP’s role in the particular development context in Liberia and its comparative advantage vis-a-vis other partners?</i> • <i>To what extent has UNDP’s selected method of delivery been appropriate to the development context?</i> • <i>Has UNDP been influential in national debates on governance issues and has it influenced national policies on legal reforms and human rights protection?</i> • <i>To what extent have UN reforms influenced the relevance of UNDP support to Liberia in the Governance sector?</i>
Effectiveness	<ul style="list-style-type: none"> • <i>What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?</i> • <i>Has UNDP been effective in helping improve governance at the local level in Liberia? Do these local results aggregate into nationally significant results?</i> • <i>Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver governance services?</i> • <i>How effective has UNDP been in partnering with civil society and the private sector to promote good governance in Liberia?</i> • <i>Has UNDP utilised innovative techniques and best practices in its governance programming?</i> • <i>Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Liberia?</i> • <i>Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing governance support to national and local governments in Liberia?</i> • <i>What contributing factors and impediments enhance or impede UNDP performance in this area?</i>
Efficiency	<ul style="list-style-type: none"> • <i>Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?</i> • <i>Has UNDP’s governance strategy and execution been efficient and cost effective?</i> • <i>Has there been an economical use of financial and human</i>

	<p><i>resources?</i></p> <ul style="list-style-type: none"> • <i>Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?</i> • <i>Were alternative approaches considered in designing the Projects?</i>
<p>Sustainability</p>	<ul style="list-style-type: none"> • <i>What is the likelihood that UNDP governance interventions are sustainable?</i> • <i>What mechanisms have been set in place by UNDP to support the government of Liberia to sustain improvements made through these governance interventions?</i> • <i>How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?</i> • <i>What changes should be made in the current set of governance partnerships in order to promote long term sustainability?</i>
<p>Partnership Strategy</p>	<ul style="list-style-type: none"> • <i>Has the partnership strategy in the governance sector been appropriate and effective?</i> • <i>Are there current or potential complementarities or overlaps with existing national partners' programmes?</i> • <i>How have partnerships affected the progress towards achieving the outputs</i> • <i>Has UNDP worked effectively with other international delivery partners to deliver on good governance initiatives?</i> • <i>How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good governance in the region?</i>
<p>Human Rights</p>	<ul style="list-style-type: none"> • <i>To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of good governance?</i>
<p>Gender Equality</p>	<ul style="list-style-type: none"> • <i>To what extent has gender been addressed in the design, implementation and monitoring of governance projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?</i> • <i>To what extent has UNDP governance support promoted positive changes in gender equality? Were there any unintended effects?</i> • <i>Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2013 - 2015.</i>

<p>Cross Cutting Issues</p>	<ul style="list-style-type: none"> • <i>To what extent were poverty, environmental issues, gender and human rights addressed?</i> • <i>Have they been mainstreamed in all relevant outcomes?</i>
<p>Lesson Learned</p>	<ul style="list-style-type: none"> • <i>What key lessons were learnt from the project?</i> • <i>How can the Evaluation outcome inform the repositioning and refocusing of the CPD going forward?</i> • <i>How could these projects be done better in terms of design and implementation of the project and programs?</i>
<p>Recommendations</p>	<ul style="list-style-type: none"> • <i>What are the key recommendations for the inclusive governance & public Institutions evaluation with regards to the current and the overall Country's development priorities?</i>
	<ul style="list-style-type: none"> •

ANNEX 2: OUTCOME 29 GPI PROGRAMMES - RESULT FRAMEWORK

GOVERNANCE & PUBLIC INSTITUTION (GPI) PROJECTS

SUPPORT TO ELECTORAL CYCLE (SEC)	
OUTCOME(S)	OUTPUT(S)
<p>1. Strengthened capacity of the NEC; enhanced electoral processes; and improved conformity of the legal and administrative framework with international standards</p>	<p>1.1 Strengthened capacity of NEC for efficient implementation of its mandate 2.1 Supporting NEC Civic and voter education section 3.1 Updating NEC Voter Register and improving voter registration process 4.1 Enhancing Women’s political participation 5.1 Supporting the Electoral legal framework and the constitution-review process 6.1 Technical assistance and project management in support of the NEC and the management of program 7.1 Political parties’ capacity is enhanced, political parties are coordinated and conflict prevention measures are in place. 8.1 Elections security forces act is in line with international standards.</p>
LOCAL DECENTRALIZATION SUPPORT PROJECT (LDSP)	
OUTCOME(S)	OUTPUT(S)
<p>1. Deconcentrated services and corresponding resources managed at the assigned level of government; 2. Service delivery and accountability of local government improved. 3. Legal and Regulatory framework for decentralization is in place 4. MIA is capacitated to lead and implement decentralization reforms 5. Programme management support, coordination, and monitoring strengthened.</p>	<p>1.1 The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy; 2.1(a) Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups. 1.2b Capacity of the public, citizens’ groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions. 3.1 Ensure coordinated formulation of legal framework for decentralization; 4.1 Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process; 5.1 Efficient and effective support and coordination of the National Policy on Decentralization and Local Government</p>
SUPPORT TO TRANSPARENCY, ACCOUNTABILITY, OVERSIGHT & PARTICIPATION (STAOP)	
OUTCOME(s)	OUTPUT(s)
<p>1. Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.</p>	<p>1.1 Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability. 2.1 Enhance capacity of oversight institutions on using the UN Convention Against Corruption as an entry point for strengthening preventive mechanisms. 3.1: Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability. 4.1 Investigative and Institutional Capacity of LACC is strengthened to combat corruption. 5.1 Technical and Material Support to the Establishment of the Ombudsman Office. 6.1 E-tender Process re-engineering enhanced. 7.1 Enhancing Stakeholders capacity to monitor the quality of service delivery and related</p>

	accountability and transparency in local government management.
SUPPORT TO CONSTITUTIONAL REVIEW PROJECT (SCRP)	
OUTCOME(S)	OUTPUT(S)
1. Constitutional and legal reform foster national reconciliation and respect for the rule of law through a participatory consultative process.	1.1 Capacity of CRC enhanced 2.1 Preparations of constitutional amendments undertaken 3.1 Public participation in the constitutional review process enhanced 4.1 Capacity of Law Reform Commission, Governance Commission/ Traditional Council, youth and women agencies to support constitutional review strengthened. 5.1 Participation/ inclusion of civil society, political parties and media in the review process enhanced. 6.1 Support to Constitutional Reform Project effectively Managed.
OUTCOME 30 GPI PROGRAMMES - RESULT MATRIX	
JUSTICE, SECURITY & RECONCILIATION PROJECTS	
ENHANCING ACCESS TO SECURITY & JUSTICE (HUB 2&3)	
OUTCOME (S)	OUTPUT(S)
Enhanced access to justice and security at regional and county level in preparation for UNMIL transition. (People in Maryland, River Gee and Grand Kru (Hub 2); Grand Gedeh and Sinoe (Hub 3) Counties have increased access to fair and accountable justice services).	1.1 Justice sector institutions have adequate human capacity to provide key justice services 2.1 People in Maryland, River Gee and Grand Kru Counties (Hub 2); Grand Gedeh and Sinoe (Hub 3) benefit from justice advisory, human rights monitoring, advocacy and support services provided by civil society.
JUSTICE & SECURITY TRUST FUND (JSTF)	
OUTCOME(S)	OUTPUT(S)
National and local level increasingly have the capacity to provide security, manage conflict and prevent violence.	1.1 Effective & improved performance of the Justice and Security institutions in place. 2. Justice & Security providers to provide fair and accountable professional services.
JUSTICE & SECURITY JOINT PROGRAMME (JSJP - HUB 1)	
OUTCOME(S)	OUTPUT(S)
Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition. (People in Bong, Lofa and Nimba Counties have increased access to fair and accountable justice services).	1.1 Infrastructure, equipment, and systems critical for command, control and operational response put in place for the Regional Hub. 2.1 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services.
COMMUNITY BASED TRUTH TELLING & ATONEMENT PROJECT-(Palava Hut)	

OUTCOME (S)	OUTPUT (S)
Communities are reconciled and live in peaceful coexistence utilizing the Palava Hut system/approach to settle their differences.	<ul style="list-style-type: none"> 1.1 INCHR capacity strengthened to lead and coordinate the National Palava Hut Program. 2.1 Studies conducted and Palava Hut methodology and operational guidelines developed. 3.1 Nationwide outreach conducted on the Palava Hut Programme. 4.1 Palava Hut process piloted in 2 communities. 5.1 At least two Regional Memorials constructed in hard hit war affected communities.
STRENGTHEN LOCAL TRADITIONAL MECHANISM FOR PEACE PROJECT	
OUTCOME(S)	OUTPUT (S)
National Reconciliation; Democratic Governance (County Peace Committees (CPCs) and Early Warning & Early Response (EWER) mechanisms prevent and resolve local disputes in 15 counties).	<ul style="list-style-type: none"> 1.1 County Peace Committee reactivated, decentralized and strengthened in 15 Counties. 2.1 Early warnings and early response centers established and functional in three Regional Hubs. 3.1 CSO's and CBO's institutional capacities strengthened to support CPCs to respond to emerging threats at district and county levels through provision of grants.
SUPPORT TO PEACE BUILDING (PBF)	
OUTCOMES(S)	OUTPUT(S)
1. Government Peace-building and Reconciliation Programs are responsive and have adequate capacity to address Nat'l Reconciliation, Peace, Security and Rule of Law related issues, thereby reducing conflicts and increasing peaceful co-existence.	<ul style="list-style-type: none"> 1.1 Implementation of the Strategic Roadmap for National Healing Peace building and reconciliation, the Liberia Peace-building Programme as well as the Statement of Mutual Commitments and related programmes coordinated. 2.1 Government's institutions and CSOs implementing peace building programs capacity enhanced to manage and amicably resolve conflicts. 3.1 Government tracks and responds to key gaps and challenges in the implementation of its peace building and reconciliation programs through monitoring and evaluation. 4.1 National Conflict mapping and conflict analysis conducted in 15 counties.

INCLUSIVE GOVERNANCE OUTCOME – DEVELOPMENT RESULTS & PERFORMANCE MATRIX	
The following table indicates OUTCOME 29 & OUTCOME 30 - Projects Progress Milestones	
OUTCOME 29 GOVERNANCE & PUBLIC INSTITUTION PROJECTS	
LIBERIA DECENTRALIZATION SUPPORT PROJECT (LDSP)	
OUTCOME (S)	<ol style="list-style-type: none"> 1. Deconcentrated functions and corresponding resources managed at the assigned level of government. 2. Service delivery and accountability of local governments is improved. 3. Legal and regulatory framework for decentralization. 4. Ministry of Internal Affairs is capacitated to lead and implement decentralization reforms. 5. Programme management support, coordination, and monitoring strengthened
Planned Results	Actual Achievements To Date
<p>Output 1 The MACs of the government of Liberia tangibly and visibly transfer services, decision making and corresponding resources to the counties according to the deconcentration strategy;</p>	<ul style="list-style-type: none"> ✓ Presidential Directives – that created the political space and stated the unwavering commitment of the government to move services to the people put into place. ✓ Superintendents firmly assigned with the role of coordinating all service delivery in Counties ✓ The establishment of 8 county service centers) which provides opportunity for MACs and county administration to pool resources in a shared governance format; Eg. Bassa , Margibi, Service centers with MOL, MIA, MoC, MoGCSP, MOH, MOPW, MOT, MOE, CNDR and LISGIS providing services from the Center. ✓ Citizens now have access to services at the county level 8 CSC already opened. (i.e. permits, birth certificate, marriage certificates, business registration, driver’s license, Ecowas bio-metric Permit etc. ✓ Non documentation services in progress
<p>Output 2a Capacity for participatory planning, budgeting and managing of development funds as well as revenue collection strengthened with focus on marginalized groups.</p> <p>Output 2b Capacity of the public, citizens’ groups and civil society organizations strengthened to undertake participatory and performance monitoring, and to carry out watch-dog functions.</p>	<ul style="list-style-type: none"> ✓ Establishment of county treasuries-treasury officers deployed to Bassa, Bong, Nimba and Margibi. ✓ Synergies in service delivery under the Supt. (cost effective and coordinated). Synergies in service delivery under the Supt. (cost effective and coordinated). ✓ Forty-five (45) persons from across the deconcentrating MACs have been trained and effectively delivering services at the County Services Center ✓ Development of 3 years County Development Agendas-dialogues conducted in Bassa, Bong, Nimba and Grand Gedeh ✓ County participatory planning manual–updated by LIPA and department for research and planning. County Superintendent’s office in Grand Bassa effectively coordinating deconcentrated services. ✓ Decentralization reforms have placed high emphasis on the participation and empowerment of women, people with disability and other marginalized groups (Local Government Bill). ✓ Women are the greatest beneficiaries of services at the county service centers, for example, about 70% of those receiving birth certificates are women ✓ Women in informal business sector are now moving into the formal sector due to access to business registration

	services at the county service center; local catering and restaurant businesses. As a result of the registration of traditional marriages at the county, women can now have rights in their marriages, similar to those of women in civil marriages.
Output 3 Ensure coordinated formulation of legal framework for decentralization.	<ul style="list-style-type: none"> ✓ LGA Bill passed by the House pending approval by the Senate. ✓ Engaged political parties to make Decentralization a key principle in their party platform-conference of political partners held in June in Buchanan.
Output 4 Institutional and human capacity of the Ministry of Internal Affairs (Monrovia and Counties) built to co-ordinate and lead the implementation of the Decentralization process	<ul style="list-style-type: none"> ✓ Key provisions in the local government bill on elections of local officials were successfully considered by delegates during the constitutional reform conference. ✓ Developed an MIA capacity development and training strategy-LIPA is taking the lead and supported by an international consultant. ✓ Selected 15 local government mentees and pair them up with the UNVs possible mentees now identified in the majority of counties.
Output 5.1 Efficient and effective support and coordination of the National Policy on Decentralization and Local Government.	<ul style="list-style-type: none"> ✓ Streamlining of NDIS and alignment to MIA departments. ✓ DMA designated as the focal person for the programme in the Ministry, reporting to the Minister who then reports to the IMCD. ✓ Support staff and drivers under the programme have been moved to the government structures. ✓ The Senior Analyst at the GC will lead the M and E mechanism of the programme and support the M and E specialist recruited into the NDIS.
Output 5.2 Capacity for concurrent monitoring and evaluation of decentralization implementation established at MIA and the county government level	<ul style="list-style-type: none"> ✓ Chairing of High Level Round Table on Deconcentration by the President of Liberia, Mrs., Ellen Johnson Sirleaf. included the Vice President of Liberia, H.E. Joseph N. Boakai, heads of Service Delivery MACs, Members of the Diplomatic Corps, the Donor Community and other interested parties; meeting served as the catalyst to speedily implement deconcentration with all MACs on board
SUPPORT TO ELECTORAL CYCLE PROJECT (SECP)	
OUTCOMES	<ul style="list-style-type: none"> 1.1 Strengthened capacity of NEC for efficient implementation of its mandate 2.1 Voter's registration updated and voter registration process improved. 3.1 Enhancing Women's political participation 4.1 Political Parties capacity is enhanced, political parties are coordinated and conflict prevention measures are in place, 5.1 Elections security forces act in line with international standards 5.1 Supporting the Electoral legal framework and the constitution-review process. 6.1 6 Supporting NEC Civic and voter education section. 7.1 Supporting the Electoral legal framework and the constitution-review process 8.1 Technical assistance and project management in support of the NEC and the management of program
Planned Results	Actual Achievements To Date
Output 1 Strengthened capacity of NEC for efficient implementation of its mandate.	<ul style="list-style-type: none"> ✓ Up grading of the assets management software and physical verification/barcoding of all NEC assets at HQ and field offices. ✓ One Study Trip to Israel has been implemented. One participant (male). ✓ Conducted 4 Bridge Modular training courses on Pre-Election Activities and Media and Elections from 23–27 May and 8-12 August, 2016. A total of 105 participants attended both courses out of which 28 were women. The workshop was sponsored by the European Union through elections project, and USAID through IFES.

	<ul style="list-style-type: none"> ✓ Developed skills of NEC staff and other stakeholders by establishing a pool of BRIDGE Semi-accredited facilitators in Liberia (May 2015). ✓ Strengthen the operational capacity of the Gender section with equipment and materials including printer, scanner, power point Projector, assorted supplies of stationery, cartridges etc.
OUTPUT 2 Voter's registration updated and voter registration process improved.	<ul style="list-style-type: none"> ✓ VR feasibility conducted and report disseminated in August 2015. ✓ 8,400 staff received adequate training resources (gender sensitive) for the voter registration exercise following support in the technical drafting of manuals and guides. ✓ 2.1 million Citizens registered to vote. Existing gap in the ratio of women (47 percent) and men (53 percent) bust based on historical trends both domestic and international observer statements on the process concluded that generally, it was well conducted and staff were professional despite some initial challenges.
Output 3 Enhancing Women's political participation	<ul style="list-style-type: none"> ✓ Cataloged information on women participation in election and establishment of a database that will assess women's positions in the hierarchy of political parties. (Dec 2015). ✓ Gender mainstreaming policy and regulations drafted and forwarded to BOC for validation. ✓ Strategic planning workshop organized with CSOs, Ministry of Gender. ✓ Strategic plan was reviewed and amended, prioritizes gender mainstreaming at all levels. Created a data base for Gender disaggregation to establish the number of females that voted in the 2014 Special Senatorial Election completed.
OUTPUT 4 Political parties capacity is enhanced, political parties are coordinated and conflict prevention measures are in place.	<ul style="list-style-type: none"> ✓ 22 registered political parties in Liberia committed themselves to a peaceful and non-violent elections in 2017, signed a resolution in affirmation of their commitment. ✓ 95% of registered political parties regularly participated in IPCC. ✓ Political Parties agreed not to proceed with IPCC secretariat.
OUTPUT 5 Elections security forces act in line with international standards.	<ul style="list-style-type: none"> ✓ Inter-agency security coordination forum established. Weekly meetings held starting from February 2016. ✓ 1 high level security conference organized.
OUTPUT 6 Supporting NEC Civic and voter education section.	<ul style="list-style-type: none"> ✓ 3 regional awareness workshops organized with 305 (89 female) persons participating. ✓ Total Participants in the NEC/UNDP voter and civic education campaign which included door-to-door canvassing, Town hall meetings, small and large public meetings, theatre performances and small concerts is 693,512 (54 percent women and 46 percent men). ✓ 22 participants trained and accredited in a 10 days course Supported by EU in collaboration with IFES. ✓ In February, 2015, conducted a nationwide assessment of NEC magisterial ware houses ahead of the 2017 Elections to ensure a decentralized capacity building of the NEC and protected the facilities and valuable election materials from further destruction. Phase two of this exercise, NEC supported the refurbishing of ruined down warehouse facilities by providing locks, solar panels, shelves and fencing of warehouses and magisterial offices in the counties. ✓ NEC Completed two lesson learnt conferences for the 2014 Special Senatorial election. The first was held in Buchanan Grand Bassa County (In house assessment -NEC) April 6-8, 2015.The second was held in Monrovia for CSOs and political parties funded by EU/UNDP.
OUTPUT 7 Supporting the Electoral legal framework and the constitution-review process.	<ul style="list-style-type: none"> ✓ Ahead of the 2017 elections, the project with support of its legal consultant, assisted with the drafting of various regulations and guidelines on the following:- Voters registration, candidate nomination, districting, campaign financing, pooling & Counting. ✓ The board of commissioners of the NEC endorsed a gender mainstreaming policy with UNDP support. The regulation outlines the principal aims and objectives of the election commission in promoting women in its administration, in political parties and as voters.

	<ul style="list-style-type: none"> ✓ NEC Legal section supported in drafting of six proposed amendments on elections and elections related issues that needed consideration in the new constitution. ✓ Codification of the election law amendments has been completed. A major step forward in terms of electoral law reform process. ✓ Supported the NEC and Legislature to amend provisions of the Elections Law. These election law amendments were promulgated in September 2015. ✓ Supported NEC to incorporate new amendments into the election law and organize information sessions for electoral stakeholders. ✓ 1000 Copies of elections law printed and distributed to Magistrates of Elections, parties, CSOs ✓ 19 Magistrates, Lawyers of Bar associates, political parties and CSOs trained on complaint adjudication procedures ✓ 5 information workshop held on new election law with 467 (115 females) participants.
OUTPUT 8 Technical assistance and project management in support of the NEC and the management of program	<ul style="list-style-type: none"> ✓ A resource planning business solution providing administrative support to NEC headquarters has been installed by 20%. The resource planning system requirement gathering session for procurement and sourcing and fixed assets modules is completed. ✓ A VR consultant recruited in August 2015 to technically examine the existing method and recommend possible VR modalities that addressed the political, security, financial, legal and institutional factors that may affect the implementation of voter registration.
STRENGTHENING, TRANSPARENCY, ACCOUNTABILITY & OVERSIGHT PROJECT (STAOP)	
OUTCOME (S)	2. Liberian governance systems strengthened to ensure coordination of peace and stability supported by effective and well-functioning institution that foster inclusive participation of stakeholders, especially women and youths, with enhanced service delivery at local levels.
Planned Results	Actual Achievements To Date
OUTPUT 1 Investigative and Institutional Capacity strengthened to combat corruption.	<ul style="list-style-type: none"> ✓ Legislature engaged and Code of Conduct passed into law. ✓ A workshop with stakeholders was held and strategies for the implementation of the Code of Conduct discussed. ✓ A final copy of the code of conduct was sent to the Ministry of Foreign Affairs for printing and circulation. ✓ A technical working session with 90 participants comprising 33 procurement officials was held and knowledge on performance audits, imparted to participants. ✓ Provided support for and carried out the annual celebration of International Anti-Corruption Day activities in the country.
OUTPUT 2 Technical and Material Support to the Establishment of the Ombudsman Office.	<ul style="list-style-type: none"> ✓ The capacity of five integrity institutions were assessed by a national consultant to ascertain their level of compliance with the UN Convention against Corruption (UNCAC) focusing on Article 9, which places emphasis on public procurement. An UNCAC Action Plan was developed for implementation. ✓ A national consultant was hired in May 2014 and has since provided technical and legal support to the LACC in investigating and prosecuting corruption. ✓ The GC hired the West Africa Civil Society Institute (WACSI) of Ghana and two training courses were held for members of civil society organizations in (a) Resource mobilization and proposal Writing and (b) Monitoring and Tracking Local Government Expenditure. <p>The WACSI also delivered a TOT training in Capacity Building and CSO Advocacy and Employment.</p>

<p>OUTPUT 3: Increase capacity of civil society organizations to inform public, monitor service delivery and promote social accountability</p>	<ul style="list-style-type: none"> ✓ A technical working committee comprising the LACC, MOE, CSOs, PUL and the Youth Ambassadors, visited the ten assessed schools and attained an agreement from both the student leaderships and authorities to establish student integrity clubs (SICs) in the schools. ✓ The PPCC organized workshops in five counties (Bong, Bomi, Grand Gedeh, Sinoe & Nimba Counties) with county officials, line ministries, and oversight institutions to raise awareness on Performance Audits and identify programming, procedural and management systems gaps within county administrations. ✓ Fifty civil society actors from more than 50 civil society organizations capacities were built in the collection of revenue from the extractive sector, the management of resources and the awarding of contracts.
<p>SUPPORT TO CONSTITUTIONAL REVIEW PROCESS PROJECT</p>	
<p>OUTCOME (S)</p>	<p>Constitutional and legal reform to foster national reconciliation and respect for the rule of law through a participatory consultative process.</p>
<p>Planned Results</p>	<p>Actual Achievements to date</p>
<p>OUTPUT 1 Capacity of CRC enhanced</p>	<ul style="list-style-type: none"> ✓ Recruited 1 national media & outreach officer & 1 Research & documentation officer. ✓ 1 CRC staff Participated in international regional constitutional conference. ✓ Administrative support provided to CRC up to the end of its mandate in June 2016. ✓
<p>OUTPUT 2 Preparations of constitutional amendments undertaken</p>	<ul style="list-style-type: none"> ✓ Held a national constitution conference. ✓ Amendments to the 1986 constitution developed submitted to the President. ✓ 25 Recommendations made, about 9 required amendments of the constitution, rest will be done through policy adoption. Referrundum s expected to be held in a year. ✓ Civic education manual on referendum developed. ✓ 3 workshops and 3 technical. ✓
<p>OUTPUT 3 Public participation in the constitutional review process enhanced.</p>	<ul style="list-style-type: none"> ✓ 85 public consultation held with stakeholders ✓ 10 public civic education held with stakeholders ✓ 500,000 copies of proposed amendments printed and distributed to citizens (gender disaggregated) ✓ Hosted 10 talk-shows on the proposed amendments.
<p>OUTPUT 4 Capacity of Law Reform Commission, Governance Commission/ Traditional Council, youth and women agencies to support constitutional review strengthened.</p>	<ul style="list-style-type: none"> ✓ Held 3 meetings/thematic sessions with these stakeholders
<p>OUTPUT 5 Participation/ inclusion of civil society, political parties and media in the review process enhanced.</p>	<ul style="list-style-type: none"> ✓ Over 750 Liberians as Delegates to the NCC, held in Gbarnga. (Delegates included Liberians in the Diaspora, Europe, Australia and Africa (Ghana), as well as representatives from the three branches of government, CSOs, the business community and the Diplomatic Corps Traditional leaders, other Government officials, etc). ✓ A consensus was agreed on 20 issues to be carried forward as proposals to amend the constitution.

OUTCOME 30 - JUSTICE, SECURITY & RECONCILIATION PROJECTS	
ENHANCING ACCESS TO JUSTICE (HUB - 2 & 3)	
OUTCOME (S)	Enhanced access to justice and security at regional and county level in preparation for UNMIL transition. (People in Maryland, River Gee and Grand Kru (Hub 2); Grand Gedeh and Sinoe (Hub 3) Counties have increased access to fair and accountable justice services).
Planned Results	Actual Achievements to Date
OUTPUT 1 Justice sector institutions have adequate human capacity to provide key justice services.	<ul style="list-style-type: none"> ✓ LNP deployed a total of 367 officers in eight leeward counties in 2016. 142 officers of the 367 were deployed into seventeen districts of four out of five counties (Sinoe, Grand Gedeh, Maryland and River Gee) in hubs 2 and 3; thereby increasing officers' presence in those counties in light of UNMIL withdrawal. ✓ BIN trained during the same period and deployed 265 officers, increasing the number of officers at the border posts in Hub 2 from 132 to 172; whilst Hub 3 Officers' number increased from 189 to 222. ✓ LNP, Police Support Unit (PSU) and the Bureau of Corrections and Rehabilitation trained 163 officers to assume full responsibility of prison security whilst ensuring that surrounding neighborhoods are protected and secured. ✓ April to May 2014, 18 city solicitors were trained by the MoJ (2 dropped out). The deployment will help fill the gap as identified by prosecutors in their May and August term reports 2013; ✓ 9 Prosecutors were deployed in Hubs 2& 3 region. ✓ A 3 days pre-deployment SGBV case persecution training workshop held from the 17th-19th March 2016 for prosecutors, police officers working in the Women and Children Protection Services of the Liberia National Police and health professionals. ✓ The SGBV Crimes Units was rolled out in Maryland and Grand Gedeh counties to provide services to a total of five counties in both regions. ✓ 5 Public Defenders under the Judiciary were also deployed in Hubs (2 &3) ✓ 2 vehicles and 3 motorbikes were procured for SGBV Crimes Unit to enhance operational capacity in Hubs (2&3); ✓ 2 vehicles & 3 motorbikes to Public Service Officers and Coordinators in Hubs (2&3);
OUTPUT 2 People in Maryland, River Gee and Grand Kru Counties (Hub 2); Grand Gedeh and Sinoe (Hub 3) benefit from justice advisory, human rights monitoring, advocacy and support services provided by civil society	<ul style="list-style-type: none"> ✓ Recruitment, training and deployment of (7) Sexual Gender Based Crimes Unit (SGBV CU) staff, which included (4) Case Liaison and (3) Victim Support officers-to support the police and prosecution team during investigations and evidence collection process and also facilitate victims' access to medical care, psychosocial support, plus assist victims and their families during the adjudication of their cases. ✓ Prosecution of SGBV cases increased from 2 in 2015 to 11 which were prosecuted in four counties of Hub 2 (Maryland – 3; River Gee – 4 and Grand Kru – 2; and Hub 3 (Grand Gedeh – 2). ✓ Public outreach officers (PSO) assigned in hubs 2+3 regions increased citizens knowledge about hub services by bringing awareness to a total of 131 communities in five counties. Using Town Hall meetings to provide information, Between November 2015 and May 2016, 5089 citizens, of which 62% were men, participated in awareness activities. ✓ PSO officers hosted fifty seven (57) interactive radio talk shows with communities, focusing on enhanced services in government institutions through the hub concept and also providing information about other civil services available in the counties. ✓ SGBV Crimes Units were rolled out in Maryland and Grand Gedeh counties to provide services to a total of five

	<p>counties in both regions.</p> <ul style="list-style-type: none"> ✓ Training and deployment of seven additional support staff aids prosecution in preparing witnesses/victims for trial by working with the police to gather proper evidence; ensure victims seek medical and psychosocial support, prepare victims for trial and or relocate victims to safe homes in some cases. ✓ Conducted a three- day pre-deployment training workshop from the 17th-19th March 2016 for 30 prosecutors, police officers working in the Women and Children Protection Services of the Liberia National Police and health professionals. ✓ Public Outreach officers and coordinators in both Hub regions launched massive outreach activities to increase awareness about service delivery. Approximately 3002 residents in Hub 2 and 2087 in Hub 3 were reached via direct face-to-face engagements. ✓ LNP deployed a total of 367 officers in eight leeward counties. 142 officers of the 367 were deployed into seventeen districts of 4 out of 5 counties (Sinoe, Grand Gedeh, Maryland and River Gee) in hubs 2 and 3 – thereby increasing officers’ presence in those counties in light of UNMIL withdrawal. ✓ BIN trained and deployed 265 officers, increasing the number of officers at the border posts in Hub 2 from 132 to 172; whilst Hub 3 officers increased from 189 to 222. ✓ LNP/PSU and the Bureau of Corrections and Rehabilitation trained 103 and 60 officers respectively to assumed full responsibility of prison security whilst ensuring that surrounding neighborhoods are protected and secured.
JUSTICE & SECURITY TRUST FUND (JSTF)	
OUTCOME (S)	National and local level increasingly have the capacity to provide security, manage conflict and prevent violence.
Planned Results	Actual Achievements as to Date
OUTPUT 1. Effective & improved performance of the Justice and Security institutions in place.	<ul style="list-style-type: none"> ✓ Constructed 4 magisterial courts in Kharnplay, Vahun, Lofa, Omega, Montserrado & Boota, Bong ✓ Training of pathologist to support MoJ prosecution. Three medical doctors underwent pathologist training in Accra, Ghana. Completed first year of training and commenced year two in September, 2016. ✓ Trained 108 new LNP recruits and provided uniforms. 140 (21 females and 119 males) high school graduates commenced training on 7 March 2016 and 137 (21 females, 116 male) recruits graduated on 19 August 2016. ✓ BIN trained 250 (38 females, 212 male) in February 2016 and graduation was held on 12 May 2016. Deployment of officers across the country was completed by June 2016. ✓ Trained 60 college graduates as magistrate in March 2016 and they completed in March 2017. (60 of 110 existing magistrates from five counties trained in new laws).
OUTPUT 2 Justice & Security providers to provide fair and accountable professional services.	<ul style="list-style-type: none"> ✓ SGBV-CU tried 28 and obtained nine (21) convictions, 2 hung jury, 3 acquittals, 1 mixed trail and 1 aborted. The Unit drew up 105 indictments, received 147 calls through its hotlines and victim support services reached 802 individuals including survivors. ✓ Case Liaison Officers (CLOs) assigned in the Gbarnga Hub region received one hundred and seventy-seven (177) calls through the Hotline. Thirty-three (33) of the calls were related to incidence of rape and one hundred and forty-four (144) were related to follow-ups on victims and sexual assault investigations. ✓ Victim Support psychosocial office at Gbarnga Regional Hub reported (88) victims of sexual violence in Bong, Nimba and Lofa counties who benefited from medical, meal, accommodation, transportation, relocation/protection, counseling and empowerment amongst others.

	<ul style="list-style-type: none"> ✓ Conducted 3 days training for 50 traditional, community and religious leaders (28 Female & 22 male) to prevent and respond to SGBV.
JUSTICE & SECURITY JOINT PROGRAMME (JSJP HUB -1)	
OUTCOME (S)	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition. (People in Bong, Lofa and Nimba Counties have increased access to fair and accountable justice services).
Planned Results	Actual Achievements to Date
OUTPUT 1 Infrastructure, equipment, and systems critical for command, control and operational response put in place for the Regional Hub.	<ul style="list-style-type: none"> ✓ Kahnplay Magisterial Court, one of the four courts approved for construction by the JS Board was inaugurated on the 27th March 2017, improving access to justice for people of that district. ✓ Installation of the communication network was completed in 2016 to improve coordination and enhance communications in the sector. ✓ LNP/PSU officers in the region have successfully controlled 86 security incidents that had the propensity to evolve into major conflict drivers. LNP's ability to quell difficult situations speaks to citizens' confidence in the police in the region and also demonstrates that in the absence of UNMIL presence (UNMIL withdrew in 2013 from the region), LNP can maintain the peace. ✓ Gbarnga Regional Hub was constructed and completed in 2014. The hub delivers a total of 15 services with attachment across three counties - Bong, Lofa and Nimba counties. ✓ 77 LNP PSU officers deployed in the region have supported local police 86 times in response to criminal events that have curtailed peace, while protecting lives and properties. Officers conducted 93 patrols in 481 communities, improving security and trust in the police. ✓ 45 BIN & BPU border security strengthened by conducting 87 visits along Liberia's porous borders with Guinea and Ivory Coast.
OUTPUT 2 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services.	<ul style="list-style-type: none"> ✓ SGBV Crimes Unit processed 410 complaints through hotlines; handled 74 rape and SGBV related cases with merits, prosecuted 48, gaining 36 convictions and provided medical and psycho-social support to 218 victims and their families. ✓ Public Outreach officers raised awareness in 390 communities reaching out to (45,127 residents-25,829 Males, 19,298 women) and referred 47 complaints. ✓ Several Acts were passed including:-the Liberia National Police; the Liberia Immigration Services and the Firearms and Ammunition Control.
COMMUNITY BASED TRUTH TELLING & ATONEMENT PROJECT-(Palava Hut)	
OUTCOME (S)	Communities are reconciled and live in peaceful coexistence utilizing the Palava Hut system/approach to settle their differences.
Planned Results	Actual Achievements To Date
OUTPUT 1 INCHR capacity strengthened to lead and coordinate the National Palava Hut Program.	<ul style="list-style-type: none"> ✓ PMU has technical capacity with improved productivity. 13 INCHR/PMU staff trained in result-based reporting, human resources management, project design and management and monitoring & evaluation.

OUTPUT 2 Studies conducted and Palava Hut methodology and operational guidelines developed.	<ul style="list-style-type: none"> ✓ Palava Hut (PH) methodologies & guidelines developed; two study tours conducted in Sierra Leone and Rwanda. ✓ PMU established relationship with Tilburg University, Netherlands. This resulted in a 1-month visit of a student of the university, Marola Vaes, who conducted a research on "The perception of potential witnesses to appear before the Palava Hut". ✓ An Ethnographic report validated & distributed.
OUTPUT 3 Nationwide outreach conducted on the Palava Hut Programme.	<ul style="list-style-type: none"> ✓ 20 Civil Society Organization trained to conduct public outreach on PH. ✓ Integrated outreach strategy developed. ✓ 30 communities identified for outreach and outreach officially launched.
OUTPUT 4 Palava Hut process piloted in 2 communities.	<ul style="list-style-type: none"> ✓ 2 venues for hearings, 2 safe houses for witnesses, 2 county offices for use by PH Committees identified and Witness Protection Strategy developed. ✓ 8 PH committees restructured, trained & functional. They include elders, traditional & religious leaders, women, youth & persons with disabilities; women are co-chairs. ✓ Key Govt, UN & CSO stakeholders informed of PH hearings. ✓ 8 Notes/Statements Takers, 2 Interpreters, 2 report writers and 12 Psychosocial Counselors trained and hired. ✓ Traditional community cleansing strategy designed.
OUTPUT 5 At least two Regional Memorials constructed in hard hit war affected communities.	<ul style="list-style-type: none"> ✓ One (1) community memorial in Duport Road Community constructed, completed and dedicated by the President of Liberia, Her Excellency Ellen Johnson Sirleaf as GOL contribution to the process of healing, peace & reconciliation. The other two are under construction, completion expected in July.

STRENGTHEN LOCAL TRADITIONAL MECHANISM FOR PEACE PROJECT (LTM)

OUTCOME (S)	National Reconciliation; Democratic Governance (County Peace Committees (CPCs) and Early Warning & Early Response (EWER) mechanisms prevent and resolve local disputes in 15 counties)
Planned Results	Achievements To Date
OUTPUT 1 County Peace Committee reactivated, decentralized and strengthened in 15 Counties	<ul style="list-style-type: none"> ✓ 14 County Peace Committees (CPC) reactivated and functional ✓ 900 CPC members trained, of which at least 30% were women (December 2015). ✓ At least 7 CPCs anchored within the County Council (CC).
OUTPUT 2 Early warnings and early response centers established and functional in three Regional Hubs.	<ul style="list-style-type: none"> ✓ EWER Working Group functional with representation of 20% female ✓ EWER centers set up and Gbarnga center fully functional, Zwedru & Harper partly functional.
OUTPUT 3 CSO's and CBO's institutional capacities strengthened to support CPCs to respond to emerging threats at district and county levels through provision of grants.	<ul style="list-style-type: none"> ✓ 13 County Peace Committees (CPC) access or benefited from grants to address local conflict. ✓ 20 Civil Society Organizations (CSOs) received grants to respond to emerging threats to peace at the district and communities to prevent and resolve conflict. ✓ 25 CSOs trained in project management, financial and narrative reporting.

SUPPORT TO PEACE BUILDING PROJECT (PBF)	
OUTCOME (S)	Government Peace building and Reconciliation Programs are responsive and have adequate capacity to address Nat'l Reconciliation, Peace, Security and Rule of Law related issues, thereby reducing conflicts and increasing peaceful co-existence.
Planned Results	Actual Achievement To Date
OUTPUT 1 Implementation of the Strategic Roadmap for National Healing Peace building and reconciliation, the Liberia Peace-building Programme as well as the Statement of Mutual Commitments and related programmes coordinated.	<ul style="list-style-type: none"> ✓ Led drafting of the revised SMC on behalf of the Government of Liberia. ✓ Coordinated the drafting of the SMC rolling targets. ✓ Conducted review of the Reconciliation Program in collaboration with PBF Secretariat. ✓ PBO currently engaged the National Election Commission (NEC) to mainstream conflict sensitivity in its election guidelines.
OUTPUT 2 Government's institutions and CSOs implementing peace building programs capacity enhanced to manage and amicably resolve conflicts.	<ul style="list-style-type: none"> ✓ Facilitated 2 days technical discussion on Liberia's emerging priorities; ✓ Facilitated High Level Forum in Monrovia on Liberia's peace building transition. ✓ Trained 35 County Peace Committee members and CSOs from 15 counties in election and dispute management, ahead of 2017 elections. ✓ Trained County Legislative caucuses and local authorities in conflict resolution to co-exist; in the management of county and social development funds.
OUTPUT 3 Government tracks and responds to key gaps and challenges in the implementation of its peace building and reconciliation programs through monitoring and evaluation.	<ul style="list-style-type: none"> ✓ Provided support to PBF Secretariat to draft concept note and budget for the pending Public Perception Survey on Justice and Security. ✓ Provided support to PBF Secretariat to upload PBF supported projects reports to MPTF Office Gate Way. ✓ PBO 5 years Priority Plan drafted.
OUTPUT 4 National Conflict mapping and conflict analysis conducted in 15 counties	<ul style="list-style-type: none"> ✓ Researchers recruited, trained, deployed and conducted mapping. ✓ Conducted Conflict Mapping exercise in 15 counties.

ANNEX-4

INCLUSIVE GOVERNANCE OUTCOME – EXPENDITURE DELIVERY SUMMARY 2013 – 2017 (As @ May 31st)

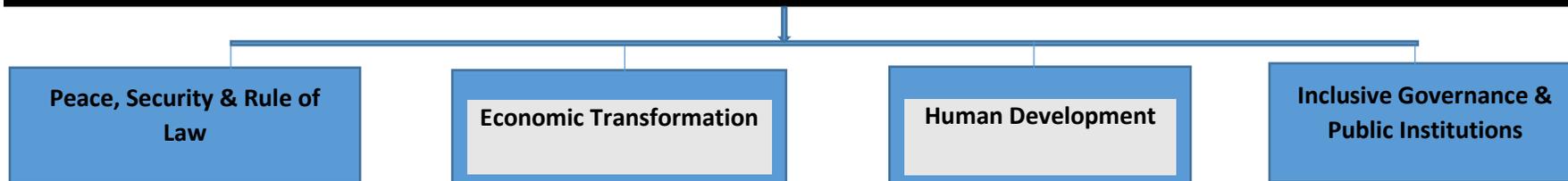
No	Project ID	Description	Approved Budget	Amount Utilized	% Utilized
OUTCOME 29 PROJECTS					
1	00075179	Support to 2010–2012 Liberia Elections	4,287,489.96	3,610,634.09	84.21
2	00086820	Liberia Decentralization Support Program	9,233,926.37	6,431,670.12	69.65
3	00086954	Support to Constitution Review	7,059,644.96	4,525,117.80	64.10
4	00087022	Strengthen Accountability, Oversight & Partnership	1,885,899.26	1,103,015.73	58.49
TOTAL			22,466,960.55	15,670,437.74	69.75
OUTCOME 30 PROJECTS					
1	00089158	Enhancing Access to Security (Hub 2&3)	3,507,975.68	2,821,707.21	80.44
2	00076186	Justice & Security Trust Fund	6,454,057.34	5,878,257.69	91.08
3	00081617	Justice & Security Joint Programme-PBF (Hub 1)	3,547,405.00	1,877,404.49	52.92
4	00088111	Palava Hut National Truth Telling & Atonement	1,429,290.81	932,121.58	65.22
5	00088136	Local Traditional Mechanism	2,330,614.99	1,490,679.84	63.96
6	00088704	Support to Peace Building (PBF)	1,866,604.00	1,645,381.93	88.15
TOTAL			19,135,947.82	13,498,829.20	70.54

ANNEX – SUNDAP-GOL/UNDP-CPD PROGRAMME FRAMEWORK

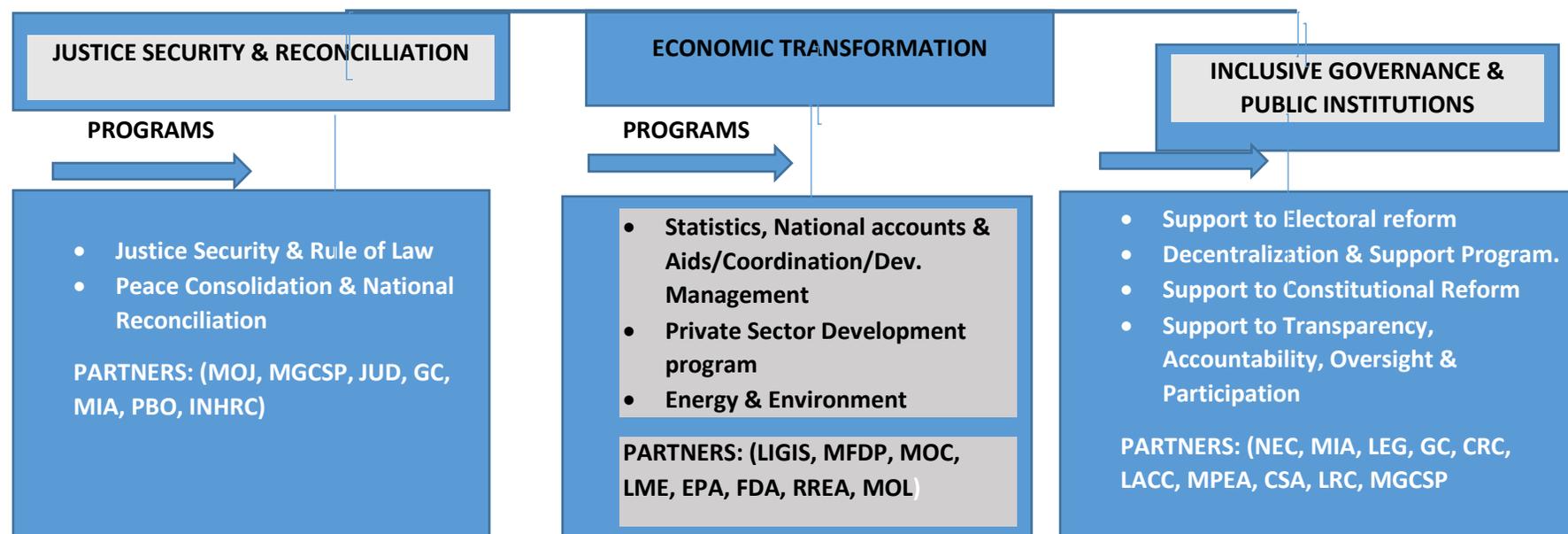
AGENDA for TRANSFORMATION



UNDAF ALIGNMENT



GOL/UNDP-CPD PROGRAMME ALIGNMENT



ANNEX-6 TERM OF REFERENCE-CONSULTANTS

*Empowered lives.
Resilient nations.*

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Outcome Evaluation: Inclusive Governance and Public Institution: Associate Evaluator

PROCUREMENT NOTICE No. UNDP/IC/GOV/003/2017 Date: 17 February 2017

Country: Liberia

Duty Station: Monrovia, Liberia

Description of the assignment: Outcome Evaluation Consultancy: Inclusive Governance & Public Institution – Associate Evaluator

Project name: Governance Pillar

Duration: 22 days over a period of 6 weeks

Proposals should be submitted at the following address: by email to bids.lr@undp.org (Please include procurement notice number in the subject area) no later than 12:00 Noon (GMT), Monday, 10 April 2017. Any request for clarification must be sent by standard electronic communication to info.lr.procurement@undp.org. The Governance Unit will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, Background

Background

The Country Programme Document (CPD) for Liberia (2013-2017) was formally adopted by the Executive Board in January 2013, signalling the formal start of a new programme cycle. The CPD was anchored on three major programme pillars, namely: i) Inclusive Governance and Public Institutions, ii) Justice, Security and Reconciliation and iii) Sustainable Economic Transformation.

Within the Inclusive Governance pillar, UNDP support has focused on four linked elements that reinforce the basic foundations of governance while targeting a substantially expanded role for women in each area of engagement, in particular their participation in positions of authority

and decision-making at the national and local levels. These four elements include (a) the continued development of capabilities (knowledge, skills, systems, procedures, targeted actions) for managing the electoral cycle, with emphasis on elections management, civic and voter education, gender equality, participation of women and youth, prevention of violence and monitoring of electoral processes; (b) implementation of the Legislature’s Modernization Plan aimed at improving core functions of oversight and outreach, based on effective internal structures, systems, skills and resources; (c) transparent and accountable management of public resources, specifically follow-through on the agreed national anti-corruption policy and strategy, based on a more capable and empowered LACC and GAC, as well as development of the media, women’s groups and other civil society organizations to perform a “watchdog” role, focusing on their ability to design, fund and manage monitoring and analytic work and advocacy and social mobilization initiatives; and (d) preparation of an implementation road map for the Decentralization Policy and its progressive roll-out across the country to develop basic functions of consultation, planning, budgeting, monitoring and feedback.

UNDP’s governance programmes support national government priorities as defined under the Agenda for Transformation (AfT) 2013 – 2017 and the Liberia Vision 2030. UNDP partners with the Government of Liberia, with other development partners and civil society, to support the implementation of governance and institutional capacity priorities. The UNDP Democratic Governance Unit, provides programme and project support to various institutions and line ministries. UNDP acts as the lead agency in the area of governance within the United Nations Development Assistance Framework (UNDAF).

Evaluation Purpose

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP country programme document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP Liberia, outcome evaluations were to have been conducted in 2014 to assess the impact of UNDP’s development assistance across the major thematic and cross cutting areas of good governance, sustainable economic transformation and justice, peace and security outcomes. Due to the outbreak of Ebola Virus Disease in the sub-region, these evaluations had to be postponed.

The UNDP Office in Liberia is commissioning this evaluation on good governance to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluations serves an important accountability function, providing national stakeholders and partners in Liberia with an impartial assessment of the results of UNDP governance support. The evaluation will also provide perspective on the changing post-EVD landscape and priorities. Coming close

on the heels of the just completed AfT, UNDAF and CPD reviews it will also provide Country Officers with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its governance sphere of work.

Evaluation Scope

The outcome evaluation will be conducted during the months January and February 2017,, with a view to enhancing programmes while providing strategic direction and inputs to the preparation of the next UNDP country programme and the next UNDAF, both scheduled to start in 2017.

Specifically, the outcome evaluation will assess:

- 1) The relevance and strategic positioning of UNDP support to Liberia on good governance.
- 2) The frameworks and strategies that UNDP has devised for its support on good governance, including partnership strategies, and whether they are well conceived for achieving planned objectives.
- 3) The progress made towards achieving governance outcomes, through specific projects and advisory services, and including contributing factors and constraints.
- 4) The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP governance support to Liberia.

The evaluation will consider the pertinent country programme outcomes and outputs focused towards good governance, as stated in the UNDAF and the 2013-2017 country programme document (CPD) for Liberia. The specific outcomes under the UNDP CPD are to be assessed relates to **UNDAF and country programme Outcome #4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels**

As described in Annex A, the UNDP Liberia country office has implemented 4 programmes that reside within this outcome. An analysis of achievements across all 4 programmes is expected.

Evaluation Questions

The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance:

- To what extent is UNDP's engagement in governance support a reflection of strategic considerations, including UNDP's role in the particular development context in Liberia and its comparative advantage vis-a-vis other partners?
- To what extent has UNDP's selected method of delivery been appropriate to the development context?

- Has UNDP been influential in national debates on governance issues and has it influenced national policies on legal reforms and human rights protection?
- To what extent have UN reforms influenced the relevance of UNDP support to Liberia in the Governance sector?

Effectiveness

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?
- Has UNDP been effective in helping improve governance at the local level in Liberia? Do these local results aggregate into nationally significant results?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver governance services?
- How effective has UNDP been in partnering with civil society and the private sector to promote good governance in Liberia?
- Has UNDP utilised innovative techniques and best practices in its governance programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in Liberia?
- Taking into account the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing governance support to national and local governments in Liberia?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

Efficiency

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?
- Has UNDP's governance strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
- Were alternative approaches considered in designing the Projects?

Sustainability

- What is the likelihood that UNDP governance interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of Liberia to sustain improvements made through these governance interventions?

- How should the governance portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?
- What changes should be made in the current set of governance partnerships in order to promote long term sustainability?

Partnership strategy

- Has the partnership strategy in the governance sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships affected the progress towards achieving the outputs
- Has UNDP worked effectively with other international delivery partners to deliver on good governance initiatives?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good governance in the region?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human rights

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of good governance?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of governance projects? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has UNDP governance support promoted positive changes in gender equality? Were there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2013 - 2015.

Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Liberia Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the governance portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in Liberia and elsewhere based on this analysis.

Methodology

The outcome evaluation will be carried out by an external team of evaluators, and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members.

The outcome evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP has supported, and observed progress in good governance at national and local levels in Liberia. The evaluators will develop a logic model of how UNDP governance interventions are expected to lead to improved national and local government management and service delivery. In the case of the governance related outcome for Liberia, a theory of change was not explicitly defined when the outcomes were established. The evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs global governance and capacity development strategies and techniques.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The following steps in data collection are anticipated:

5.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the governance work of UNDP in Liberia. This includes reviewing the UNDAF and pertinent country programme documents, the midterm review of the UNDAF and UNDP CPD as well as a wide array of monitoring and evaluation documents of governance projects, to be provided by the UNDP country office.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Liberia that are relevant to UNDPs governance support. This includes the government’s Agenda for Transformation (AFT), the LiberiaVision 2030, and other national reports, to be made available by the UNDP country office.

The evaluators will examine all relevant documentation concerning the 4 programmes implemented within the governance area, including project TORs, evaluations, and technical assessment reports.

5.2 Field Data Collection

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate

- Participatory observation, focus groups, and rapid appraisal techniques

Deliverables

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft Governance Outcome Evaluation Report
- Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
- Final Governance Outcome Evaluation report

One week after contract signing, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work on governance in Liberia. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables, and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with site visits.

The **draft evaluation report** will be shared with stakeholders, and presented in a validation workshop, that the UNDP country office will organise. Feedback received from these sessions should be taken into account when preparing the final report. The evaluators will produce an ‘audit trail’ indicating whether and how each comment received was addressed in revisions to the **final report**.

The suggested table of contents of the evaluation report is as follows:

Title
 Table of contents
 Acronyms and abbreviations
 Executive Summary
 Introduction
 Background and context
 Evaluation scope and objectives
 Evaluation approach and methods
 Data analysis
 Findings and conclusions
 Lessons learned
 Recommendations
 Annexes

Evaluation Team Composition and Required Competencies

The outcome evaluation will be undertaken by 2 external evaluators, hired as consultants, comprised of an Evaluation Manager and an Associate Evaluator. Both international and national consultants can be considered for these positions.

Required Qualifications of the Evaluation Manager

- Minimum Master's degree in economics, political science, public administration, regional development/planning, or other social science;
- Minimum 10-15 years of professional experience in public sector development, including in the areas of democratic governance, regional development, gender equality and social services.
- At least 5 years of experience in conducting evaluations of government and international aid organisations, preferably with direct experience with civil service capacity building;
- Strong working knowledge of the UN and its mandate in Liberia, and more specifically the work of UNDP in support of government and civil society in Liberia;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;
- Excellent reporting and communication skills

The **Evaluation Manager** will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Evaluation Manager will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules;
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP.

Required qualification of the Associate Evaluator

- Liberian citizen or persons with extensive experience working in Liberia during the last 5 years;
- Minimum master's degree in the social sciences;
- Minimum 5 years' experience carrying out development evaluations for government and civil society;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- A deep understanding of the development context in Liberia and preferably an understanding of governance issues within the Liberia context;
- Strong communication skills;
- Excellent reading and writing skills in English, and preferably also Shona.

The Associate Evaluator will, *inter alia*, perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Evaluation Manager;
- Assist the Evaluation Manager to finalize the draft and final evaluation report.

Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

Implementation Arrangements

The UNDP CO in collaboration with Government will select the evaluation team through an open process, and will be responsible for the management of the evaluators. The Head of Unit/DCDP will designate a focal point for the evaluation that will work with the M&E Specialist and Programme Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within the CO and the DCDP or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements.

Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report, and agreed with the Country Office.

Time-Frame for the Evaluation Process

The evaluation is expected to take 22 working days for each of the two consultants, over a period of six weeks starting April 2017. A tentative date for the stakeholder workshop is (TBA), and the final draft evaluation report is due (TBA). Final draft – (TBA). The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Work day allocation		Time period (days) for task completion
		Evaluation Manager	Associate Evaluator	
Review materials and develop work plan	Inception report and evaluation matrix	4	3	7
Participate in an Inception Meeting with UNDP Liberia country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	13	16	30
Interview stakeholders				
Conduct field visits				
Analyse data				
Develop draft evaluation and lessons report to Country Office				
Present draft Evaluation Report and lessons at Validation Workshop	Final evaluation report	5	3	7
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	totals	22	22	6 weeks

Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for Liberia. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Inception report	10%
Draft Evaluation Report	70%
Final Evaluation Report	20%

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Financial proposal
2. Personal CV (P11) including past experience in similar projects and at least 3 references

FINANCIAL PROPOSAL

The financial proposal shall specify a daily fee. Payments will be made to the Individual Consultant based on specific and measurable deliverables as specified in the TOR upon completion of all deliverables.

<u>Description</u>	<u>Unit</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total price</u>
Consultancy/professional fee: all- inclusive lump sum rate	22 days	1		
Others (please specify)	Each	1		

Proposals should be submitted at the following address: by email to bids.lr@undp.org (Please include procurement notice number in the subject area) no later than 12:00 Noon (GMT), **Monday, 10 April 2017**.

EVALUATION

Individual consultants will be evaluated based on the following methodologies:

Cumulative analysis

Award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial

* Technical Criteria; [70 points]

* Financial Criteria; [30 points]

Only candidates obtaining a minimum of 70% of the maximum points would be considered for the financial evaluation

Criteria	Weight	Max. Point
<u>Technical</u>		
Criteria A: Technical skills, given by qualifications and training record (20 points)	14	20
Criteria B: Overall experience in the provision with the services given above (50 pts)	35	50
Criteria C: Adequacy of competencies & skills responding to the Terms of Reference , (TOR) ;	21	30
<u>Financial</u>	30 points x price of the lowest price proposed / price of proposal	30 points

**INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS
P11 FORM**

ANNEXES

ANNEX 1 - LIST OF Programme/Projects TO BE EVALUATED

*Please also see the attached CPAP Result and Resources Framework.

UNDAF OUTCOME 4	UNDAF and country programme Outcome #4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels	Projects
CPAP Outcome 1	UNDAF and country programme Outcome #4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels	
Outputs	<ul style="list-style-type: none"> • Strengthening Key Governance Institutions: By 2017 Liberia has governance institutions equipped with inclusive systems to perform effectively • Public Sector Institutions and Civil Service Reform: By 2017, Liberia has an improved and decentralized public sector and civil service providing fair and accountable basic services to people. • Constitutional and Legal Reform: By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens 	<p>71201 – County Support Team 75179 – Support to 2011 Electoral Cycle 86820 – Liberia Decentralization Support Programme 86954 – Support to Constitutional Review Process 87022 – Strengthening Transparency Accountability and Oversight</p>

Annex 3: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

Annex 4: Ethical Code of Conduct for UNDP Evaluations**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁴²**Agreement to abide by the Code of Conduct for Evaluation in the UN System****Name of Consultant:** _____**Name of Consultancy Organization** (where relevant): _____**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at ___ on _____

Signature: _____

⁴²www.unevaluation.org/unegcodeofconduct

ANNEX-7 WORKPLAN

Time/Venue	Activity/Objective	Participants	CO F
Monday 8, 2017			
10:00-10:45 am	Meeting with Governance Commission	Consultant Team	UNDP PROG
11:00-11:45 am	Meeting with NEC	Consultant Team	
12 noon-12:45 pm	Meeting with LDSP	Consultants	
2:00-2:45 pm	Meeting with MIA	Consultants	
4:00 pm	Submission of Inception Report	Consultants	
Tuesday 9, 2017			
10:00-10:45 am	Meetings with CRC	Consultants	
11:00-11:45 am	Meeting with MOJ	Consultants	
12 noon-12:45 pm	Meeting with STAOP	Consultants	
2:00-2:45 pm	Meeting with LACC	Consultants	
Wednesday 10, 2017			
10:00-10:45pm	Meeting with MFDP	Consultants	
12 noon-12:45 pm	Meeting with MGCSP	Consultants	
2:00-2:45 pm	Meeting with INHRC	Consultants	
3:00-5:00pm	Document review	Consultants	
Thursday 11,2017			
8:00 am	Depart for Bong County	Consultants	
3:00 pm	Depart for Grand Bassa County	Consultants	
Friday 12, 2017			
8:00am-12 noon	Grand Bassa County	Consultants	

2:00-3:00 pm	Debriefing with DCD	Consultants	
Monday 15, 2017			
10:00-11:00 am	Meeting with USAID	Consultants	
11:15-12:15 pm	Meeting with Sweden	Consultants	
1:00:15-2:15 pm	Meeting with EU	Consultants	
3:00pm – 5:00 pm	Meeting with Program Team	Consultants and program team	
Tuesday 16, 2017			
8:00-12 noon	Hold meeting in Bomi county	Consultants	
2:00-5:00 pm	Presentation of preliminary findings	Consultants	
May 18 to May 31			
	Data Collation and Analysis	Consultants	
June 1 - 16			
	Draft Report Writing and submission to UNDP CO	Consultants	
June 19 - 23			
	Review of Draft Report	UNDP CO	
June 24 - 26			
	Incorporate comments and prepare for validation workshop	Consultants	
June 27			
	Validation workshop	Consultants in consultation with UNDP CO	
June 28 - 30			
	Incorporation of comments and submission of final report to UNDP CO	Consultants	

ANNEX – 8 LIST OF KEY STAKEHOLDERS INTERVIEW

KEY LIST OF INFORMANTS INTERVIEWED

Harris Zondo	Buchanan (reconciliation)	0886528308
Joseph Ruhamyia	CSC Gbarnga	0777273373
Mac Willis	CSC Bassa	0775518302
Tkopa Gowee	Gbarnga Regional Hub	0886593385
Harold M. Aidoo	IREDD-CSO	0886523021
Borkai N. Kanneh	Law Reform Commission	0886553281
Felecia V. Coleman	Law Reform Commission	0886510544
Ruth N. Jappah	Law Reform Commission	0886425451
James Kieh	Law Reform Commission	N/A
Hans Lanbrecht	European Union (EU)	0777731759
Dr. Amos C. Sawyerr	Governance Commission	0886475441
Henrique Wilson	Governance Commission	0886435881
James D. Torh	INHRC	0880532014
Jeff Scott Watson	JP&S, HUB Manager-Gbarnga	0886419279
Joyce frankfort	Justice Peace & Security	0777666823
Robert Nyan	Justice Peace & Security	0777561955
Elizabeth J. Nelson	Judiciary Branch	0886511992
James Verdier	Liberia Anti-Corruption Com.	0886627754
Julia Duncan-Cassel	MOGCSF	0777720577
Sidiki Quisie	Min. Finance & Dev. Planning	0777756671
Rose Muchiri	MFDP	0770003833
Nimine B Reeves	MFDP	0886716666
J. Kpadeh Sumo	MFDP	0880680741
Hon. Varney A. Sirleaf	MIA	0886513621
George Baratashvili	National Election Commission	0776109195
C. A. Lamin Lighe	NEC	0776936145
John R. Dennis	Liberia Peace Building Office	0778228465
Mohammed Fahbulleh	STAOP	0777534576
Doris Saydee	UNDP-GPI	0770213358
Marzu Stubblefield	UNDP-GPI	0777210313
Boye Johnson	UNDP-GPI	0886556348
Cleophas Torori	UNDP-GPI	0770003776
Yvonne Wolo	UNDP-GPI	0770003794
James P. Monibah	UNDP-GPI	0886531655
Ellen Swedmark	Embassy Sweden	0886224324
Elizabeth Harleman	Embassy Sweden	07701738015
Marja Ruohomaki	Embassy Sweden	0886224324

ANNEX-9**REFERENCES**

1. Agenda for Transformation, 2013-2017
2. African Development Bank, CPIA, 2009
3. Access to Justice and Security reports, 2013-2017
4. Governance Commission Act of 2007
5. Liberia Decentralization Support Program Annual Reports, 2013-2017
6. Liberia Decentralization Support Program Mid-Term Review, 2017
7. Liberia Rising Vision 2030
8. Mid-Term Review Report of UNDP CPD, 2015
9. Mo Ibrahim Governance Report on Africa, 2015
10. Njoy Mission Advisory Note for Liberia, 2016
11. Peace-Building Plan of Liberia, 2017
12. Peace Building Office Annual Reports, 2014-2017
13. Results Oriented Annual Reports, 2014
14. STAOP Annual Reports, 2014-2017
15. Transparency International Report of 2007
16. UNDP Country Program Document 2013-2017
17. United Nations Development Assistance Framework, 2013-2018
18. United Nations Development Assistance F Action Plan 2013 – 2017
19. UNDP PME Handbook
20. UNDP Evaluation Guide and Addendum
21. UNDG RBM Handbook
22. UNDG Ethical Code of Conduct of Evaluators
23. UNDP Strategic Plan 2018-2021
24. United Nations Country Team Capacity Mapping Report of 2017
25. World Bank Report of 2015
26. Project Documents, Reports and Project Evaluation Reports