



UN Joint Rule of Law Programme:
Strengthening Rule of Law in Liberia: Justice and Security for the Liberian People

Final Report

Version 2

Terminal Evaluation of the UN Joint Rule of Law Programme

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List of Acronyms

ALWA	Alliance for Women Advancement
BCR	Bureau of Corrections and Rehabilitation (MOJ)
BOC	Bureau of Corrections
CACHE	Capacity Assessment Checklist
CBO	Community-Based Organization
CJTs	Community Justice Teams
CMS	Case Management System
CPD	Country Programme Document
CPPIA	Consultative Participatory Process & Interactive Approach
CSO	Civil Society Organization
DCAF	Democratic Control of Armed Forces
DCI	Defense for Children
DIM	Direct Implementation
Doc	Document
DPKO	Department of Peace Keeping Operations
ECOWAS	Economic Community of West African States
FGDs	Focus Group Discussions
FORHD	Foundation for Human Rights and Democracy
GoL	Government of Liberia
HACT	Harmonized Approach to Cash Transfer
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HRBA	Human Rights Based Approach
HRDDP	Human Rights Due Diligence Policy
HRPD	Human Rights Protection Division
IDLO	International Development Law Organization
INCHR	Independent National Commission on Human Rights
IJSI	Integrated Justice System International
KAICT	Kofi Annan Institute for Conflict Transformation
KIIs	Key Informant Interviews
JWG	Joint Human Rights Working Group
LDEA	Liberia Drug Enforcement Agency
LINLEA	Liberia National Law Enforcement Association
LIS	Liberia Immigration Service
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LNBA	Liberia National Bar Association
LNP	Liberia National Police
LRC	Land Reform Commission
LTAs	Long-Term Agreements
MACs	Ministry Agencies & Commissions
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation & Reporting
MOA	Ministry of Agriculture
MoGSP	Ministry of Gender & Social Protection
MOJ	Ministry of Justice
MOJHRPD	Ministry of Justice Human Protection Division
MoV	Means of Verification
NGOs	Non-Governmental Organizations
NIM	National Implementation
NSC	National Security Council
OECD / DAC	Organization for Economic Corporation & Development/Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
PAPD	Pro-Poor Agenda for Prosperity and Development
PBF	Peace Building Fund
PBO	Peace Building Office
PD	Public Defenders
PDO	Public Defender Office
PESTEL	Political, Economic, Social, Technological & Legal

PIU	Project Implementation Unit
PMU	Programme Management Unit
PPMU	Planning and Programme Management Unit
PRODOC	Programme document
PPS	Probability Proportional to Size
PSC	Project Steering Committee
RBAD	Rights Based Approach to Development
RBM	Results Based Management
ROL	Rule of Law
ROLJS	Rule of Law, Justice and Security
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SMART	Specific, Measurable, Attainable, Results-based and Time bound
SSR	Security Sector Reform
SSWG	Security & National Defence Working Group
SWOT	Strengths, Weaknesses, Opportunities & Threats
ToC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Funds for Population Activities
UNMIL	United Nations Mission in Liberia
UNODC	United Nations Office on Drugs and Crimes
UNOPS	United Nations Office for Project Services
UNSCR	United Nations Security County Resolution
WACPS	Women and Children Protection Section

EXECUTIVE SUMMARY

The RoL Programme II

Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - II is a joint UN Programme on Rule of Law that sought to promote access to justice, respect for human rights and the rule of law by strengthening institutional capacity of security, justice and judicial institutions. The RoL Programme promotes gender equality and the rights of women, children and vulnerable groups to ensure their physical and legal protection. The Programme aimed to address weaknesses in the rule of law sector and enhance the capacities of and built public confidence in the various justice and security institutions, while empowering a wide range of civil society and community-based organizations to actively support citizens to demand their rights and access justice through legal awareness, the provision of legal aid, oversight of state institutions and influencing national policies.

Purpose and Objectives of the Terminal Evaluation

The overall objective of the terminal evaluation was to assess the level of progress that has been made towards achieving the outputs and outcomes as articulated in the program document. In addition to assessing the overall impact of the Joint UN Rule of Law Programme, the terminal evaluation captured key lessons learned and provided operational recommendations.

Methodology/Approach

The evaluation primarily used qualitative research design and data collection approach. It entailed gathering of secondary and primary data through desk review, key informant interviews, focus group discussions, using the OECD-DAC evaluation criteria and observation of how reports and implementation processes spoke to each other. The methodology was organized in three main steps and nine activities.

Summary findings

Relevance | Highly satisfactory (4): Relevance assessed whether the objectives of the programme, at the design level, are consistent with national needs and priorities of the beneficiaries, and stakeholders and are aligned with government priorities. The Rule of Law Programme Phase II was designed on a sector-wide and evidence-based approach, which ensured that the programme was well aligned with the needs and priorities of the beneficiaries, stakeholders, and the Government of Liberia.

- **Alignment with the national development priorities (4):** The evaluation team concluded that the Rule of Law Programme II was well aligned with the national priorities of the country. Indeed, the national development plan is described in the Pro-Poor Agenda for Prosperity and Development (PAPD) 2018 to 2023. The Joint Rule of Law Programme was aligned with pillars 2 and 4 of the PAPD, particularly under its Justice and Human Rights; and the Security and National

Defence outcomes.

- **Alignment with the SDGs and agenda 2063:** The evaluation team noted the alignment of the programme with international development agenda including the United Nations Sustainable Development Goals (SDG), especially goals 5 and 16, and the Africa Union Agenda 2063. Joint RoL was in sync mainly with the Aspiration 3 of the AU Agenda 2063, specifically priority area focused on Human Rights, Justice and Rule of Law.
- **Gender and human rights-based approaches:** The Programme incorporated gender mainstreaming into its design, strategy, and execution to ensure equitable benefits for women, girls, men, and boys across four key areas.
- **Alignment with the UNDP mandate and strategies:** The three-tier design and strategies of the Rule of Law Programme remain aligned with UNDP's core mandate and strategies, which include "Gender Equality", "Fighting Inequality", "Inclusive Governance", "Emergency Response", "Inclusive Green Growth". The evaluation team found that the Programme collaborated with national institutions and civil society organizations to execute its interventions.

Effectiveness | Satisfactory (3): Effectiveness refers to whether the RoL II Programme's objectives were achieved or are expected / likely to be achieved in the near future.

- **Achievement of Outputs:** The evaluation team concluded from the analysis of the outputs that 4 outputs were completely achieved, 4 were partially achieved and 1 output was not achieved.
- The Programme strengthened the capacity of the Judiciary by supporting the enhancement of its efficiency and transparency, including the establishment of a Judicial Case Management Information System (CMIS) to record and track the progress of cases on courts' dockets, the installation of billboards at courts across the country displaying courts' fees and fines, and the establishment of a Magisterial Sitting Program at the Gbarnga Central Prison to fast track the adjudication of cases to reduce pre-trial detention.
- Similarly, the Programme enhanced the capacity of the Ministry of Justice by strengthening the capacity of its Planning and Programme Management Unit (PPMU) to effectively coordinate activities in the rule of law sector, leading to the holding of regular coordination meetings and joint activities that promote synergy and strong collaboration among different actors in the sector. The Alternative Dispute Resolution (ADR) Unit of the ministry was also strengthened to lead the development of an ADR Law by conducting an ADR baseline study and engaging stakeholders and communities to explain the ADR Policy and to gather information to facilitate the development of the law. The dissemination of the ADR Policy and the development of the ADR Law are critical processes towards achievement of the decongestion of prisons and court dockets, as people use alternative means to resolve disputes rather than the formal court system. Like the Judiciary, the Programme enhanced the capacity of the Liberia National Police (LNP) to collect, store, track and report crime statistics by supporting the entity to establish a vibrant online Crime Statistics Information System. The system allows the LNP to digitally collect data, track and report crime statistics throughout the country in real time.
- The Programme enhanced the capacity of the Bureau of Correction and Rehabilitation (BCR) to effectively plan and implement programmes aimed at properly managing the prisons and providing care and security for inmates. To ensure professionalization of the LIS, the Programme supported its ranking examination for both commissioned and non-commissioned officers across the 15 counties of Liberia.
- The Programme supported women led CSO networks in Bong and Nimba Counties to monitor the performance of the specialized Criminal Court E and to support survivors to access the courts in pursuit of justice and **recovery** from their traumatic experiences. The Programme

provided low value grants to seven civil society organizations (CSOs) that provided legal aid services to inmates, survivors of GBV and other indigents.

Efficiency | Satisfactory (3): **Efficiency** is whether the intervention adequately used available resources to attain intended results. This evaluation assessed the efficiency of the RoL Programme II by **asking** four key evaluation questions and their sub-questions.

- **Use of resources:** For the 3 first years of the Programme (2020-2022) and the first quarter of 2023, US\$4.8 million was **planned** for a disbursement of US\$4.2 million, which a disbursement rate of 88%. However, when we look at the planned budget, only 40% have been budget for the period of the programme and the real disbursement rate is 35%.
- **Timeliness:** The evaluation team noticed that the programme is strategically timely in terms of its engagement and strengthening of local institutions. However, its implementation processes, especially timely provision of resources to facilitate delivery of key services were said to be weak. Another drawback to timely delivery, according to respondents (especially within public institutions), was limited or absence of government matching funds for relevant aspects of the programme.
- **Partnership for delivery:** While partnership amongst UN agencies enhanced coordination and collaboration, local level engagements with and amongst justice and security institutions, CSOs, CBOs as well as communities underpinned delivery at national and subnational levels. As a result of these partnerships, various institutions and CSOs adequately engaged their catchment populations, ensuring delivery amidst programme related challenges. In the same vein, CSOs and CBOs were empowered through these partnerships, enhancing their advocacy and watchdog role over the service delivery of public institutions in the justice and security sector, while assisting institutional actors in performing their statutory responsibilities and ensuring effective community awareness, beneficiary to both survivors and perpetrators of sexual and gender-based violence.
- **Application of M&E:** The Joint Rule of Law Programme applied monitoring and evaluation in its design and implementation. There were annual work plans that facilitated the monitoring of volume of work; an M&E plan to ensuring timely collection and synchronization of data; and regular evaluation of programme phases. Using the M&E plan developed every year, the Programme conducted regular monitoring missions to assess the delivery of outputs and immediate and intermediate outcomes. However, more needed to be done in field supervision and monitoring, timely provision of financial and other technical resources to local partners and ensuring high-level political commitment for ownership and sustainability of results.

Sustainability | Unsatisfactory (2): In assessing **sustainability**, the evaluation team considered the extent to which the partnership addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after completion.

- **Adherence to key development principles:** The successful implementation of the Programme was supposed to generate a change in perception, credibility, and trust in the rule of law institutions through establishing an enabling environment for the provision of justice services and protection of rights. The evaluation team observed that partnerships were organized to involve local institutions effectively, aiming to bolster their sense of ownership. The programme offered capacity-building assistance to local justice/security institutions and CSOs to enhance their diverse skill sets. However, government bureaucracy facilitated poor management of the intervention's assets within some government entities, acute limited government counterpart funding coupled with staff turnover within some implementing UN agencies and partners diminished sustainability of the results.
- **Risk management:** Efforts to mitigate key risk perceived at design stage of the intervention were made, leading to the success described under each evaluation criteria.

- The main weakness of the sustainability plan was the Government budgetary constraint due to the current difficult economic situation. Indeed, most of the support provided by the RoL may not be provide by the government at the end of the programme.

Recommendations

For the government

- i. **Ensure the availability of sufficient funding to implement the planned activities:** Due to the nature and importance of Rule of Law to sustainable peace, justice, human rights and security, it is incumbent on the Liberian government to appropriate funds to support not only key but also routine RoL activities to ensure a strong justice and security system trustworthy of all and sundry citizens. While the ideals of the RoL of Programme remain timeously relevant to the country, leaving it totally dependent on donor funding weakens national ownership and sustainability.
- ii. **As a means of sustaining and enhancing the contribution of safe homes and One-Stop-Centers towards accessibility, provision of supply and the utilization of SGBV response mechanisms, government needs to allocate budgetary resources for these services. The SGBV response runs the risks defeat of its desire objectives if functions of key institutions within its pathway are hardly supported by government and left at the mercy of philanthropy.**
- iii. **The Government of Liberia should endeavor to mobilize and appropriate more resources to fund key activities of the RoL.** To address this, the government should maximize the extent to which its contributions are efficient and effective and identify areas for inherent sustainability wherever possible. This will include consistency in the deployment and allocation of resources, internal knowledge sharing, stronger institutional policies to support programming, and resources wherever possible to maintain investments. GoL budgetary appropriation only focuses on personnel remuneration thus leaving implementing of key activities in the RoL of sector at the mercy of donor funding. Absence of Public Sector Investment Portfolio for the RoL sector underpins corruption, weak justice system and by extension citizens' lack of trust in the timely adequate delivery of justice.

UN Agencies

- i. The procurement process should be less lengthy and less challenging to enable and secure goods and service provision for the planned activities. Indeed, prolonged procurement process is the main cause of delay in timely delivery of planned activities. The Development Partners (DPs) should emphasize the recruitment of firms under the long-term agreements (LTAs) as it is a way to reduce procurement time and also avoid high price variation.
- ii. The DPs should ensure a joined partnership in the implementation of such joined programme. Indeed, the four UN Agencies (UNDP, UN Women, OHCHR and UNICEF) have

implemented the programme, each in silo. However, each agency was required to implement a set of activities which made the overall implementation difficult. It is recommended that such a joint programme be managed like programme financed by a basket fund. All the contribution of each agency should be put in a common basket and a project management unit implement the full set of activities.

- iii. Partnership with and amongst CSOs should be strengthened with the support of the UN agencies. Strong Partnerships among CSOs/CBOs is critical to the success of such programme. Therefore, the UN agencies should continue supporting the CSOs and CBOs with the requisite financial and technical resources to enhance their capacity particularly since government has no subsidies for CSOs and CBOs.

I. INTRODUCTION

1.1. Overview of the Joint UN Rule of Law Programme (RoL)

1. According to the UN Programme Document (ProDoc), the rule of law sector in Liberia has been challenged by several factors that impaired its functionality and effectiveness. Some of the outstanding issues identified by the ProDoc include (i) weak justice, security, human rights institutions and integrity. and anti-graft institutions; (ii) weak juvenile justice system; (iii) weak gender justice and gender-based violence prevention and response system or programme; and (iv) limited access to justice for vulnerable groups. The Joint Rule of Law (RoL) Programme is the UN response to these challenges, and it was supposed to be aligned with UNDP's wider Governance Portfolio, the UN Sustainable Development and Cooperation Framework (UNSDCF) 2020-2024 and Liberia's Pro-Poor Agenda for Prosperity and Development (PAPD) 2018-2023.

2. Rule of law is a core pillar of the United Nations' response to promoting inclusive societies and effective and accountable institutions in line with SDG 16. In fragile states, national and local capacities must be strengthened to respond to immediate justice and security needs, ensuring that peace dividends are translated into inclusive growth. As Liberia straddles the humanitarian-development axis, unobstructed access to rule of law services remains a decisive factor in efforts to rebuild societies and create an enabling environment that contributes to poverty reduction, sustainable growth and development, gender equality and respect for and protection of human rights.

3. The RoL adopted a sector-wide approach to increasing overall access to justice from "entry to exit" within the justice system, targeting vulnerable groups in remote areas, particularly women, children and survivors of SGBV. The RoL Programme laid emphasis on ensuring that essential justice, security and protection services were available, acceptable, adaptable and accessible to the population including survivors of SGBV, women, children and other vulnerable groups through structural and systemic reforms, policy and legislative reforms, capacity building and provision of material resources.

4. RoL capitalized on the comparative advantage and expertise of the joint implementing partners (UNDP, UN Women, UNICEF and OHCHR) to collectively address challenges in the rule of law sector by effectively and efficiently supporting and strengthening the capacity of justice and security institutions and civil society organizations to increase access to justice, promote respect for human rights and the rule of law in Liberia.

1.2. Theory of Change

5. As the ProDoc did not propose a clear theory of change (ToC), this terminal evaluation used a reconstructed Theory of Change (ToC) to forefront the assumptions that underpin causal chains from inputs to outputs and through to outcomes. In this simple ToC, efforts were placed on identifying fewer causal pathways, rather than several pathways, implying the transformation of the activities that generate outputs to short-term and intermediate outcomes and contribution to long-term outcomes (impacts). Because the RoL Programme has a long list of outputs and outcomes, the evaluation team decided to rather present them in columns of boxes, representing only key activities

and outcomes in the ToC diagram as per the two dimensions of the strategy. So, not all outputs and outcomes are listed. **Annex 1** presents the theory of change of the programme.

6. The Joint Rule of Law Programme, titled “Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - II” sought to promote access to justice, respect for human rights and the rule of law by strengthening institutional capacity of security, justice and judicial institutions and promoting gender equality and the rights of women, children and vulnerable groups to ensure their physical and legal protection. The Programme aimed to address weaknesses in the rule of law sector and enhance the capacities of and built public confidence in the various justice and security institutions and empowered a wide range of civil society and community-based organizations to actively support citizens to demand their rights and access justice through legal awareness, the provision of legal aid, oversight of state institutions and influencing national policies.

7. The UN Joint Rule of Law Programme’s engagement sought to address critical development challenges by promoting the rights of women, men and children, while ensuring that physical and legal protection of people and their access to justice are guaranteed. The RoL also strived to ensure that there is a vibrant civil society which can serve as a human rights watchdog and advocate for pertinent changes in relations to the rule of law. Furthermore, the Programme supported an enabling environment for growth and development by strengthening anti-corruption institutions to increase transparency and accountability and combat corruption while introducing policy and structural reforms to ensure that the judiciary and relevant law enforcement agencies—in close collaboration with other related sectors—provided timely, credible, predictable and acceptable responses to crimes and legal disputes.

1.3. Terminal evaluation

8. The Programme will end on 30 September 2024. UNDP and sister UN agencies involved in the implementation of the Programme commissioned an independent evaluation team to assess the level of progress that has been made towards achieving the outputs and outcomes articulated in the program document. In addition to appraising the overall impact of the Joint Programme, this evaluation is expected to capture key lessons learned, and to provide concrete recommendations for a possible third phase of the Joint Programme in the context of the new CPD beginning 2025.

9. This final report presents and interprets the evidence gathered by an Independent Team contracted by the UNDP, to undertake the terminal evaluation of the Joint Rule of Law Programme II. Interpretation of that evidence leads to several lessons learnt and recommendations to guide preparation of the next similar programmes.

1.4. Objectives and Scope of the Review

10. This independent evaluation objective was to assess the level of progress that has been made towards achieving the outputs and outcomes as articulated in the program document. In addition to appraising the overall impact of the Joint Program, the evaluation was expected to capture key lessons learned, and to provide operational recommendations. **Annex 8** presents the terms of references. The specific objectives of the evaluation were the following:

- Assess how the UN Joint Rule of Law Programme responded to national priorities in the rule of law sectors and how it aligned with key national, regional and international plans that seek to address challenges in the rule of law sector.
- Assess the overall impact of the Joint Programme, both when it comes to the ‘supply-side’ and the ‘demand-side’ of the rule of law equation.
- Assess the contribution of the Programme to the strengthening of the rule of law sector, including its support to government agencies and CSOs/CBOs in the context of the Civil Society Initiative.
- Assess UNDP, UNICEF, OHCHR and UN Women relationship with relevant actors and stakeholders, including government institutions, professional unions, civil society organizations, and academic institutions.
- Assess if and how activities and interventions have been implemented in a mutually reinforcing manner, including vis-à-vis other activities and interventions in support of the Liberian rule of law sector.
- Assess the extent to which UNDP, UNICEF, OHCHR and UN Women have managed to anchor the sustainability of their support.
- Assess UNDP, UNICEF, OHCHR and UN Women efforts to mainstream gender and to ensure the proper application of the human rights-based approach (HRBA).
- Discuss the main challenges faced by the Joint Programme, and also the ways in which UNDP, UNICEF, OHCHR and UN Women have sought to overcome them.
- Assess relevance and utilization of M&E processes.
- Offer a comprehensive risk assessment, including UNDP, UNICEF, OHCHR and UN Women ability to manage risks effectively and responsibly.
- Capture key lessons learned and provide concrete recommendations for a possible third phase of the Joint Program.

11. The evaluation had a thematic scope, a geographic scope and chronological scope.

12. **Thematic scope:** The evaluation team used the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability to evaluate the Programme based on its goals and objectives. The team also explored gender and inclusion and human rights context in the design and implementation of the program.

13. **Geographic scope:** Strengthening Rule of Law Programme under its “Strengthening Rule of Law in Liberia: Justice and Security for the Liberian People II” was supposed to be implemented in eleven (11) out of Liberia’s 15 counties but was implemented at the end to all the 15 counties. The evaluation team endeavored to collect data purposively, with sample selection considering distant or hard-to-reach areas of the country.

14. **Chronological Scope:** Implementation of activities for the Rule of Law Programme II spanned between October 1st, 2020, and September 30th, 2023. This terminal evaluation reviewed activities of the Program over that period (with focus on annual workplans and their monitoring processes) so as to assess the level of progress towards achieving its outputs and outcomes as outlined in the Program Document (ProDoc).

15. Following this introduction, Section II of this report discusses the terminal evaluation Approach and Methodology. Section III presents the main findings of this terminal evaluation according to the 5 key evaluation dimensions of the OECD-DAC methodology and 2 additional dimensions: human rights and gender. The last section presents Lessons Learnt, Recommendations and Conclusions.

II. Methodology and Approach

2.1. Methodology

16. The evaluation methodology used mixed methods in terms of qualitative and quantitative approach. It entailed gathering of secondary and primary data through desk review, key informant interviews, focus group discussions, using the OECD-DAC evaluation criteria and observation of how reports and implementation processes spoke to each other. The methodology was organized in three main steps and nine activities. The methodology to achieve the objectives of this assignment is summarized in the figure 1 below.

Figure 1: Terminal Evaluation Methodology



17. **Step 1. Preliminary meetings and finalization of methodology and inception report:** The first step included mainly three activities that aimed to finalize the methodology. First, the team conducted a literature review as part of preparatory work for the assignment. Next, the team conducted a scoping meeting with UNDP Liberia to ensure that all expected results and scope of assignment were taken into consideration. The team and UNDP representative discussed the evaluation questions to provide the basis for evaluation structure as well as guidance for data collection. The team then finalized the Inception Report (IR). The IR included a refined overall scope of the evaluation, a methodology to follow, an outline of the evaluation, a set of additional evaluation questions and sub-questions, an updated workplan and proposed timeframe, and a list of required documents for the desk reviews as well as a list of stakeholders to meet for discussion. The IR also included any expected support, information and collaboration that were required for the successful completion of this assignment.

18. **Step 2. Field visit and Data collection:** This step mainly focused on gathering required information. First, the team did a desk review to gather relevant sources of information and included a comprehensive review of Joint Rule of Law Programme documents (the ProDoc, Annual Work

Plans, M&E, implementation and annual reports, board meeting minutes, the Pro-poor Agenda for Prosperity and Development, the Sustainable Development Goals, UN Country Program Documents, the UN Sustainable Development Framework). The review process also included the programme log-frame to ensure a deeper understanding of project goals, objectives, inputs and activities. Next, the team conducted Key Informant Interviews (KIIs) that entailed interview with main stakeholders of the programme including the donors, implementing UN agencies, relevant government institutions and CSOs.

19. The interviews endeavored to gather their perception of activities of the intervention relative to OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and how the implementation and results were rights-based and gender sensitive in their development aspirations. In addition to the key informant interviews, the team held some focus group discussions. These discussion groups included community leaders, chiefs, women groups, youth groups, government agencies such as the Liberia National Police, Ministry of Justice, Liberia Immigration Service, Bureau of Corrections and Rehabilitation, traditional leaders, judiciary staff, CSOs, CBOs, etc. **Annex 5** presents the list of persons met.

20. **Step 3: Terminal Evaluation:** Based on the data collected, the team evaluated the Joint UN Rule of Law Programme II, using the validated set of evaluation questions. This analysis included each point of the evaluation objectives. These analyses allowed the team to draw up conclusions on what have worked and what could have been done differently and how, and what are the next steps and recommendations in light of the analysis. Next activity focused on drafting the terminal evaluation Report. This evidence-based evaluation report pin-pointed key findings and identified enabling and hindering factors in an effective and efficient project implementation. It is mostly based on the the result framework matrix displayed in **Annex 4**.

2.2. Approach

2.2.1. Evaluation Matrix

21. The Evaluation Matrix is based on the process of developing the terminal evaluation questions and selection of the corresponding indicators that the Evaluation team adapted to the specific context of the Rule of Law (RoL) programme. **Annex 2** presents the detailed evaluation questions. It was designed to answer questions specific to the present needs of the RoL programme, and the methods used to obtain the necessary evidence were mainly quantitative, qualitative and inductive. The methodology used for developing the evaluation questions was based on the OECD-DAC evaluation methodology.

2.2.2. Data Collection methods

22. The data collection tools, containing both qualitative and quantitative elements, were structured and semi-structured questionnaire. The tools were in two folds. The structured questionnaire was designed to facilitate key informant interviews. The second questionnaire was designed to facilitate focus group discussions within target justice and security institutions and beneficiary communities. Discussants were allowed to express their opinions on implementation of

the Programme as well as their perception of the Programme's desirable change. Information gathered was synchronized to determine relevance, efficiency, effectiveness, impact, human rights and gender nuances of the Programme design and implementation. **Annex 6** present the list and mode of data collection used.

2.2.3. Triangulation

23. Triangulation was used through cross verification by combining multiple sources of information, theories, methods, and experience. The evaluation aimed to overcome any biases and problems that might otherwise arise from dependence on any single method or single observation or data point, while paying particular attention to the UNDP principles of independence, impartiality, transparency, disclosure, ethics, partnership, competencies/capacities, credibility and utility.

2.2.4. Ratings

24. The Evaluation team assessed the results by asking key questions from the Evaluation Matrix under each of the four evaluation criteria, and examining the corresponding indicators/measures, and rated the results according to 4-point rating criteria. So, the team applied the evaluation criteria for *relevance, effectiveness, efficiency, impact, and sustainability*, as well as the *added criterion for gender and human rights*.

25. Thus, **for consistency in methodology**, the ratings followed the OECD-DAC 4-point rating criteria: (*Highly satisfactory= 4; Satisfactory= 3; Unsatisfactory=2; and Highly unsatisfactory=1*). As such, the Terminal Evaluation does not differ from a "summative" evaluation. And, the terminal evaluation used triangulation of data sources, collection methods and interpretation to maximize the synergy between the multiple lines of evidence in validating the conclusions and recommendations emerging from the data analysis. **Annex 3** presents the detail of the rating criteria.

2.2.5. Gender approach.

26. This terminal evaluation sought to investigate the extent to which gender was factored and addressed in the RoL design and implementation, and how it contributed to the participation and benefit of women, girls, men, boys, persons with disabilities and other disadvantaged and/or marginalized groups. It identified how gender has been addressed and promoted equality and whether there were gender-related unintended effects as well as how the Joint Rule of Law Programme II promoted gender equality, human rights and human development in the delivery of outputs.

2.2.6. Human rights.

27. This evaluation approach to human rights assesses the extent to which the Joint RoL Programme II endeavored to be human rights responsive in its design and implementation. The RoL terminal evaluation assessed processes by which implementing UN agencies granted equal beneficiary access to the poor, indigenous and tribal people including women, children, boys, girls and men as

well as other minority groups and persons in need of special attention (PiNSA). . Finally, the evaluation assessed how the Programme actively promoted the rights of minority groups especially in areas of access to justice and rule of law.

2.2.5. Limitations, Risks and Mitigation Strategies

S/N	Description of Limitations and Risks	H (high) M (medium) L (low)	Mitigation measures
1.	Time constraint given the time-bound nature of the assignment	M	High teamwork spirit coupled with diligent and strategic planning
2.	Possibility of covert or overt resistance from stakeholders in terms of availing the required data on time	L	Early briefing of the stakeholders by the UNDP and good teamwork with the stakeholders
3.	Difficulty of identifying relevant best practices because of the secretive nature of the works.	M	The team of consultants used their personal network within the police forces
4.	Low quality of the data received	M	Team of consultants worked with data and when needed, cleaned and aggregated the data themselves. Team also triangulated data in order to enhance and reduce errors
6.	Potential of missing physical interviews with some critical stakeholders	L	Team of consultants liaised with UN agencies / stakeholders' focal persons on possibility of alternative to face-to-face interviews such as Skype or phone call where necessary

III. Findings

3.1. Relevance

SUMMARY OF FINDINGS:

Overall rating of **RELEVANCE: Highly satisfactory (4)**

Relevance assessed whether the objectives of the programme, at the design level, are consistent with national needs and priorities of the beneficiaries, and stakeholders and are aligned with government priorities. The Rule of Law Programme Phase II was designed on a sector-wide and evidence-based approaches. The RoL II looked for a larger group of partners to use the comparative advantage of each UN agencies participating in the programme. The evaluation team concluded that the programme has an essential role in numerous planned activities including capacity building of staff in the justice and security sectors. The evaluation team assessed the results framework and noted there are some rooms for improvement. The evaluation team found that there are some confusions between outputs and outcomes' definitions, and then for the indicators chosen to measure them.

- **Alignment with the national development and priorities (4):** The evaluation team concluded that the Rule of Law Programme II was well aligned with the national priorities of the country. Indeed, the national development plan is described in the Pro-Poor Agenda for Prosperity and Development (PAPD) 2018 to 2023. The PAPD is the second in the series of 5-year National Development Plans (NDP) anticipated under the Liberia Vision 2030 framework.

- **Achievement of SDGs 5 and 16 and agenda 2063:** The evaluation team noted the alignment of the programme with international development agenda including the United Nations Sustainable Development Goals (SDG), especially goals 5 and 16, and the Africa Union Agenda 2063.

- **Gender and human rights-based approaches:** The Programme incorporated gender mainstreaming into its design, strategy, and execution to ensure equitable benefits for women, girls, men, and boys across four key areas.

- **Alignment with the UNDP mandate and strategies:** The three-tier design and strategies of the Rule of Law Programme remain aligned with UNDP's core mandate and strategies, which include "Gender Equality", "Fighting Inequality", "Inclusive Governance", "Emergency Response", "Inclusive Green Growth". The evaluation team found that the Programme collaborated with national institutions and civil society organizations to execute its interventions.

28. For the purpose of this evaluation, **relevance** assessed whether the objectives of the programme, at the design level, were consistent with national needs and priorities of the beneficiaries and stakeholders and were aligned with government priorities. The relevance is assessed at the design level. The achievement of the RoL II was assessed in the next section. The Evaluation team assessed the relevance of the RoL II, by asking the four key questions and their 11 sub-questions from the Evaluation Matrix in **Annex 2** and examining the corresponding indicators/measures with examples from selected activities.

The Main Evaluation Questions for relevance are:

- To what extent was the Joint Programme well designed and aligned with the national development and priorities?
- To what extent was the support provided relevant to the achievement of SDGs 5 and 16?
- To what extent have UNDP, UNICEF, OHCHR and UN Women been able to adopt gender-sensitive and human rights-based approaches to their work?
- To what extent was the RoL Programme II in line with the UNDP mandate and strategies?

29. The ratings of relevance are depicted in Table 1 as evaluation criteria 1- 4.

Table 1: Rating of Relevance

Evaluation Criteria	1. Design and Alignment with the national development and priorities	2. Achievement of SDGs 5 and 16	3. Gender and human rights-based approached of UN agencies work in the RoL	4. Alignment with the UNDP mandate and strategies?	Overall Rating
Rating (1-4)	4.0	4.0	3.0	4.0	4.0

30. **Programme design:** Based on the lessons learnt from the phase I, the Rule of Law Programme Phase II was designed on a sector-wide and evidence-based approach. The sector-wide approach aimed at supporting state institutions to increase overall access to justice from “entry to exit”¹, i.e. the supply and demand sides of justice. The evidence-based approach aimed to “use of quantitative and qualitative evidence to improve the understanding of the context and barriers to access to justice and to inform review of programme activities for responsiveness and effectiveness.”²

31. In addition, the “joined approach” of the programme by UN agencies grew with a larger group for phase II. While the Phase I of the programme was implemented only by the UNDP and the OHCHR, the new programme witnessed the arrival of two UN agencies including the UNICEF and UN Women. The objective to look for a larger group was to use the comparative advantage of each UN agencies participating to the programme. Indeed, OHCHR contributed to bring its expertise in human rights, while UNDP provided its expertise in rule of law and police support. Furthermore, UN Women provided its expertise in terms of gender mainstreaming, and GBV, and finally UNICEF had a comparative advantage in the area of access to justice for children.

32. The evaluation team concluded that the programme has an essential role in numerous planned activities including the capacity building of staff in the justice and security sectors. These efforts encompassed the training of various professionals (police officers, prosecutors, judges, public defenders, prison guards, probation officers, and human rights monitors). Investing in the enhancement of individuals' competencies and expertise was a sustainable strategy, provided it targeted the right areas and effectively executed. Continuous staff training served as an ongoing process aimed at consistently elevating their proficiency and expertise. The value of investing in such training initiatives persists, as beneficiaries assimilated the knowledge gained and applied it within their respective work environments.

33. **Stakeholders:** The evaluation team, during the field visit, confirms participation of the key stakeholders (government, civil society, community and community structures/groups) in the design of the programme. In addition, lessons learnt from the previous programme were also used to improve the design of the current programme. During the field visit, the team noticed that the implementation of the program, on the demand side, was done by the CSO at district and village level.

¹ Rule of Law programme Prodoc

² Rule of Law programme Prodoc

34. **Results framework.** The evaluation team assessed the results framework and noted there are some rooms for improvement. The evaluation team found that there are some confusions between outputs and outcomes' definitions, and then for the indicators chosen to measure them. According to the OECD/DAC project management guidelines, an output is a good or service provided by the project/programme to the beneficiaries. Meanwhile, an outcome is achieved when the beneficiaries use outputs provided by the project/programme. Thus, the baseline for an output indicator should always be zero (0) (nothing is provided before the project/programme) while the baseline of an outcome indicator may not be zero.

35. The evaluation noted that out of the 31 output indicators, 8 have baseline values that are different from zero, showing that the output indicator was not well chosen. For instance, for output 1.3 and indicator 1.3.1 (Number of cases recorded and investigated by WACPS disaggregated by type, age and sex), this indeed an outcome indicator as the WACPS is a beneficiary of the programme and the use of whatever is provided by the programme by WACPS to improve or not the number of recorded cases is an outcome.

36. Another gap that the evaluation team found in the results framework is the way the indicators are stated, "disaggregated by sex and age". While the results framework stated an indicator disaggregated by age and sex, the baseline and target values are simply aggregated. Most of the indicator formulation needs to be reviewed. For instance, for output 2, indicator "2.2.3: Number of CSOs trained with enhanced knowledge and skills on legal aid services disaggregated by sex and number of staff trained" can be reformulated as "2.2.3: Number of CSOs trained with enhanced knowledge and skills on legal aid services."

37. **Mid-term review.** The evaluation team noticed that no mid-term review of this programme phase has been done to assess the progress midway. Even if the programme was supposed to be evidence-based with a strong M&E throughout its implementation, no mid-term review has been done to help improve the programme implementation.

3.1.1. Alignment with the national development and priorities

38. The evaluation team concluded that the Rule of Law Programme II was well aligned with the national priorities of the country. Indeed, the national development plan is described in the Pro-Poor Agenda for Prosperity and Development (PAPD) 2018 to 2023. The PAPD is the second in the series of 5-year National Development Plans (NDP) anticipated under the Liberia Vision 2030 framework. The PAPD has four pillars including (i) Power to the people; (ii) Economy and jobs; (iii) Sustaining the peace; and (iv) Governance and transparency. The development outcome 2 of pillar 3 is "A society where justice, rule of law and human rights prevail." To achieve this outcome, the country planned to ensure equal access to justice and to promote and protect human rights by ensuring that both formal and informal justice systems work to the benefit of all, including women and girls, the poor and most marginalized. The RoL II is well aligned with the national priorities through its

outcomes 1 (Improved institutional and technical capacities of the judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential services to the population) and outcome 2 (increased access to justice protection and security services for women, men, boys and girls).

39. Further, the development outcome 3 of Pillar 1 of the PAPD captures gender equality entrenched as a cross-cutting concern leading to more empowered women and girls. The outcome aims at enhancing inclusiveness of women and girls to reduce inequalities in social, political and economic life.

40. The rule of Law Programme II supported these country priorities as it sought to address the following challenges (i) weak justice, security, human rights institutions and integrity and anti-graft institutions to deliver services and safeguard transparency and accountability; (ii) weak juvenile justice system; (iii) weak gender justice and resulting gender-based violence; and (iv) limited access to justice for vulnerable groups. The Programme responses to these challenges are aligned to the Liberia's Pro-Poor Agenda for Development (PAPD) 2018-2023.

The evaluation team rates the **alignment with national priorities Highly Satisfactory or 4.**

3.1.2. Achievement of SDGs 5 and 16 and agenda 2063

41. The evaluation team noted the alignment of the programme with international development agenda including the United Nations Sustainable Development Goals (SDG), especially goals 5 and 16, and the Africa Union Agenda 2063. The SDG goal 5 plans to “Achieve Gender equality and empower all women and girls” while goal 16 aims to “Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build accountable and inclusive institutions at all levels”. Regarding the Agenda 2063, the evaluation team found 4 aspirations and targets that are of interest including: (i) Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and rule of law; (ii) Aspiration 4: A peaceful and secure Africa; (iii) Aspiration 5: An Africa with a shared cultural identity, common heritage, values and ethics; and (iv) Aspiration 6: An Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children.

42. As gender is a cross-cutting issue in the RoL II (goal 5) as well as access to justice (goal 16, aspiration 3, 4, 5 and 6), the evaluation team concluded of the alignment of the programme with international priorities including UNDP's wider Governance Portfolio, the UN Sustainable Development and Cooperation Framework (UNSDCF) 2020-2024.

The evaluation team rates the **alignment with SDG 5 and 16 Highly Satisfactory or 4.**

3.1.3. Gender and human rights-based approaches to UN agencies' work in the RoL

43. To contribute to the improvement of conditions of women in contact with the law, the Programme aimed to (i) mainstream gender by conducting gender analysis, strengthening the institutional and individual capacity of security sector institutions and civil servants and gender units; (ii) support the implementation of existing gender institutional policies; (iii) facilitate gender sensitive rule of law forum discussions; (iv) integrate gender-sensitive results and indicators in programme analysis, monitoring and evaluation; and (v) emphasize on access to justice for survivors of GBV³.

44. The Programme incorporated gender mainstreaming into its design, strategy, and execution to ensure equitable benefits for women, girls, men, and boys across four key areas. Firstly, it hired a dedicated Gender Specialist role within the program management team from its inception, maintaining this position throughout implementation. Secondly, it specifically assisted the Women and Children Protection Section of the Liberia National Police, the Prosecution Department, and the SGBV Crime Unit of the Ministry of Justice to offer gender-sensitive services primarily focused on supporting survivors of SGBV, especially women and girls. Thirdly, the Program's legal aid services primarily concentrated on aiding women and girls, ensuring accountability for perpetrators in specialized Criminal Courts E. Lastly, it deliberately partnered with women led CSOs to implement legal aid and community engagement initiatives.

The evaluation team rates the **Alignment with Gender and Human rights Satisfactory or 3.**

3.1.4. Alignment with the UNDP mandate and strategies?

45. The three-tier design and strategies of the Rule of Law Programme remain aligned with UNDP's core mandate and strategies, which include "Gender Equality", "Fighting Inequality", "Inclusive Governance", "Emergency Response", "Inclusive Green Growth". Indeed, it is aligned with the entire United Nations' response to promoting inclusive societies and building effective and accountable institutions in line with SDG 16. The RoL II programme also supported the call to strengthen national and subnational capacities. In the case of Liberia, this responds to immediate justice and security needs and ensures that peace dividends are translated into inclusive growth.

46. Hence, the Joint Rule of Law Programme's engagement, in furtherance of UNDP's strategies, sought to address critical development challenges by promoting the rights of women, gender equality, and children's rights, while ensuring that physical and legal protection of people and their access to justice were guaranteed. The Programme also strived to ensure that there is a vibrant civil society which can serve as a human rights watchdog and advocate for pertinent changes in relations to the rule of law. The Programme further supported an enabling environment for growth and development by strengthening anti-corruption institutions to increase transparency and accountability and combat corruption. Finally, the Rule of Law programme was designed and endeavored to introduce policy and structural reforms to ensure that the judiciary and relevant law enforcement agencies—in close collaboration with other related sectors—provide timely, credible, predictable and acceptable responses to crimes and legal disputes.

³ Rule of Law phase II ProDoc

47. **Partnership:** The evaluation team found that the Programme collaborated with national institutions and civil society organizations to execute its interventions. Particularly, national partners actively engaged in the Program's design, planning, and implementation. Government partners, such as the Judiciary, Ministry of Justice (MoJ), and its arms (Liberia National Police, Bureau of Corrections and Rehabilitation, Liberia Immigration Services), alongside Independent National Commission on Human Rights (INCHR), Ministry of Internal Affairs (MIA), and Ministry of Gender, Children, and Social Protection (MoGCSP), played a pivotal role. UN agencies, including UNDP, UN Women, OHCHR, and UNICEF, were also involved. Various CSO partners, such as Rescue Women Liberia (RWL), Alliance for Women Advancement (ALWA), National Institute for Public Opinion (NIPO), Prison Fellowship Liberia (PFL), Efficient Research and Development Institute (ERDI), Development Education Leadership Training in Action Human Rights Foundation (DELTA-HRF), and Citizens Initiative for Dialogue (CID), actively contributed to implementing the Program's interventions during the specified period.

The evaluation team rates the **Alignment with UNDP mandate and strategies Highly Satisfactory or 4.**

3.2. Effectiveness

SUMMARY FINDINGS

Overall, this evaluation rated effectiveness of the RoL II programme as SATISFACTORY (3)

Effectiveness refers to whether the RoL II Programme's objectives were achieved or are expected / likely to be achieved in the near future.

Achievement of Outputs: The evaluation team concluded from the analysis of the outputs that 4 outputs were completely achieved, 4 were partially achieved and 1 output was not achieved. The progress and annual reports reviewed by the evaluation team showed that building on the successes in the implementation of the Judicial Case Management Information System (CMIS), an expansion of the system has been planned but it was not achieved.

The Programme strengthened the capacity of the Planning and Programme Management Unit (PPMU) at the Ministry of Justice. The ADR Unit reported the launch and dissemination of the ADR Policy to inform and educate the public on the policy document. The Programme enhanced the capacity of the ADR Section of the Ministry of Justice to raise public awareness of the ADR Policy and to develop the ADR legislation. The evaluation team noted that the Programme supported the strengthening of the institutional capacity of the Liberia National Police (LNP) to provide essential gender sensitive protection services to the public. It also enhanced the capacity of the Research and Planning Division of the LNP to inform the public on the dynamics of crimes in Liberia.

The Programme enhanced the capacity of the BCR to effectively plan and implement programmes aimed at properly managing the prisons and providing care and security for the inmates. To ensure the professionalization of the LIS, the Programme supported its ranking examination for both commissioned and non-commissioned officers across the 15 counties of Liberia.

The Programme supported women led CSO networks in Bong and Nimba Counties to monitor the performance of the specialized Criminal Court E and to support survivors to access the courts in pursuit of justice and recovery from their traumatic experiences. The Programme provided low value grants to seven civil society organizations (CSOs) that provided legal aid services to inmates, survivors of GBV and other indigents.

The Programme provided support to processes and interventions aimed at strengthening the institutional and technical capacity of anti-graft and integrity institutions, as well as the media and CSOs to monitor and respond to corruption and improve justice and security services in Liberia.

Achievement of Outcomes: Even if the evaluation team did not receive a progress report on the implementation of the outcomes, the achievement of the outputs and field discussions with the beneficiaries during the field mission allowed us to make an opinion on the implementation of these outcomes. From this analysis, out of 3 outcomes, 2 were partially achieved while the evaluation could not make an assessment for the last one because of lack of data. The evaluation team noted that the programme strengthened the technical capacities of the Justice chain.

Achievement of UN agencies partnership: UNDP, UNICEF, OHCHR and UN Women jointly supported the Government of Liberia to strengthen the capacity of the justice, anti-graft and integrity institutions towards providing institutional and technical support to relevant Government ministries, agencies and commissions (MACs) as well as communities and vulnerable groups to enhance access to justice, promote accountability and respect for the rule of law.

This partnership of UN agencies has critically achieved strengthened coordination amongst international development agencies and local partners, and enhanced collaboration in creating awareness on legal or alternative remedy to conflict issues; enhance trust between public institutions and communities, while engendering civic action in seeking redress.

49. This section presents **effectiveness** under the following subheadings: i) Achievement of major Outputs; ii) Achievement of major outcomes; and iii) Achievement of UN agencies partnership on the ground. The assessment of outputs and outcomes achievement can be done only with accurate indicators with baselines and SMART target values. However, as discussed above, there was confusion in the choice

of output indicators. Some of them were mostly outcome indicators. In addition, some of the indicators were not directly linked to the output or outcome they intend to measure. These mismatches made it difficult to measure the achievement of the outputs and outcomes. Out of 37 indicators (outputs and outcomes combined), 34 indicators have a final value at the end of the programme.

50. **Effectiveness**, for the purpose of this review, refers to whether the RoL II Programme’s objectives were achieved or are expected / likely to be achieved in the near future. The evaluation team assessed the effectiveness of the Programme by asking the two main questions and their 7 sub-questions from the Evaluation Matrix (**Annex 2**) and examining the corresponding indicators/measures with examples activities.

Effectiveness – Main Evaluation Questions:

- What progress has been made towards achieving the outputs and outcomes listed in the programme document?
- To what extent have UNDP, UNICEF, OHCHR and UN Women been able to develop strong and enabling partnerships on the ground?

51. The ratings of effectiveness are depicted in Table 2 as evaluation criteria 1- 4.

Table 2: Rating of Effectiveness

Evaluation Criteria	1. Achievement of Outputs	2. Achievement of Outcomes (intended or unintended)	3. Achievement of UN agencies partnership on the ground	Overall Rating for Effectiveness (or mean)
Rating (1-4)	3.0	3.0	4.0	3.3

3.2.1. Achievement of Outputs

The evaluation team concluded from the analysis of the outputs that 4 outputs were completely achieved, 4 were partially achieved and 1 output was not achieved. The table below provides a detailed assessment of each output.

The evaluation team rates the **Achievement of outputs Satisfactory (3)**.

Outputs	Comment	Achievement
Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential judicial, justice and security services to the targeted population by 2024		
Output 1.1 Efficiency, transparency and accessibility of the Judiciary of Liberia strengthened	<p>The Programme strengthened the capacity of the Judiciary by supporting the enhancement of its efficiency and transparency, including the establishment of a Judicial Case Management Information System (CMIS) to record and track the progress of cases on courts' dockets, the installation of billboards at courts across the country displaying courts' fees and fines, and the establishment of a Magisterial Sitting Program at the Gbarnga Central Prison to fast track the adjudication of cases to reduce pre-trial detention..</p> <p>Only 2 out of 4 output indicators reached their target values.</p> <p>The Number of criminal and civil cases adjudicated by Court E, Magisterial and Circuit Courts (indicator 1.1.1) increased from 252 in 2020 to 16999 in 2023 and the number of cases resolved through the mobile courts (indicator 1.1.2) increased from 0 in 2020 to 1254 in 2023.</p> <p>However, the number of justice professionals trained on WHR and child/juvenile justice related modules at the JTI and the Disposal rate of SGBV Case and other cases involving juvenile/children in conflict with the law did not reach their target value at the end of 2023 (38 and 56% respectively). These indicators should achieve their targets by 2024 or 2025.</p>	Achieved
Output 1.2 Institutional capacity of the Ministry of Justice strengthened to effectively provide essential gender and child sensitive prosecutorial services to the population, particularly women and children	<p>The Programme strengthened the capacity of the Planning and Programme Management Unit (PPMU) at the Ministry of Justice.</p> <p>The PPMU reported that the Government of Liberia had procured two Toyota Hilux Pickups for the Gbarnga Regional Hub to enhance their capacity for joint security patrol in Bong, Lofa and Nimba Counties.</p> <p>An agreement between the American Bar Association (ABA) and the Government of Liberia to train 150 Correction Officers to beef up the strength of the Bureau of Correction and Rehabilitation (BCR) had been reached. Up to now, 52 Officers had been trained and graduated.</p> <p>The Judiciary reported that of the 809 cases reviewed by the courts in 2022, 784 cases representing 96.91% of the cases were disposed of. However, there are still a high number of inmate population (3,631 nationwide, of which the Monrovia Central Prison houses 1,240 inmates).</p> <p>The ADR Unit reported the launch and dissemination of the ADR Policy to inform and educate the public.</p> <p>All the 4 output indicators reached their target values.</p>	Achieved
Output 1.3 Institutional capacity of the Liberia National Police strengthened to effectively provide essential gender sensitive protection services to the population, particularly women and children	<p>The evaluation team notes that the Programme supported the strengthening of the institutional capacity of the Liberia National Police (LNP) to provide essential gender sensitive protection services to the public. It also enhanced the capacity of the Research and Planning Division of the LNP to inform the public on the dynamics of crimes in Liberia.</p> <p>The Programme supported the training of additional police officers (36 officers - 5 women and 31 men) to facilitate the expansion of the Crimes Statistics Information System (CSIS) database. This followed the successful piloting of the system in five counties - Bomi, Bong Grand Bassa, Margibi and Montserrado Counties. The support has enabled the LNP to expand the system in the remaining 10 counties.</p> <p>2 out of the 3 output indicators reached their target values.</p> <p>The number of cases recorded and investigated by WACPS (indicator 1.3.1) was 5571 (against a target value of 1800) in 2023. The number of police officers with enhanced knowledge and skills in enhanced gender responsive and child sensitive policy (indicator 1.3.2) was 786 for a target value of 260 and the number of quarterly publications of LNP crime statistics (indicator 1.3.3) was 7 against a target value of 8.</p>	Achieved

<p>Output 1.4 Institutional capacity of the Bureau of Correction and Rehabilitation strengthened to effectively provide essential services to the prison population</p>	<p>The Programme enhanced the capacity of the BCR to effectively plan and implement programmes aimed at properly managing the prisons and providing care and security for the inmates. The Programme supported the BCR to validate its five-year Strategic Plan at a two-day validation workshop that brought together 25 persons (3 women and 22 men). The programme also validated a study on Alternatives to Imprisonment - used as a guiding document for the BCR and trained probation officers and prison staff on presentence reporting and human rights (54 participants, 14 women). All the 3 output indicators reached their target values.</p> <p>The number of studies on alternatives to imprisonment conducted was 1 and the number of inmates provided vocational training and education was 199 against a target value of 120 and finally the number of BCR Officers trained with enhanced knowledge and skills on prison management.</p>	<p>Achieved</p>
<p>Output 1.5 Institutional capacity the Liberia Immigration Services strengthened to effectively provide essential services to the population</p>	<p>To ensure the professionalization of the LIS, the Programme supported its ranking examination for both commissioned and non-commissioned officers across the 15 counties of Liberia. The examination was administered to 1,050 officers comprising of 842 men and 208 women. Those benefiting from this included 298 commissioned officers and 752 non-commissioned officers. 2 out of the 3 output indicators reached their target values.</p> <p>The extent to which LIS Gender Strategy is implemented is highly satisfactory while the number of LIS personnel trained with enhanced knowledge and skill in border operations and human trafficking was 373 for a target value of 150. Finally, the number of personnel tested on the LIS entry-level examination was 1951 for a target of 2680</p>	<p>Partially achieved</p>
<p>Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024.</p>		
<p>Output 2.1: Mechanisms in place to prevent and respond to GBV/SGBV and pre-trial detention in targeted counties</p>	<p>The Programme supported women led CSO networks in Bong and Nimba Counties to monitor the performance of the specialized Criminal Court E and to support survivors to access the courts in pursuit of justice and recovery from their traumatic experiences. It also strengthened the capacity of the CSO networks and local authorities to carry out community awareness on GBV and Court E, to identify and support survivors; and to mediate and refer cases in their community.</p> <p>The Programme conducted capacity building training for members of the CSO networks and local authorities (330 persons from the CSO networks and local authorities in 20 communities in Bong and Nimba Counties). Women constituted 227 persons while men accounted for 103 persons. Furthermore, members of the network held 160 community awareness sessions providing education to the public on GBV, human rights, Court E presence and function, referral paths, the psychosocial and legal aid support provided by network, among others. These sessions reached 53,641 persons comprising of 27,183 women and 26,458 men.</p> <p>All the 4 output indicators reached their target values.</p> <p>The number of functional Justice and Confidence Centers established was 11 (target value 10), the number of functional networks providing awareness on and monitoring Court E disaggregated by number of monitoring visits was 2 (target value 1); the number of functional legal aid clinic established disaggregated by PTDs served was 1 ; and the existence of a functional legal aid clinic at the University of Liberia.</p>	<p>Achieved</p>
<p>Output 2.2 Legal aid providers empowered to deliver legal services to vulnerable groups including SGBV survivors and children in conflict with the law</p>	<p>The Programme provided low value grants to seven civil society organizations (CSOs) that provided legal aid services to inmates, survivors of GBV and other indigents. The seven CSOs reached a total of 8,772 persons composed of 4,582 men and 4,188 women. The CSOs also provided legal aid services to 54 survivors of GBV and 101 inmates.</p> <p>2 out of the 3 output indicators reached their target values</p> <p>The number of CSOs provided technical and financial support was 14 (target value 20); the number of indigents including PTDs and survivors accessing justice through legal aid and ADR services in targeted counties was 18438</p>	<p>Partially achieved</p>

	(target value 14 260); and the number of CSOs trained with enhanced knowledge and skills on legal aid services was 32 (target value 20).	
Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024		
Output 3.1: Mechanisms for human rights monitoring and oversight enhanced	The evaluation team was not able to assess any progress towards delivering on this output.	Not achieved
Output: 3.2 institutional and technical capacities of antiracket institutions, media and CSOs strengthened to monitor and respond to corruption	The Programme provided support to processes and interventions aimed at strengthening the institutional and technical capacity of antiracket and integrity institutions, as well as the media and CSOs to monitor and respond to corruption and improve justice and security services in Liberia. All the 3 output indicators reached their target values The number of personnel of the LACC, CSOs and media trained to monitor and investigate corruption cases was 100 (target value 80); the number of a functional e-platform that enables anonymous reporting of corruption cases established; and the number of studies conducted on public perception of access to justice and factors that fuel corruption and their patterns was 2.	Achieved

3.2.2. Achievement of Outcomes

52. Even if the evaluation team did not receive a progress report on the implementation of the outcomes, the achievement of the outputs and field discussions with the beneficiaries during the field mission allowed us to make an opinion on the implementation of these outcomes. From this analysis, out of 3 outcomes, 2 were partially achieved while the evaluation could not make an assessment for the last one before of lack of data.

Outcomes	Outputs	Comment	Achievement
Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential judicial, justice and security services to the targeted population by 2024	Output 1.1	<p>The evaluation team noted that the programme strengthened the technical capacities of the Justice chain:</p> <ul style="list-style-type: none"> • Implementation of the Judicial Case Management Information System (CMIS), • Strengthening the capacity of the Planning and Programme Management Unit (PPMU) at the Ministry of Justice • Training of Police and Correction Officers from the Bureau of Correction and Rehabilitation (BCR) • Support to the BCR to validate its five-year Strategic Plan • Support to the Liberia National Police (LNP) to enhance its capacity to effectively deliver essential security and protection services to the public. <p>• Support to the LNP to print and disseminate the Crime Statistics Report</p> <p>• Support the conduct of entry-level examinations for commissioned and non-commissioned officers of LIS.</p> <p>• Support processes leading to the development of an Alternative Dispute Resolution (ADR) Legislation for Liberia</p> <p>The proportion of targeted population who express satisfaction with the performance of the justice and security institutions, was 50% (target value 50%); the % reduction in pre-trial detention at prison and detention facilities across the country was 31.3% (target value 36%); the % of girls and boys in conflict with the law was 95%(target value 95); and</p>	Partially achieved
	Output 1.2		
	Output 1.3		
	Output 1.4		
	Output 1.5		

		the number of GBV Cases prosecuted and convictions obtained was 689 (target value 1800);	
Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024	Output 2.1:	<p>The evaluation team noted the following achievements:</p> <ul style="list-style-type: none"> • Establishment of a network of women CSOs and support the network and INCHR to provide awareness on and monitor the Courts E • Strengthening the capacity of the CSO networks and local authorities to carry out community awareness on GBV and Court E • Provision of specialized training for judges, prosecutors, investigators, lawyers, victim support staff/social workers and forensic/medical staff providing pro bono services to survivors of GBV. • Establishment of 11 Justice and Confidence Centres for the provision of legal aid services, psychosocial support and human rights awareness to survivors of SGBV <p>The number of cases of SGBV and other forms of violence reported to recognize authorities was 784 and the number of girls and boys in conflict with the law was 1902.</p>	Partially achieved
	Output 2.2		
Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024	Output 3.1:	<ul style="list-style-type: none"> • Conducted a study on factors that fuel corruption and their patterns • Trained and supported CSOs and the media to monitor and investigate corruption cases • Established an E-Platform to Report and respond to Corruption • Conducted perception survey to ascertain citizens' perceptions on access to justice <p>In terms of indicator value, no information was available to the evaluation team to make an opinion on the progress of this outcome.</p>	N/A
	Output: 3.2		

The evaluation team rates the **Achievement of outcomes Satisfactory (3)**.

3.2.3. Achievement of UN agencies partnership on the ground

53. UNDP, UNICEF, OHCHR and UN Women jointly supported the Government of Liberia to strengthen the capacity of the justice, anti-graft and integrity institutions through “Strengthening the Rule of Law in Liberia: security Justice and Security for the Liberian People—Phase II” Programme. The partnership geared towards providing institutional and technical support to relevant Government ministries, agencies and commissions (MACs) as well as communities and vulnerable groups to enhance access to justice, promote accountability and respect for the rule of law.

54. This partnership of UN agencies under the Joint Rule of Programme arrangement has critically achieved strengthened coordination amongst international development agencies and local partners, and enhanced collaboration in creating awareness on legal or alternative remedy to conflict issues; enhance trust between public institutions and communities, while engendering civic action in seeking redress. One key example area fostered was the determination of actors within the SGBV

referral pathway in identifying institutional weakness within the pathway. Institutions within the SGBV referral pathway include WACPS, Court E, Health Centers and Safe Homes. Individual UN agencies supported the various aspects of SGBV through their respective local partners under the Joint Rule of Law programme have indicated challenges unpinning SGBV and access to justice on the part of survivors and perpetrators.

55. Partnership under the Joint Rule of Law programme engendered multi-dimensional support to various institutions across the justice and security sector, thereby strengthening their capacity to sustain peace and stability on the ground. The partnership has been catalytic in strengthening key areas of governance such as digitalized crime and case management, reduction of pre-trial detention and prison overcrowding, initiating establishment of e-camera system at Court-E among others.

The evaluation team rates the **achievement of UN agencies partnership Highly Satisfactory (4)**.

3.3. Efficiency

Summary of findings:

Overall, this evaluation rated the efficiency SATISFACTORY (3).

Efficiency is whether the intervention adequately used available resources to attain intended results. This evaluation assessed the efficiency of the RoL II programme by asking the 4 key questions and their sub-questions

Use of resources: For the 3 first years of the project (2020-2022) and the first quarter 2023, US\$4.8 million were planned for a disbursement of US\$4.2 million, which a disbursement rate of 88%. However, when we look at the total planned budget, only 40% have been budget for the period of the programme and the real disbursement rate is 35%.

Timeliness: The evaluation team noticed that the programme is strategically timely in terms of its engagement and strengthening of local institutions. However, its implementation processes, especially timely provision of resources to facilitate delivery of key services were said to be weak. Another drawback to timely delivery, according to respondents (especially within public institutions), was limited or absence of government matching funds for relevant aspects of the programme.

Partnership for delivery: While partnership amongst UN agencies enhanced coordination and collaboration, local level engagements with and amongst justice and security institutions, CSOs, CBOs as well as communities underpinned delivery at national and subnational levels. As a result of these partnerships, various institutions and CSOs adequately engaged their catchment populations, ensuring delivery amidst programme related challenges. In the same vein, CSOs and CBOs were empowered through these partnerships, enhancing their advocacy and watchdog role over the service delivery of public institutions in the justice and security sector, while assisting institutional actors in performing their statutory responsibilities and ensuring effective community awareness, beneficiary to both survivors and perpetrators of sexual and gender-based violence.

Application of M&E: The Joint Rule of Law Programme applied monitoring and evaluation in its design and implementation. There were annual work plans that facilitated the monitoring of volume of work; an M&E plan to ensuring timely collection and synchronization of data; and regular evaluation of programme phases. Using the M&E plan developed every year, the Programme conducted regularly monitoring missions to assess the delivery of outputs and immediate and intermediate outcomes. However, more needed to be done in field supervision and monitoring, timely provision of financial and other technical resources to local partners and ensuring high-level political commitment for ownership and sustainability of results.

56. The program’s success hinges significantly on the timely delivery of its outputs and the availability of resources.

57. For the purpose of this evaluation, **efficiency** is whether the intervention adequately used available resources to attain intended results. This evaluation assessed the efficiency of the RoL II programme by asking the 4 key questions and their sub-questions in the evaluation matrix and examining the corresponding indicators/measures. Discussions on efficiency with examples are done in the following paragraphs.

58. The evaluation team did receive the financial report of the programme. However, there was no presentation of the spending by activities/output/outcome. It was then not possible for the evaluation team to assess the efficiency by activities/output/outcome. Hence, the assessment done in this report is based on the global financial statement done in the various financial reports.

59. **Table 3 below displays the rating of the efficiency dimensions. Overall, the efficiency dimension is rated SATISFACTORY.**

Table 3: Rating of Efficiency

Evaluation Criteria	1. Use of resources	2. Timeliness	3. Partnership for delivery	4. Application of M&E	Overall rating
Rating (1-4)	N/A	3.0	3.0	3.0	3.0

3.3.1. Use of resources

60. The evaluation team received the financial report of the project. However, the financial data were not disaggregated by activity/output/outcome. Beside these financial data, the evaluation team found a widespread awareness throughout the program’s implementation, emphasizing efficiency in resource utilization, focusing on achieving results, and employing appropriate implementation methods. The efficiency analysis of the RoL II of this section was done using these data.

61. As the RoL II was a joint programme of UNDP, OHCHR, UN Women and UNICEF, each UN agency took responsibility and funded certain aspects of the Programme based on their comparative advantage. Except UNDP, the other UN agencies hardly availed their respective implementation reports, thereby hindering adequate measurement of the Programme’s overall value for money against activities implemented. Hence, this efficiency analysis therefore used budget figures per the ProDoc and data from UNDP. The initial budget of the programme was US\$ 11 976 000 of which the UNDP committed for US\$2 500 000 from the current budget and US\$1 563 000 from UNDP TRAC budget. The ProDoc of the Programme signed in January 2021 did not include contribution from the other UN agencies and the government.

62. The table 4 below displays the budget and disbursement done every year for the programme. For the 3 first years of the project (2020-2022) and the first quarter 2023, US\$4.8 million were planned for a disbursement of US\$4.2 million, which a disbursement rate of 88%. However, when we look at the planned budget, only 40% have been budget for the period of the programme and the real

disbursement rate is 35%. Indeed, the programme cost was supposed to be US\$11.9 million and only US\$4.2 million was disbursed.

Table 4: Budget and disbursement 2020 – 2023

Date	Budget (US\$)	Disbursed (US\$)	Disbursement Rate (%)
Q1 2023	626,970	234,525	37%
2022	1,023,406	955,788	93%
2021	1,804,597	1,818,612	101%
2020	1,387,030	1,239,486	89%
Total	4,842,003	4,248,411	88%
Total Budget planned	11,976,000	4,248,411	35%

Source: Various annual reports

63. The table 5 below presents the RoL II budget by donors. Out of a budget of US\$ 4.7 million, the UNDP alone provide more than 76%. Beside the UN agencies, the other donor is the Irish Aid that provided about 3% of the total budget.

Table 5: RoL II Budget by donors

Donor	Total Received	Total Expenditure	Delivery %
UNDP - TRAC1	3,108,618.00	3,108,618.00	100%
UNDP - TRAC2	528,501.87	528,501.87	100%
FW_Rule of Law	717,945.71	717,370.54	100%
Prog Resources from 11888	220,141.10	220,141.10	100%
IRISH AID	176,463.58	116,709.21	66%
TOTALS	4,751,670.26	4,691,340.72	99%

Source: UNDP financial report

64. With the limited information of the financial, the evaluation team will not draw any conclusion.

The evaluation team was not able to rate the **use of resources**.

3.3.2. Timeliness

65. The evaluation team noticed that the programme is strategically timely in terms of its engagement and strengthening of local institutions. However, its implementation processes, especially timely provision of resources to facilitate delivery of key services were observed to be weak. Financial

and material resources aimed at supporting key actions of local institutions and CSOs placed timely performance dependent on key functions. Some respondents intimated that the delay in provision of resources led to pre-financing, which some implementing CSOs said they could hardly afford, and undermined timely delivery of results.

66. Another drawback to timely delivery, according to respondents (especially within public institutions), was limited or absence of government matching funds for relevant aspects of the programme. Public budgetary allotment to institutions implementing aspects of the rule of law programme could hardly get adequate public financial resources to complement activities of the programme. The evaluation found police limited ability to effect timely arrest of alleged SGBV perpetrators, especially in rural communities due to lack of logistics or inability to maintain available vehicles, and always relied on CSO support with motorcycles procured by the project. It was further found that transportation of convicts to county capitals or prisons was another challenge to timely delivery of justice.

The evaluation team rates the **Timeliness of deliveries Satisfactory (3)**.

3.3.3. Partnership for delivery

67. While partnership amongst UN agencies enhanced coordination and collaboration, local level engagements with and amongst justice and security institutions, CSOs, CBOs as well as communities underpinned delivery at national and subnational levels. These partnership engagements strengthened implementation and created national ownership of programme results. Relations of individual implementing UN agencies with national and local institutions highly enabled the project to reach many target beneficiaries, thereby facilitating the delivery of various outputs and outcomes.

68. As a result of these partnerships, various institutions and CSOs adequately engaged their catchment populations, ensuring delivery amidst programme related challenges. As justice, security, anti-graft and integrity institutions are instrumental in the promotion and protection of human rights, access to justice, transparency, accountability, as well as respect for the rule of law, they played dual role of beneficiaries in terms of the institutional capacity strengthening component, while serving as strategic partners for delivering the ideals of the programme. Classical examples in this premise were seen in justice and security institutions such as LNP and Bureau of Corrections and Rehabilitation. These institutions received capacity strengthening leading to the establishment and application of Crime Statistics Information System at the LNP, addressing pre-trial detention and at the same time reducing prison overcrowding. The partnerships did not only strengthen the capacity of these institutions but also improve their service delivery. Indeed, the visit of the LNP office in charge of the Crime Statistics Information System allowed the evaluation team to experience first-hand how the crime data was entered in the system. In addition, the data was being used by the authorities to prepare themselves against the perpetrators and also for the Ministry of Justice to fine-tune its strategic plan.

69. In the same vein, CSOs and CBOs were empowered through these partnerships, enhancing their advocacy and watchdog role over the service delivery of public institutions in the justice and security sector, while assisting institutional actors in performing their statutory responsibilities and

ensuring effective community awareness, beneficiary to both survivors and perpetrators of sexual and gender-based violence.

70. Consequently, the Joint Rule of Law Programme delivered on establishment of specialized SGBV Court in Bong and Nimba counties; strengthened and decentralized the capacity of the special SGBV Crimes Prosecution Unit through equipment; provided specialized training for judges, prosecutors, investigators and lawyers providing pro bono services to survivors of GBV; supported the implementation of community policing to support security and reduce incidence of SGBV; provided support to the Women and Children Protection Section (WACPS) of the Liberia National Police in providing gender sensitive investigation services; provided community-level legal and psychosocial support and legal awareness for survivors of SGBV through the establishment of Justice and Confidence Centers (JCCs); supported the functionality of a safe house for survivors of SGBV; built the capacity of female led CSOs on the basis of an assessment of CSOs; commissioned a survey of the legal aid services provided to measure performance and clients' satisfaction, etc.

The evaluation team rates the **Partnership for delivery Satisfactory (3)**.

3.3.4. Application of M&E

71. The Joint Rule of Law Programme applied monitoring and evaluation in its design and implementation. There were annual work plans that facilitated the monitoring of volume of work; an M&E plan to ensuring timely collection and synchronization of data; and regular evaluation of programme phases. Specifically at design level, the Joint Rule of Law programme included a result and resource framework that harnessed alignment of UNSDCF and CPD of implementing UN agencies at outcome results level.

72. Using the M&E plan developed every year, the Programme conducted regularly monitoring missions to assess the delivery of outputs and immediate and intermediate outcomes. Data gathered from the monitoring visits were used to inform programmatic decision-making processes, as well as support planning and delivery of outputs. Some of the outputs assessed include knowledge products such as the historic five-year strategy of the Liberian Judiciary, training manuals for traditional authorities on customary law, quarterly criminal statistics journal of the Liberia National Police, draft alternative dispute resolution act and SOP, Female led CSO capacity assessment and manual, etc. Other output results included establishment of crime statistics database at the LNP, whose linkage with and establishment of an e-court system are being craved by administrators of the Liberian judiciary, equipping court-E and incentivizing public prosecutors and defenders among others. Additionally regular coordination meetings were held, which worked well with national stakeholders but needed improvement amongst implementing UN agencies.

73. However, more needed to be done in field supervision and monitoring, timely provision of financial and other technical resources to local partners and ensuring high-level political commitment for ownership and sustainability of results. Adequate field supervisory monitoring might have deepened the courage for raising timely awareness about absence or limited matching public funds for maintaining project equipment and sustaining results. On the other hand, untimely transfer of

project funds to local CSOs with critical aspect of programme implementation (assisting police to effect arrest of alleged SGBV perpetrator for example) placed dent on some aspects of the results.

The evaluation team rates the **Application of M&E Satisfactory (3)**.

3.4. Impact

Summary of findings:

Overall, this evaluation rated the Impact SATISFACTORY (3)

Impact is whether the intervention made a difference. Indeed, impact assesses whether the programme reached its intended outcomes and that there are some behavior changes in the beneficiaries' population.

- **Change of behavior:** The evaluation team was able to observe the change of behavior of different beneficiaries including the government, the CSO, and the population. Most of the interviewees acknowledge that the programme provided key support. The majority of interviewees emphasized significant impact of the program on the way they are going now with their daily tasks. For instance, several police officers from the Liberia National Police (LNP) highlighted that the program increased awareness among citizens and security personnel regarding the importance of rule of law and access to justice. More citizens, survivors of SGBV, report the perpetrators to the police and actions can be taken against them. The LNP has now a quarterly publication (recently reduced to biannual) of the crime statistics that are instrumental for Police management to design their strategic plan. The way the statistics collected are being used changed the behavior of the police officers and even the hospital.
- **Socio-economic impact:** The socio-economic impact was not observed since the project has just closed and these impacts take several years before they can be seen. However, the evaluation team was able to observe during the field visit the support of the programme to several survivors of SGBV, allowing them to recover faster and go back to school or to start work earlier than usual.

74. For the evaluation, **impact** is whether the intervention made a difference. Indeed, impact assesses whether the programme reached its intended outcomes and that there are some behavior changes in the beneficiaries' population.

75. This evaluation assessed the impact of the RoL II program by asking the 2 key questions and their sub-questions from the evaluation matrix and examined the corresponding indicators/measures.

Main Evaluation questions

- To what extent has the program impacted **behavioral and attitude change** of communities towards the justice and security apparatus and systems?
- What **socio-economic impact** has the project had on the local economy through judiciary and justice system?

Table 6: Rating of Impact

Evaluation Criteria	1. Change of behavior	2. Socio-economic impact	Overall rating
Rating (1-4)	4.0	3.0	3.0

76. Discussions on impact with examples follow.

3.4.1. Change of behavior

77. During the field visit, the evaluation team was able to observe the change of behavior of different beneficiaries including the government, the CSO, and the population. Most of the interviewees acknowledged that the programme provided key support in (i) capacity building initiatives including trainings, workshops, and strategic management and plans; (ii) logistics for mobility including motorbikes and vehicles for the LNP, LIS, LDEA and other security institutions; (iii) support for pre-trial detainees, legal literacy, legal aid, and SGBV supports in the areas of Corrections and the Judiciary.

78. The majority of interviewees emphasized significant impact of the program on the way they were going now with the daily tasks. For instance, several police officers from the Liberia National Police (LNP) highlighted that the program increased awareness among citizens and security personnel regarding the importance of rule of law and access to justice. More citizens, survivors of SGBV, report the perpetrators to the police and actions can be taken against them. Indeed, the evaluation team was able to visit a SGBV survivor in Duta Village, Palala, Bong County. With the support received by a local CSO, this survivor was able to bring the case to court and the perpetrator has been prosecuted. Another example was observed by the evaluation team in the One-stop center, Gbarnga, Bong County. With the presence of required services (hospital, police, social services), it is easy for survivors to work out and bring the perpetrator to courts. Nowadays, the population can immediately report to the One Stop center in case of SGBV and benefit from free services.

79. Various nurses interviewed in different one-stop centers expressed that the program had a profound effect in the way that their care for survivors of SGBV had improved. Indeed, with the resources provided by the programme, they were able to give the first care to the survivors and help the police to build up cases to go to court. In the area of the Judiciary and Justice, the programme was key in the delivery of swift justice impartially across the beneficiaries' counties.

80. In addition, with the RoL II, it is easier for the police to report the statistics to their headquarters. The LNP has now a quarterly publication (recently reduced to biannual) of the crime statistics that are instrumental for the Police management to design their strategic plan. The way the statistics collected are being used changed the behavior of the police officers and even the hospital. Indeed, the police is able to identify the period (mostly public holiday: Christmas, Independence Day, etc.) where some crimes, like the SGBV, are perpetrated and thus increase security measure around these dates. The police officers at Ganta Police Depot in Nimba County and Owens Grove Police Depot, Bassa County corroborated these facts to the evaluation team during their meetings. Similarly, the used of the Programme resources helped the hospitals to provide more health care services around these holiday periods as confirmed to the evaluation team during their visit at George Way Harding Hospital, Sanniquelle.

81. The RoL II contributed to better access to justice and sustain peace by supporting the population to go to court. The evaluation team visited the Court E in Sanniquelle, Nimba County,

that has been built with the support of the RoL II. The Sannisquele Court E improved access to justice for SGBV survivors and perpetrators in the county. In addition, the team also visited the Owens Grove Magisterial Court in Grand Bassa County that also simplified the access to justice to the most vulnerable population with the support of CSOs finance from the RoL II Programme.

The evaluation team rates the Change of behavior **Highly Satisfactory (4)**.

3.4.2. Socio-economic impact

82. The socio-economic impact could not be observed since the project has just closed; Impact of this kind can take several years before to be observable. However, the evaluation team was able to observe during the field visit the support of the Programme to several survivors of SGBV, allowing them to recover faster and go back to school or to work earlier than usual. For instance, the evaluation team visited a victim of SGBV in a village in Bong County and the team was able to notice that the support provided by the programme through a local CSO was instrumental for the survivor to recover and go back to school.

The evaluation team rates the **Socio-economic impact Satisfactory (3)**.

3.5. Sustainability

Summary findings

Overall, this evaluation rated sustainability as UNSATISFACTORY (2).

In assessing the **sustainability**, the evaluation team considered the extent to which the partnership addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after completion.

- **Adhesion to key development principles:** The successful implementation of the Programme was supposed to generate a change in perception, credibility and trust in the rule of law institutions through establishing and enabling an environment for the provision of justice services and protection of rights. The evaluation team observed that partnerships were organized to involve local institutions effectively, aiming to bolster their sense of ownership. The programme offered capacity-building assistance to local justice/security institutions and CSOs, aiming to enhance their diverse skill sets.
- **Risk management:** Efforts to mitigate key risk perceived at design stage of the intervention were made, leading to the success described under each evaluation criteria.

83. In assessing the **sustainability**, the evaluation team considered the extent to which the partnership addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after completion. The Evaluation team also examined risks to the sustainability of development outcomes to the beneficiaries, including resilience to exogenous factors and the continuation of the activities and funding.

84. Sustainability was assessed at the level of the program and to a lesser extent to the individual activities reviewed as guided by 2 key evaluation questions and sub-questions from the Evaluation Matrix.

Sustainability - MAIN Evaluation Questions:

- i) Have UNDP, UNICEF, OHCHR and UN Women managed to **adhere to key development principles**, including national ownership, and ensure sustainability of results?
- ii) Have UNDP, UNICEF, OHCHR and UN Women **managed risks** effectively and responsibly?

85. The ratings of sustainability are displayed in Table 7 below. The overall rating for sustainability is **unsatisfactory (2)**.

Table 7: Rating of Sustainability

Evaluation Criteria	1. Adhesion to key development principles	2. Better risk management	4. Overall Rating
Rating (1-4)	2	2	2

3.5.1. Adhesion to key development principles

86. For the sustainability, the Programme was based on lessons learnt from the previous phase and was planning to support the development of pilot activities, leaving enormous scope for “replicability” and scaling-up. The successful implementation of the Programme was supposed to generate a change in perception, credibility and trust in the rule of law institutions through establishing and enabling an environment for the provision of justice services and protection of rights. Regarding sustainability and scaling up, the Programme planned to institute the following:

- (i) **Enabling environment level:** The Programme was supposed to engage rule of law actors working at the forefront of developing, implementing and executing policies and legislations to foster qualitative improvements in the enabling environment for both duty-bearers and rights-holders.
- (ii) **On the institutional level:** The sustainability and effectiveness of the Programme depended on the political will and commitment of national authorities to gradually take control of the Programme both administratively and financially. In institutional terms, the Programme was implemented through existing rule of law institutions and CSOs which remained in place after the end of the Programme. Sustainability was supposed to be guaranteed by aligning Programme support with the policy and strategic priorities owned by the rule of law institutions indicated in their institutional strategies.

- (iii) **On the individual and societal levels:** Rights-holders were expected to witness tangible improvements in the performance of State institutions involved in justice provision, thereby creating confidence in these institutions.

87. Finally, the programme was supposed to develop a sustainability and exit plan as an integral part of the Programme intervention.

88. The evaluation team observed that partnerships were organized to involve local institutions effectively, aiming to bolster their sense of ownership. The programme offered capacity-building assistance to local justice/security institutions and CSOs, aiming to enhance their diverse skill sets. It has to be noted that even if the implementation of the programme was done by local institutions, this support from local institutions to the population is strongly linked to the support provided by the programme. As the government is not planning to step in to take over, it is unlikely that the activities will continue after the programme ends.

89. The main weakness of the sustainability plan was the Government budgetary constraint due to the current difficult economic situation. The understanding of the evaluation team is that a high-level dialogue with the government officials need to happen to enable the flow of supply.

The evaluation team rates the adhesion to key development principles **Unsatisfactory (2)**.

3.5.2. Risk management

90. Efforts to mitigate key risk perceived at design stage of the intervention were made, leading to the success described under each evaluation criteria. Some of the risk included i) efficiency in usage of funding resources, ii) fragmented and incapacitated CSOs, iii) lengthy procurement processes, iv) insufficient funding, v) economic instability and inflation, vi) natural disaster, etc. Implementing partners took critical steps to manage each risk as follows:

- (i) The risk of programme resources failing to achieve value for money or to be accounted for remained visible due to acute management capacity gaps within national and subnational institutions. The programme therefore employed Direct Implementation Modality (DIM), which ensured that the UN system took fiduciary responsibilities of procurement. Part of this risk mitigating strategy entailed the conduct of comprehensive capacity assessment on Harmonized Approach to Cash Transfer (HACT) for implementing partners whose status under the intervention required direct cash transfer.
- (ii) Fragmentation and capacity gaps of CSOs, hence their limited opportunity to participate in political governance processes negatively impacted results. To this wise, the programme addressed this weakness by training CSOs on project management, while closely monitoring their activities. The programme also applied HACT assurance and oversight requirements for maintaining IP's financial management practices and internal controls; determined if funds intended for the programme were used for the intended purposes; and checked the accuracy of

IP's reporting on use of funds. In this wise, the UN agencies conducted financial spot checks especially for CSOs with low and medium ratings.

- (iii) The UN's procurement processes are usually delayed and thereby affect timely achievement of results. Since this is a managerial risk, implementing units within the UN agencies raised the delay issues with senior management, requesting fast-track procedures. This evaluation found that fast-track procurement hardly yielded as the delayed procurement was highly reported.
- (iv) Insufficient funding did not only impede delivery of complementary activities but also expected results. Hence, the programme worked with government partners for public resource contribution to identify areas of inherent sustainability. This included consistency in the deployment and allocation of resources, internal knowledge sharing and institutional policies to maintain investment.
- (vi) Inflation and economic instability characterized by cost of goods and services remained invariable determinants over the programme duration. Towards this end, UN agencies retained long term agreements (LTAs) with companies for goods and services that were regularly needed. This enabled a greater degree of predictability of the prices to avoid high variation and shortened protracted procurement of goods and services.
- (vii) Natural occurrences especially pandemics such COVID-19, Ebola and even floods creating impassable roads during the rainy season also create dent on timely delivery. The programme therefore strengthened the capacity of national institutions in strategies such as remote operations with ICT support for meetings and court hearings as well as delivery of judgment on ruling. The programme also targeted CSOs with strong county presence to reduce the impact of county movement limitations.

The evaluation team rates the **Risk management Unsatisfactory (2)**.

3.6. Human rights

Summary of findings:

Overall rating of **HUMAN RIGHTS: Highly satisfactory (4)**

In assessing the human rights, the evaluation team considered the extent to which the vulnerable groups benefit from the RoL II interventions.

The programme supported the strengthening of CSO. These CSO then provided assistance to vulnerable groups (children, women, girls, boys as well as persons with disabilities etc.). In all the counties visited during the evaluation team's field visit, local CSO were provided support (transportation, legal fees...) to vulnerable groups to improve their access to justice.

91. Generally, human rights values, standards and principles were included in all aspects of UNDP's operations. Human rights were mainstreamed throughout the programme. This was evident in the design of outcome 3 (Increased respect for and protection of human rights and transparency for men, women and children in Liberia)

92. In assessing **human rights**, the evaluation team considered the extent to which vulnerable groups benefited from the RoL II interventions. Human rights were assessed at the level of the program as guided by 2 key evaluation questions and sub-questions from the Evaluation Matrix.

Human rights - Main Evaluation Questions:

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefited from the Joint Programme interventions?
- Has the programme actively promoted the rights of minority groups, especially in the areas of access to justice and rule of law?

93. The ratings of human rights are presented in table 8 below. Overall, the rating of human rights is highly satisfactory (4)

Table 8: Rating of human rights

Evaluation Criteria	1. Benefit for vulnerable people	2. Rights promotion for vulnerable people	4. Overall Rating
Rating (1-4)	4.0	4.0	4.0

94. The programme supported the strengthening of CSO. These CSOs then aided vulnerable groups (children, women, girls, boys as well as persons with disabilities). The programme provided support to Civil Society Organization Human Rights Advocacy Platform to monitor, document and report human right violations and issues across the counties in Liberia. As a means to further guarantee promotion of the rights of vulnerable people, the programme built the capacity of CSOs providing legal aid services, and provided specialized training for judges, prosecutors, investigators, lawyers, survivors support staff/social workers and forensic medical staff who are providing pro bono services to survivors of GBV, persons with disabilities.

95. To ensure that vulnerable groups (poor, indigenous and tribal people, women, persons with disabilities and other marginalized groups) benefited from Joint RoLII Program interventions, it provided financial support to CSO. These CSOs then provided free support (legal aid, one stop center care....) to survivor or other victims to ease their access to justice. In all the counties visited during the evaluation. Local CSOs were provided support (transportation, legal fees,...) to vulnerable groups to improve their access to justice.

3.7. Gender Equality

Summary of findings:

Overall rating of Gender equality: **satisfactory (3)**

In assessing the gender equality, the evaluation team considered that it is related to equality in opportunities, access to power and resources. It is about inclusiveness in all development domains.

The programme gave special consideration to the promotion of gender equality, cognizance of the gender disparities in accessing public services in Liberia. the programme continues to strengthen the national and subnational public and private institutions within the justice and security sector as well as CSOs and CBOs to rally their experience and expertise in responding to these needs.

96. Gender equality is a fundamental aspect of UN agencies’ operations. In assessing the gender equality, the evaluation team considered that it is related to equality in opportunities, access to power and resources. It is about inclusiveness in all development domains.

97. Gender equality was assessed at the level of the program as guided by 2 key evaluation questions and sub-questions from the Evaluation Matrix.

Gender equality - Main Evaluation Questions:

- To what extent has gender been addressed in the design, implementation and monitoring of the programme?
- To what extent has the programme promoted gender equality? Were there any unintended effects?

98. The ratings of **gender equality** are presented in table 8 below. Overall, the rating of **gender equality** is satisfactory (3).

Table 9: Rating of Gender equality

Evaluation Criteria	1. Gender issues addressed	2. Gender equality promotion	4. Overall Rating
Rating (1-4)	4.0	3	3

99. The programme gave special consideration to the promotion of gender equality, cognizant of the gender disparities in accessing public services in Liberia. It therefore piggybacked on existing policies and enactments including the Domestic Violence Act of 2019, the development of a National Gender Policy in 2018; the national Action Plan on Women, Peace and Security (2019-2023), etc.

100. At the core of rule of law and its gender relations, women and children are more affected by inhumane conditions at detention centers due to absence of juvenile detention centers, while adolescents are forced to share facilities with adults. Women and girls in detention have specific physical, vocational, legal and psychological needs, which tend to be differentiated from men and boys. On account of these circumstances, the programme continued to strengthen the national and

subnational public and private institutions within the justice and security sector as well as CSOs and CBOs to rally their experience expertise in responding to these needs.

101. The programme has leveraged international conventions and best practices in its design, implementation and monitoring through which it addressed the gender needs of beneficiaries. In so doing, the programme mainstreamed gender across its activities. It ensured the involvement of key gender institutions, while supporting the enforcement of national and international gender policies i.e., in the selection of training participants, programme grantee amongst others critical gender sensitive actions. Some of the actions taken included lobby for gender equity in the recruitment and training of civil servants in the rule of law sector; facilitated gender sensitive rule of law forum and discussions; integrate gender-sensitive results and indicators in programme analysis, monitoring and evaluation; and emphasized on access to justice for survivors of GBV, based on the Domestic Violence Act, the UN Security Council Resolutions on Women, Peace and Security, UNDP's Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery as well as OHCHR's Gender Equality Policy.

IV. CONCLUSION, LESSONS LEARNT & RECOMMENDATIONS

4.1. Conclusions

102. The evaluation team was able to provide a Programme Performance Summary using the metric summarized below.

Outcomes	Achievement	
	Outputs	Outcomes
Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential judicial, justice and security services to the targeted population by 2024	Output 1.1	Partially achieved
	Output 1.2	
	Output 1.3	
	Output 1.4	
	Output 1.5	
Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024	Output 2.1:	Partially achieved
	Output 2.2	
Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024	Output 3.1:	Partially achieved
	Output: 3.2	

103. **This evaluation rated effectiveness as SATISFACTORY (3).** The evaluation team concluded from the analysis of the outputs that 4 outputs were completely achieved, 4 were partially achieved and 1 output was not achieved. The progress annual reports reviewed by the evaluation team showed that building on the successes in the implementation of the Judicial Case Management Information System (CMIS), an expansion of the system has been planned but it was not achieved. Out of 3 outcomes, 2 were partially achieved while the evaluation could not make an assessment for the last one before of lack of data. The evaluation team noted that the programme strengthened the technical capacities of the Justice chain.

104. This partnership of UN agencies has critically achieved strengthened coordination amongst international development agencies and local partners, and enhanced collaboration in creating awareness on legal or alternative remedy to conflict issues; enhance trust between public institutions and communities, while engendering civic action in seeking redress.

105. **The evaluation team rated efficiency SATISFACTORY (3).** For the 3 first years of the Programme (2020-2022) and the first quarter of 2023, US\$4.8 million was planned for disbursement in the Annual Work Plan (AWP). US\$4.2 million representing 88% was disbursed. However, when we look at the total planned budget for the RoL, only 40% have been budget for the period of the programme and the real disbursement rate is 35%. The evaluation team noticed that the programme is strategically timely in terms of its engagement and strengthening of local institutions. While partnership amongst UN agencies enhanced coordination and collaboration, local level engagements with and amongst justice and security institutions, CSOs, CBOs as well as communities underpinned delivery at national and subnational levels. The Joint Rule of Law Programme applied monitoring and evaluation in its design and implementation.

106. **This evaluation rated the impact SATISFACTORY (3).** The evaluation team was able to observe the change of behavior of different beneficiaries including the government, the CSO, and the population. Most of the interviewees acknowledged that the programme provided key support that influenced changes in the Rule of Law sector. The socio-economic impact is not observable now since the Programme has just closed and these impacts take several years before they can be seen.

107. **This evaluation rated sustainability as UNSATISFACTORY (2).** The evaluation team observed that partnerships were organized to involve local institutions effectively, aiming to bolster their sense of ownership. Efforts to mitigate key risk perceived at design stage of the intervention were made, leading to the success described under each evaluation criteria. However, absence of government matching funds, and bureaucratic bottlenecks within some beneficiary public institutions placed a dent on sustainability of the Programme results.

108. **Overall rating of HUMAN RIGHTS was highly satisfactory (4).** The programme supported the strengthening of state-owned human rights and transparency and anti-graft institutions as well as CSOs and CBOs. These CSOs and CBOs aided vulnerable groups (children, women, girls, boys as well as persons with disabilities).

109. **Overall rating of gender equality was satisfactory (3).** The programme gave special consideration to the promotion of gender equality, cognizance of the gender disparities in accessing public services in Liberia.

4.2. Lessons Learnt

110. **Lesson 1.** The implementation of most activities of the Programme through local CSO has a huge positive impact in terms of reaching the most vulnerable groups of the society. By doing so, targeted communities benefiting from the Programme interventions have demonstrated increased ownership and capacity to take actions to improve their lives.

111. **Lesson 2.** Strong collaboration among the criminal justice actors and civil society organizations can have substantial possibilities to reduce pre-trial detention and by extension prison overcrowding. The well-established partnership between CSOs and the Police, Prisons and Judiciary often time leads to the release of several pre-trial detainees, which helps to decongest the prisons and the court dockets.

112. **Lesson 3.** Collaboration among the different actors to address the concerns of SGBV survivors helped to strengthen service provision and response. When various partners playing different and complementary roles collaborate to support survivors and other vulnerable groups, this opens up huge potentials regarding their access to justice and support to restore their health and psychological wellbeing.

4.3. Recommendations

For the government

- i. **Ensure the availability of sufficient funding to implement the planned activities:** Due to the nature and importance of Rule of Law to sustainable peace, justice, human rights and security, it is incumbent on the Liberian government to appropriate funds to support not only key but also routine RoL activities to ensure a strong justice and security system trustworthy of all and sundry citizens. While the ideals of the RoL of Programme remain timeously relevant to the country, leaving it totally dependent on donor funding weakens national ownership and sustainability.
- ii. **As a means of sustaining and enhancing the contribution of safe homes and One-Stop-Centers** towards accessibility, provision of supply and the utilization of SGBV response mechanisms, government needs to allocate budgetary resources for these services. The SGBV response runs the risks defeat of its desire objectives if functions of key institutions within its pathway are hardly supported by government and left at the mercy of philanthropy.
- iii. **The Government of Liberia should endeavor to mobilize and appropriate more resources to fund key activities of the RoL.** To address this, the government should maximize the extent to which its contributions are efficient and effective and identify areas for inherent sustainability wherever possible. This will include consistency in the deployment and allocation of resources, internal knowledge sharing, stronger institutional policies to support programming, and resources wherever possible to maintain investments. GoL budgetary appropriation only focuses on personnel remuneration thus leaving implementing of key activities in the RoL of sector at the mercy of donor funding. Absence of Public Sector Investment Portfolio for the RoL sector underpins corruption, weak justice system and by extension citizens' lack of trust in the timely adequate delivery of justice.
- iv. **In furtherance to reducing backlog of cases on court dockets and prison overcrowding, government should commit public resources to digital case management system interface involving the LNP, Court Administration and the Bureau of Corrections and Rehabilitation.** The digital crime statistics software already initiated at the LNP needs to be extended to the Courts and BCR so much that there is a dashboard that Court Administrators monitor to take decisions.

UN Agencies

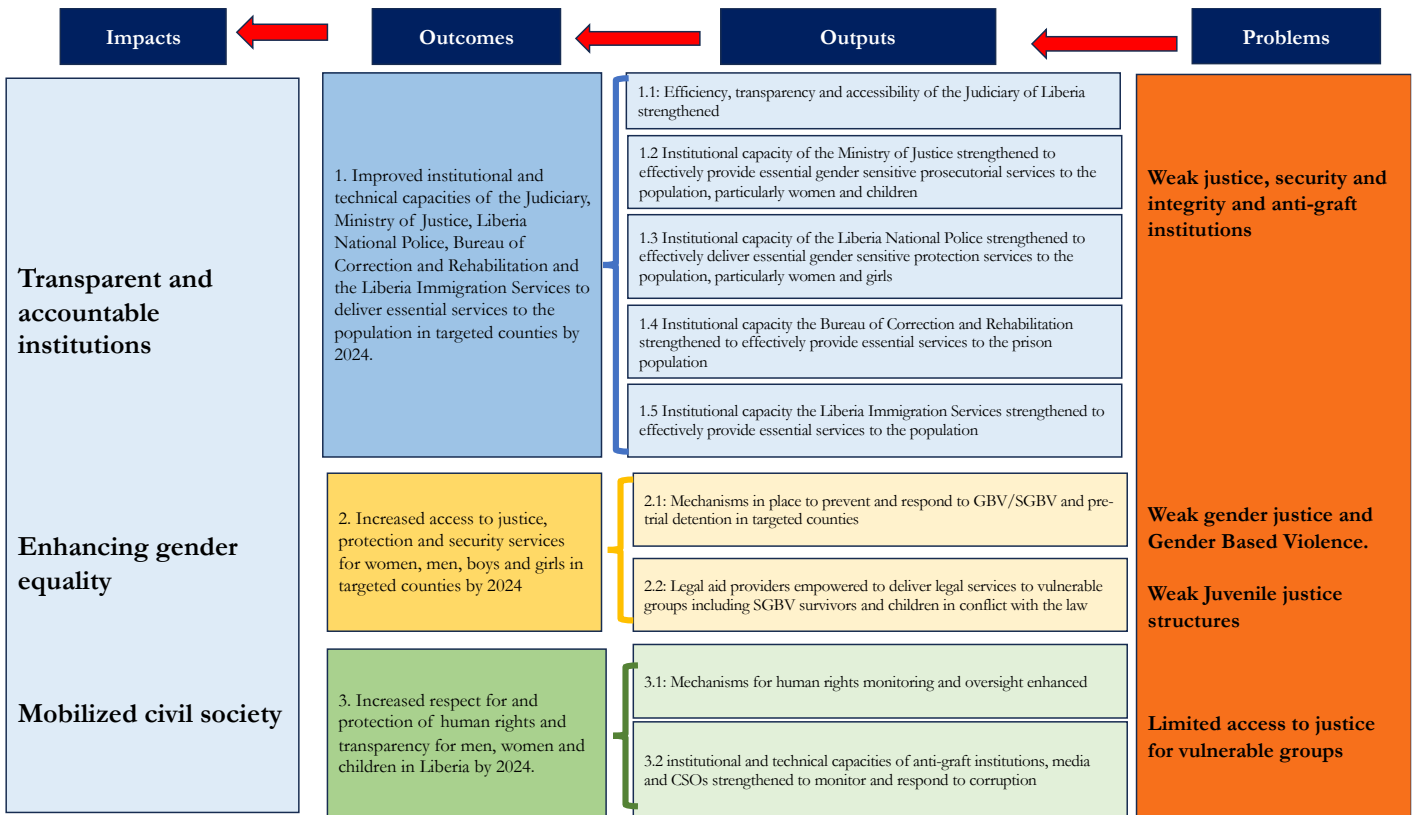
- v. The procurement process should be less lengthy and less challenging to enable and secure goods and service provision for the planned activities. Indeed, prolonged procurement process is the main cause of delay in timely delivery of planned activities. The Development Partners (DPs) should emphasize the recruitment of firms under the long-term agreements (LTAs) as it is a way to reduce procurement time and also avoid high price variation.
- vi. The DPs should ensure a joined partnership in the implementation of such joined programme. Indeed, the four UN Agencies (UNDP, UN Women, OHCHR and UNICEF) have implemented the programme, each in silo. However, each agency was required to implement a set of activities which made the overall implementation difficult. It is recommended that such a joint programme be managed like programme financed by a basket fund. All the

contribution of each agency should be put in a common basket and a project management unit implement the full set of activities.

- vii. Partnership with and amongst CSOs should be strengthened with the support of the UN agencies. Strong Partnerships among CSOs/CBOs is critical to the success of such programme. Therefore, the UN agencies should continue supporting the CSOs and CBOs with the requisite financial and technical resources to enhance their capacity particularly since government has no subsidies for CSOs and CBOs.

Annexes

Annex 1: Project Intervention Logic/ Theory of Change



Annex 2: Evaluation Matrix

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
Relevance (The extent to which the objectives of the intervention are consistent with national needs and priorities of the beneficiaries, partners, and stakeholders and are aligned with government priorities)					
To what extent is the Joint Programme aligned with the national development and priorities?	What general development priorities is the Joint Rule of Law programme aligned with?	# of development priority issues covered	Key Informant Interviews (KII) Desk review	Key Informants Implementation reports Annual report	Observation, Analysis, Synthesis of primary and secondary data
	What aspect of Justice is the Program aligned with?	# of justice and issues contributed to	KIIs Focus Group Discussions (FGDs)	Annual reports M&E reports Quarterly reports	Qualitative analysis Comparison of primary and secondary data
	What aspect of security is the programme aligned with?	# of security issues contributed to or initiated	KIIs FGDs Document review	Annual reports M&E Reports Quarterly reports	Qualitative and quantitative analyses Observation
To what extent is the support provided relevant to the achievement of SDGs 5 and 16?	How did the programme and its activities align with national gender policies and institutions within the justice and security sector of the country?	# of national gender policies the programme proffered or contributed to # of national institutional gender policies in the gender and security sector strengthened or initiated	KII FGDs Document review	Meeting minutes Quarterly reports M&E reports	Qualitative and quantitative analyses Observation
	At what level did the programme align its activities to strengthening peace, justice and security institutions in the country?	# of peace, justice and security institutions strengthened	KIIs FGD Desk review	Project reports Meeting minutes KII responses	Qualitative and quantitative analyses Observation
To what extent have UNDP, UNICEF, OHCHR and UN Women been able to adopt gender-sensitive and human rights-based approaches to their work?	What rights-based and gender-sensitive approaches have implementing UN agencies adopted particularly in line with country context in the executing the programme activities?	# of rights-based approaches adopted across implementing UN agencies	FGDs KIIs Desk review	Annual reports Quarterly reports Project meeting minutes, etc.	Data synthesis Qualitative and quantitative analyses Observation

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
	How have implementing UN agencies respectively coordinated and or collaborated with national level and gender sensitive institutions in implementing the activities of the program?	# of coordination of mechanisms put in place by implementing UN agencies # of institutions and persons covered as a result of effective coordination	Desk review FGDs KIIs	Program implementation reports Meeting minutes	Qualitative and quantitative analyses Observation
	How successful has the Joint Programme been in terms of addressing the needs of the most vulnerable groups and their national institutions?	# of vulnerable groups served by the programme	FGDs KIIs Desk review	FGD results KIIs response Minutes of Board meetings Annual reports	Data synthesis Qualitative and quantitative analyses Observation
To what extent is the RoL II Program in line with the UNDP mandate and strategies?	How is the RoL II aligned with UNDP's mandate?	Extent and aspects of UNDP's mandate to which the RoL II programme is aligned	KIIs Desk review Observation	Quarterly reports Monitoring reports KII responses	Data synthesis Qualitative and quantitative analyses Observation
	How is the RoL II aligned with UNDP's strategies?	Extent of strategic alignment with UNDP	KIIs Desk review Observation	Quarterly reports Monitoring reports KII responses	Data synthesis Qualitative and quantitative analyses Observation
	Which aspect of the UNDP Country Programme Document (CPD) has the RoL contributed to?	Aspects of CDP that the RoL II programme has contributed to	Desk review KIIs Observation	Quarterly reports Monitoring reports KII responses	Qualitative and quantitative analyses Observation
Effectiveness (The extent to which the programme's objectives were achieved or are expected/ likely to be achieved)					
What progress has been made towards achieving the outputs and outcomes listed in the programme document?	Were the outputs and outcomes articulated in the programme document appropriate and relevant?	# of programme outputs and outcomes clearly articulated and appropriate in the programme document	Desk review KIIs Observation FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	To what extent were the outputs and outcomes set in the programme document achieved?	# of results elements achieved by implementation efforts	KIIs FGDs Observations	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	Which factors have contributed to achieving (or	# of factors (enablers or disablers) that	KIIs FGDs	KII responses FGD responses	Data synthesis

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
	not achieving) the intended results?	influenced delivery or non-delivery of programme results	Observation		Qualitative and quantitative analyses Observation
	To what extent have the results at the output and outcome levels generated gender equality and the empowerment of women?	# of results elements (outputs or outcomes) that enabled gender equality and empowerment	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
To what extent have UNDP, UNICEF, OHCHR and UN Women been able to develop strong and enabling partnerships on the ground?	What national institutions had each implementing UN agency partnered with in implementing activities of the programme?	# of national and subnational institutions partnered with by each implementing UN agency	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	To what extent were these partnerships beneficial to the national institutions?	Quality of benefit accrued from the partnership by national institutions	FGDs KIIs Observation	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	How did the partnership strengthen the capacity of CSOs, CBOs and government agencies at national and subnational levels?	# of national and subnational institutions strengthened through partnership	Desk review KII FGDs Observation	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
Efficiency (The extent to which the intervention adequately used available resources to attain intended results)					
Have UNDP, UNICEF, OHCHR and UN Women been able to ensure a proper and efficient use of resources?	Were the expected outputs delivered on time?	Extent of timely delivery	FGDs KII Observation	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	To what extent were implementing UN agencies able to manage technical, human and financial resources of the programme to achieve its results?	Number of resources managed by implementing UN agencies	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
To what extent were the partnership modalities conducive to the delivery of the outputs?	How did the collaboration amongst international, national and subnational partners enhance the programme delivery?	Extent of partnership enhancement # of national and subnational partners testifying that the programme strengthened their institutional capacity	KII FGD Desk review Observation	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
	What knowledge products (outputs) have been generated and useful to the justice and security sector as result of the programme?	# of knowledge products produced as a result of the programme	Desk review KII Observation	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	What mechanisms of knowledge sharing were put in place by implementing UN agencies and how did these enhance the capacity of sector actors and other stakeholders across the intervention?	# of processes put in place in the design and implementation of the programme to enhance the capacity of public and private sector actors	Desk review KIIs Observation FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
Was the M&E plan systematically applied and was it appropriate to the Joint Programme?	To what extent was the programme monitoring and evaluation system consistent across its implementation?	Frequency of programme activities monitoring Quantity of data collected	Desk review KIIs Observation	Quarterly reports Monitoring reports KII responses	Analysis of primary and secondary data
	How has the Joint RoL II programme data collection system effectively enhanced delivery across implementing UN and partner agencies?	Frequency and reliability of programme implementation data	Desk review KIIs Observation	Quarterly reports Monitoring reports KII responses	Analysis of primary and secondary data
Impact (What difference did the intervention make?)					
To what extent has the Program impacted behavioral and attitude	Have people in the Program communities	# of communities freely engaging the	Focus Group Discussions Observations	Results of FGDs	Synthesis of data

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
change of communities towards the security apparatus and system?	begun to use the justice system?	services of the justice system			
	Are justice and security institutions and their operatives attracting the trust of Program catchment population?	# of respondents confessing strong bond between their communities and local justice institutions or agents.	Focus group discussions	Results of FGDs	Synthesis of data
What socio-economic impact has the programme had on the local economy through judiciary and justice system?	What economic benefits local people are accruing from the Joint Rule of Law Program?	# of respondents indicating local community benefits as a result of the Program	Focus group discussions	Results of FGDs	Synthesis of Data
Sustainability (The extent to which the net benefits of the intervention continue or is likely to continue)					
Have UNDP, UNICEF, OHCHR and UN Women managed to adhere to key development principles, including national ownership, and ensure sustainability of results?	To what extent were national and subnational institutions given opportunity to lead and own the RoL II implementation processes?	# of national and subnational institutions leading aspects of programme implementation	KIIs FGDs Desk review	KII responses FGD responses	Analysis of primary and secondary data
	To what extent are national and subnational institutions capable and ready to continue the programme results after its span?	# of national, subnational institutional and community structures organized to sustain achievements of the programme	Desk review KIIs FGDs Observation	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
	What institutional structures or mechanism were put in place at national and subnational levels by implementing UN agencies to ensure sustainability of their respective aspects of the programme?	# of institutional and community structures put in place by each implementing UN agency	FGDs KIIs Observation	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
Have UNDP, UNICEF, OHCHR and UN Women managed risks	To what extent did implementing UN agencies ensure that RoL II	# of risk factors identified and put in place by each	KII Desk review Observation	Quarterly reports Monitoring reports KII responses	Data synthesis Qualitative and quantitative analyses

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
effectively and responsibly?	programme implementation processes were free of exposure of beneficiary institutions and individuals to risk factors?	implementing UN agency		FGD responses	Observation
Human Rights (The level of rights sensitivity in the planning and implementation of the project)					
To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from the Joint Programme interventions?	What approaches did implementing UN agencies use to ensure poor, indigenous and tribal people, women, persons with disabilities and other marginalized groups benefitted from Joint RoLII Program interventions?	# of processes employed by implementing UN agencies to ensure participation of marginalized and vulnerable groups	Desk review KIIs FGDs Observation	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	How has national and subnational institutions such as the police, immigration, LDEA, CSOs, CBOs, etc. ensured that various segments of the population participated in activities of the programme?	# of processes put in place by national and subnational institutions to ensure participation of marginalized and vulnerable groups	FGDs KIIs Observations	KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
Has the programme actively promoted the rights of minority groups, especially in the areas of access to justice and rule of law?	To what extent has the RoL II programme promoted the rights of women, youth, persons with disabilities in ensuring that they had access to justice and the rule of law?	# of women, youth and PWD rights issues addressed by the programme	Desk review KIIs FGDs Observation	Quarterly reports Monitoring reports KII responses FGD responses	Analysis of primary and secondary data
	How has the programme ensured that rights of children, women, girls, boys and other minority groups who experienced sexual and gender-based violence were served through access to justice and rule of law?	# of SGBV sensitive and minority groups empowered through the programme	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
Gender Equality (The extent to which categories of human population were considered in project planning and implementation based on roles)					

Evaluation Questions	Sub-Questions	Indicators/Measures	Data Collection Methods	Data Sources	Data Analysis
To what extent has gender been addressed in the design, implementation and monitoring of the programme?	How did the programme consider gender equality in its design, implementation and monitoring?	# of gender markers in the ProDoc	Desk review KIIs	Quarterly reports Monitoring reports KII responses	Data synthesis Qualitative and quantitative analyses Observation
	What are the markers of gender equality in the design and implementation of the RoL II programme?	# of gender markers in the ProDoc	Desk review KIIs	Quarterly reports Monitoring reports KII responses	Analysis of primary and secondary data
To what extent has the programme promoted gender equality? Were there any unintended effects?	How did the programme promote gender equality, human rights and human development in the delivery of outputs?	# of rights and gender organizations that participated in project activities	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	How has the programme served the rights of people along gender lines?	# of persons who rights were served by activities of the programme	FGDs KIIs Desk review	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation
	How did implementing UN agencies ensure that categories of human population within national, subnational institutions and target communities had equal access to justice and rule of law?	# of national and subnational institutions as well as communities with access to justice and rule of law as a result of the programme	Desk review KIIs FGDs	Quarterly reports Monitoring reports KII responses FGD responses	Data synthesis Qualitative and quantitative analyses Observation

Annex 3: Definition of rating criteria

Rating	Highly satisfactory=4	Satisfactory=3	Unsatisfactory=2	Highly unsatisfactory=1
Relevance	The RoL programme is, to a large extent, aligned with the UN and government's objectives, designed to ensure their effectiveness and do not suffer any major issues	The RoL programme is to some extent aligned with the UN and government's objectives, designed to ensure their effectiveness and do suffer some concerning issues	The RoL programme is to a limited extent aligned with the UN and government's objectives, designed to ensure their effectiveness and suffer some major issues	The RoL programme is not aligned with the RoL programme, not designed to ensure their effectiveness and suffer many major issues
Effectiveness	The RoL programme through its activities have achieved expected outputs and outcomes to a large extent	The RoL programme through its activities have achieved expected outputs and outcomes to some extent	The RoL programme through its activities have achieved expected outputs and outcomes to a limited extent	The RoL programme through its activities have not achieved expected outputs and outcomes
Efficiency	The results of the RoL programme are delivered at optimal costs with adequate processes and practices in line with good international practices	The results of the RoL programme are delivered at less optimal costs but processes and practices are in line with good international practices	The results of the RoL programme are not delivered at optimal costs and process are inadequate but practices are in line with good international practices	The results of the RoL programme are not delivered at optimal costs and processes and practices are not in line with good international practices
Sustainability	The effects of the RoL programme are highly likely to be sustained with time and few to no negative aspects are found	The effects of the RoL programme are likely to be sustained with time and some negative aspects are found	The effects of the RoL programme are unlikely to be sustained with time some negative aspects are found	The effects of the RoL programme are highly unlikely to be sustained with time and major negative aspects are found

Annex 4: RoL result framework Matrix

Programme title: Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - COVID-19 Response and Interim Programme						
Programme location: Bomi, Bong, Gbarpolu, Grand Bassa, Grand Cape Mount, Grand Gedeh, Lofa, Margibi, Montserrado, Nimba and Sinoe						
Programme duration: June 2020 to December 2023						
Indicator Tracking Table						
Indicator	Baseline Date	Value	LoP Target	LoP Actual	% of LoP Actual	Source of verification
Indicator 1.1: % of targeted population who expressed satisfaction with the performance of the justice and security institutions, disaggregated by sex and age	2018	31.5%	50%	50.0%	100.0%	Public Perceptions of Liberian Justice and Security Institutions Report, December 2021
Indicator 1.2: % reduction in pre-trial detention at prison facilities in targeted counties (disaggregated by type, age and sex)	2019	3.0%	36.0%	31.30%	86.90%	Partner's report (Prison Fellowship Liberia) https://docs.google.com/document/d/1exiK1mzn1sqD7PhFiwifXAWW0KQJyB49/edit?usp=sharing&oid=105004811090326227064&rtoref=true&sd=true
Indicator 1.3: % of girls and boys in conflict with the law who are subject to a diversion order or alternative measure as opposed to a custodial sentence (UNSDCF)	2019	85.0%	95.0%	95%	100%	UNICEF Liberia 2020 Annual Report
Indicator 1.4: Number of GBV Cases prosecuted and convictions obtained disaggregated by type, sex and age	2019	300	600	689	115%	Judiciary Annual Reports 2020, 2021 and 2022
Indicator 1.1.1 Number of criminal and civil cases adjudicated and disposed of by Court E, Magisterial and Circuit Courts in targeted counties disaggregated by type, age and sex.	2019	252	1952	16,999	871%	Judiciary Annual Reports 2020, 2021 and 2022
Indicator 1.1.2: Number of cases disposed by the mobile courts disaggregated by sex and age	2020	0	450	1254	279%	Judiciary Annual Reports 2020, 2021 and 2022
Indicator 1.1.3: Number of justice professionals trained on WHR and child/juvenile justice related modules at the JTI disaggregated by sex and type of professional	2020	0	50	38	0.76	UN Women 2021-2022 Annual Reports
Indicator 1.1.4: Disposal rate of SGBV cases and other cases involving juvenile/children in conflict with the law	2019	34.20%	65%	56.16%	86.40%	Judiciary 2021-2022 Annual Report.
Indicator 1.2.1: Number of functional Case Management System at the Directorate of Public Prosecution at MoJ	2020	0	1	1	100%	Programme progress reports
Indicator 1.2.2: Level of PPMU oversight and coordination of the Rule of Law Sector	2020	2	4	4	100%	Programme progress reports
Indicator 1.2.3: Number of traditional leaders trained with enhanced knowledge on human rights-based ADR disaggregated by sex and age	2020	300	800	400	50%	Programme progress reports
Indicator 1.2.4: Number of functional comprehensive legal aid system and board established	2020	0	1	1	1	Programme progress reports
Indicator 1.3.1 Number of cases recorded and investigated by WACPS disaggregated by type, age and sex	2020	252	1800	5571	310%	Spotlight Initiative Liberia 2022 Annual Report
Indicator 1.3.2: Number of police officers with enhanced knowledge and skills in enhanced gender responsive and child sensitive policing disaggregated by sex	2020	202	260	786	302%	Programme progress reports
Indicator 1.3.3: Number of quarterly publications of LNP crime statistics	2020	0	8	7	88%	Programme progress reports
Indicator 1.4.1: Number of comparative studies on alternatives to imprisonment conducted.	2020	0	1	1	100%	Programme progress reports
Indicator 1.4.2: Number of inmates provided vocational training and education disaggregated by skills types, age and sex	2020	0	120	119	99%	UN Women 2021-2022 Annual Reports
Indicator 1.4.3: Number of BCR Officers trained with enhanced knowledge and skills on prison management disaggregated by type and sex	2020	25	120	145	121%	Programme progress reports
Indicator 1.5.1: The extent to which LIS Gender Strategy is implemented[1]	2020	1	4	4	100%	Programme progress reports
Indicator 1.5.2: Number of LIS personnel trained with enhanced knowledge and skill in border operations and human trafficking disaggregated by sex	2020	0	150	373	249%	Programme progress reports
Indicator 1.5.3: Number of personnel tested on the LIS entry level examination disaggregated by sex	2020	0	2000	1951	98%	Programme progress reports

Programme title: Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - COVID-19 Response and Interim Programme						
Programme location: Bomi, Bong, Gbarpolu, Grand Bassa, Grand Cape Mount, Grand Gedeh, Lofa, Margibi, Montserrado, Nimba and Sinoe						
Programme duration: June 2020 to December 2023						
Indicator Tracking Table						
Indicator	Baseline		LoP Target	LoP Actual	% of LoP Actual	Source of verification
Indicator 2.1: % of GBV and child abuse cases that accessed justice and security services in the formal justice and security sector disaggregated by types, sex and age.	2020	0	300	784	261%	Judiciary 2021-2022 Annual Report
Indicator 2.2: % of girls and boys in conflict with the law who are subject to a diversion order or alternative measure as opposed to a custodial sentence.	2020	493	900	1902	211%	UNICEF Liberia Annual Reports (2020-2023)
Indicator 2.3: The extent to which the rights of GBV/SGBV survivors are respected and protected	2020	1	3	2	67%	Programme progress reports
Indicator 2.1.1: Number of functional Justice and Confidence Centers established	2020	0	10	11	110%	Programme progress reports
Indicator 2.1.2: Number of functional networks providing awareness on and monitoring Court E disaggregated by number of monitoring visits	2020	0	1	2	200%	Programme progress reports
Indicator 2.1.3: Number of functional legal aid clinic established	2020	0	1	1	100%	Programme progress reports
Indicator 2.1.4: Number of PTDs benefiting from the established centers disaggregated by sex and charges	2020	1,681	2000	2364	118%	Programme progress reports
Indicator 2.2.1: Number of CSOs provided technical and financial support disaggregated by focus, funding and location	2020	0	20	14	70%	Programme progress reports
Indicator 2.2.2: Number of indigents including PTDs and survivors who received legal aid and ADR services in targeted counties disaggregated by sex and age.	2020	8,760	14,260	18438	129%	Programme progress reports
Indicator 2.2.3: Number of CSOs trained with enhanced knowledge and skills on legal aid services disaggregated by sex and number of staff trained	2020	0	20	32	160%	Programme progress reports

Programme title: Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - COVID-19 Response and Interim Programme

Programme location: Bomi, Bong, Gbarpolu, Grand Bassa, Grand Cape Mount, Grand Gedeh, Lofa, Margibi, Montserrado, Nimba and Sinoe

Programme duration: June 2020 to December 2023

Indicator Tracking Table

Indicator	Baseline		LoP Target	LoP Actual	% of LoP Actual	Source of verification
Indicator 3.1.1: Number of releases obtained from human rights monitoring conducted, violation documented and investigated.	2019	50	650	733	112.77%	Programme progress reports
Indicator 3.1.2: Number of UPR recommendations implemented disaggregated by type	2020	0	28			
Indicator 3.1.3: The extent to which NHRAP is implemented	2020	0	4			
Indicator 3.3.4: Existence of regulatory framework and CSO network for the prevention and respond to violence and discrimination against LGBTI	2020	1	4			
3.2.1: Number of personnel of the LACC, CSOs and media trained to monitor and investigate corruption cases disaggregated by sex	2020	0	80	100	125%	Programme progress reports
3.2.2: Number of a functional e-platform that enables anonymous reporting of corruption cases established	2020	0	1	1	100%	Programme progress reports
3.2.3: Number of studies conducted on public perception of access to justice and factors that fuel corruption and their patterns	2020	1	2	2	100%	Programme progress reports

Annex 5: List of persons met

Date	Name of Person	Position	Organization	Phone	Email
Nov . 15, 2023	Louis Kuukpen	Deputy Resident Representative	UNDP - Liberia	0770003736	Louiskuukpen@undp.org
	Robert Dorliae	RoL Team Leader	UNDP	0770003695	Robert.dorliae@undp.org
	Amara N. Kanneh	M&E Specialist	UNDP	0777125746	amara.kanneh@undp.org
	Emmanuel Kollie	CSO Coordinator	UNDP	0770003047	emmanuel.kollie@undp.org
	Robert Nyan	Coordination Analyst	UNDP	0770003894	robertnyan@undp.org
	Lisa Karlsson	Justice & Security Officer	UNDP	0770004260	lisa.karlsson@undp.org
	Marzue Stubberfield	RoL Programme Asst.	UNDP	0777210313	marzu.stubberfield@undp.org
Nov . 16, 2023	Augustine K. Brown	Head of Research & Planning	LNP	0886753520	
	Neor Gizzie	Head of Crime Statistics Database	LNP	0777238524	
	Beyea G. Cooper	Deputy for Operations	WACPS	0770179141	
	Vannah M.T. Boakai	Administrative Officer	WACPS	0770206956	
	Elsie Richardson	Conflict Resolution Specialist	ADR, MoJ	0881481495	
	Jimmieta S. Barrolle	Programme Coordinator	ADR, MoJ		
	Gobah A. Anderson	Director	ADR, MoJ		
	S. Sainleseh Kwaidah	Director of Prison	BCR, MoJ	0777238524	
	Samuel Godo	Deputy Director of Prison	BCR, MoJ	0776441278	
	Joseph G.W. Sumo	Prison Officer	BCR, MoJ	0777122594	
Roosevelt Jayjay	Human Rights Officer	OHCHR	0775595705	jayjay.roosevelt@un.org	

Date	Name of Person	Position	Organization	Phone	Email
Nov . 17, 2023	Kofi Ireland	Women Protection Service Officer	UNW	0777085138	kofi.ireland@unwomen.org
	Sam K. Mensah	Child Protection Specialist	UNICEF	0770267657/0886546840	smensah@unicef.org
	Isaac L. George, Jr.	Head of SGBV Sex Crimes Unit	LNP	0777541535	
Nov . 20, 2023	Loretta George	Executive Director	Rescue Women	0777580183	rescuewomenliberia@gmail.com
	Henrietta Mantor	Executive Director	ALWA	0777581433	a4womenadvancement@yahoo.com
	Kennedy K. Berrian	Executive Director	P4DP	0770210554	kennedyberrian90@gmail.com
	W. Lawrence Yealue, II	Executive Director	Accountability Lab	0770647354	lawrence@accountabilitylab.org
	Francis S. Kollie	Executive Director	Prison Fellowship Liberia	0886566720	prisonfellowshipliberia@gmail.com
	Matthias M. Yeanay	Program Officer	IREDD	0885568997	matthiasmyeanay@gmail.com
	Evangeline D. Sirleaf	Acting Executive Director	Her Voice Liberia	0888678446	vangesirleaf2019@gmail.com
	Pilate Johnson	Program Officer	CID	0776341085	pilatej@gmail.com
	K. Boboh Kollie	Executive Director	CID	0886407901	boboh_kollie@yahoo.com
Joseph Cheayen	Executive Director	IDAD	077025998	josephcheayan@yahoo.com	
Francis S. Konyon	Executive Director	CJPS	0886587343	franciskonyon.cjps@gmail.com	
Nov . 21, 2023	Famatta Moore	Monitoring & Evaluation Officer	DELTA-HRF	0776091042	
	Henry T. Togbah, II	Finance Officer	DELTA – HRF	0888660100	
	Messiah N. Woo	Acting Program Officer	DELTA – HRF	0777808738	
	Jesse B. Cole	HRD Lead	DELTA-HRF	0886528263	
	Lovetta J. Kolubah	Camera Operator	Court E	0777866312	
Albert Gbelee	Court Administrator	Court E	0886459961		

Date	Name of Person	Position	Organization	Phone	Email
	Tryphene T. Johnson	SGBV Nurse Examiner	One Stop Center, Gbarnga	0886477295/0777477295	
Nov . 22, 2023	Jocee M. Tuazama	Program Officer	Efficient Research and Development Institute (ERDI)	0886414908/0775186800	
	Gary K. Dolosie	Finance Officer	ERDI	0776867319	
	Allen Kollie	Monitoring and Evaluation Officer	ERDI	07777892333	
	Joseph G. Suah	Prosecutor	Court E	0880527430	
	Musa S. Sidibey	Resident Judge	Sexual Offense Division (Court E), 8 th Judicial Circuit Court	0886584905/0777651285	
	Allen F. Gweh	Public Defender	Nimba County	0777002313	
	Titus Y. Koko	Social worker	ERDI	0770725455	
	Beatrice Kruah	Executive Director	Jesus Koazeah Children Center (JKCC)	0777819657/0886962064	
	Verous Bouh	Secretary	Gbehlay-Geh Rural Women	0776020123	
	Beatrice Mongrue	Member	Gbehlay-Geh Rural Women	0777368946	
Annie Flahn	Chairlady	JKCC	0778873162		
Mary Mentee	Member	JKCC	0776392841		
Oretha Tokpa	Member	JKCC	0770729168		
Menkie Karyah	Member	JKCC	0775538031		
Martina Mark	Member	JKCC	0772198491		
Prince Z. Kantuah	Member	JKCC	0779387011		
Kruaway Kruah	Member	JKCC	0555287594		

Date	Name of Person	Position	Organization	Phone	Email
	Oretha Gono	Manager	Ministry of Gender Safe Home	0770321518	
	Konah T. Tokpa	SGBV Nurse Examiner	George Way Harley Hospital		
Nov . 23, 2023	George Z. Cooper	Commander	WACPS, Ganta Police Depot	0777505082	
	Alexander Franklin	Deputy Commander	WACPS, Garnta Police	0880919191	
	Vachel S. Harris	Commander	WACP, Owens Grove Police Depot	0776067811	
	Eddison T. Leatoo	Commander	Owens Grove Police Depot	0770031678	
Nov . 24, 2023	Jefferson S. Goul	Act. Commander	WACPS, Buchanan Police Headquarters	0886926072	
	Burphy N. Gono	Human Resource officer	Buchanan Police Depot	0886665640	
	Prince B. Blamoh	Senior Sheriff	Owens Grove Magisterial Court	0778704401	
	James Dorlley	Chief Clerk	Owens Grove Magisterial Court	0777898547	
	Gloria Varnie	Protection Monitor	AWAL	0770773745	
Nov . 28, 2023	Cllr. Elizabeth Nelson	Court Administrator	Judicial Branch of Government	0886511992	lizwleh@gmail.com
	Cllr. William Buckson Kollie	Assistant Court Administrator	Judicial Branch of Government	0886469632	williambucksonkollie@yahoo.com
	Cllr. David Clarke	Project officer	Judicial Branch of Government	0886551335	
	Isaac T. Genkpah	Acting Clerk of Court	1 st Judicial Circuit – Court E	0777212149	
	Yeaner L. Karter	Assistant Project Officer	Temple of Justice	0770148098/0886544468	

Date	Name of Person	Position	Organization	Phone	Email
Dec. 5, 2023	Johanna Suberu Svanelind	Staff	Swedish Embassy		
	Dwedee Tarpeh	Project Officer	Swedish Embassy		Dwedee.tarpeh@gov



Annex 6: List and Mode Data Collection Meetings Held

Rule of Law Programme Phase II
Terminal Evaluation
UNDP

Date of Meeting	Type of Meeting	No. of Participants/Respondents	Location of Meeting
Nov.15, 2023	Introductory and Acquaintance Meeting (Focus Group Discussion)	7	UNDP Conference Room
Nov. 16, 2023	Key Informant Interview	2	Crime Statistics Unit, LNP Headquarters
	Key Informant Interview	2	WACPS, LNP Headquarters
	Key Informant Interview	3	ADR Unit Office, Ministry of Justice
	Key Informant Interview	3	BCR Office, Ministry of Justice
Nov. 17, 2023	Key informant Interview	3	UNDP Conference Room
	Key Informant Interview	1	Sex Crime Unit, LNP
Nov. 20, 2023	Focus Group Discussion	12	UNDP Conference Room
Nov. 21, 2023	Key Informant Interview	3	DELTA Office, Gbarnga, Bong County
	Key Informant Interview	1	Duta Village, Palala, Bong County
	Key Informant Interview	2	Regional Hub, Gbarnga, Bong County
	Key Informant Interview	1	One Stop Center, Gbarnga, Bong County
Nov. 22, 2023	Key Informant Interview	4	Court E, Sanniquelle, Nimba County
	Key Informant Interview	3	ERDI Office, Ganta, Nimba County
	Key Informant Interview	2	Police Depot, Karnplay
	Focus Group Discussion	10	JKCC Office, Karnplay
	Key Informant Interview	1	Ministry of Gender Safe Home, Sanniquelle, Nimba
Nov. 23, 2023	Key Informant Interview	1	George Way Harding Hospital, Sanniquelle
Nov. 23, 2023	Key Informant Interview	2	Ganta Police Depot
	Key Informant Interview	2	Owens Grove Police Depot, Bassa County
Nov. 24, 2023	Key Informant Interview	2	Buchanan Police Headquarters
	Key Informant Interview	3	Owens Grove Magisterial Court, Grand Bassa County
Total Number of Persons Met		69	

of Key Informant Interviews: 19

of Focus Group Discussions: 3

of Persons Met: 69

Annex 7: Reference documents

- RoL II Programme document
- RoL II Annual Work Plans 2020-2023
- RoL Monitoring Plan 2020-2023
- RoL II Monitoring Reports
- RoL II Progress Reports
- RoL II ROAR 2020-2022
- RoL II Knowledge Products (e.g., Op-Ed, policy papers, etc.)
- RoL II Supported Legislations and Policies for Justice and Security Institutions
- RoL II Annual Reports (2020- 2022)
- RoL II Program Board Meeting Minutes
- Governance Portfolio
- UNDP Country Program Document 2020 – 2024
- UNDP Strategic Plan 2022-2025
- UNDP PME Handbook
- UNDP Evaluation Guide and addendum
- UNDG RBM Handbook
- UNDG Ethical Code of Conduct of Evaluators
- UNSDCF 2020-2024
- UN SDGs
- PAPD

**Summative Evaluation: Rule of Law Joint Program
Phase II**

PROJECT/OUTCOME INFORMATION	
Project/outcome title	UN Joint Rule of Program-Strengthening Rule of Law in Liberia: Justice and Security for the Liberian People II
Atlas ID	00121895
Corporate outcome and output	<p>Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential services to the population in targeted counties by 2024.</p> <p>Output 1.1: Efficiency, transparency and accessibility of the Judiciary of Liberia strengthened</p> <p>Output 1.2 Institutional capacity of the Ministry of Justice strengthened to effectively provide essential gender sensitive prosecutorial services to the population, particularly women and children</p> <p>Output 1.3 Institutional capacity of the Liberia National Police strengthened to effectively deliver essential gender sensitive protection services to the population, particularly women and girls</p> <p>Output 1.4 Institutional capacity the Bureau of Correction and Rehabilitation strengthened to effectively provide essential services to the prison population</p> <p>Output 1.5 Institutional capacity the Liberia Immigration Services strengthened to effectively provide essential services to the population</p> <p>Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024.</p> <p>Output 2.1: Mechanisms in place to prevent and respond to GBV/SGBV and pre-trial detention in targeted counties</p> <p>Key activities</p> <p>Output 2.2: Legal aid providers empowered to deliver legal services to vulnerable groups including SGBV survivors and children in conflict with the law</p> <p>Key activities</p> <p>Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024.</p>

	Output 3.1: Mechanisms for human rights monitoring and oversight enhanced Key activities Output: 3.2 institutional and technical capacities of antigraft institutions, media and CSOs strengthened to monitor and respond to corruption Key activities	
Country	Liberia	
Region	Regional Bureau for Africa (RBA)	
Date project document signed	January 28, 2021	
Project dates	Start	Planned end
	October 1, 2020	September 30, 2023
Project budget	US\$ 11,976,000.00	
Project expenditure at the time of evaluation	US\$ 3,202,935.42	
Funding source	UNDP, SIDA, IRISH AID, OHCHR	
Implementing party⁴	UNDP	

⁴ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

I. Position Information	
Assignment:	Independent Outcome Evaluation
Program:	UN Joint Program titled “ <i>Strengthening the Rule of Law in</i>
	<i>Liberia: Justice and Security for the Liberian People-Phase II (2020-2024)</i>
Contract Type:	Individual Contract (IC)
Consultancy:	International/National
Duty Station:	Monrovia, with frequent travel to other parts of the country
Duration of Contract:	35 working days (May/June 2023)

II. Organizational Context

The Joint Rule of Law Programme, titled “**Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People - II**” sought to promote access to justice, respect for human rights and the rule of law by strengthening institutional capacity of security, justice and judicial institutions and promoting gender equality and the rights of women, children and vulnerable groups to ensure their physical and legal protection. The Program addressed weaknesses in the rule of law sector and enhanced the capacities of and built public confidence in the various justice and security institutions and empowered a wide range of civil society and community-based organizations to actively support citizens to demand their rights and access justice through legal awareness, the provision of legal aid, oversight of state institutions and influencing national policies. The Program adopted a sector-wide approach to increasing overall access to justice from “entry to exit” within the justice system, targeting vulnerable groups in remote areas, particularly women, children and survivors of SGBV. The Program laid emphasis on ensuring that essential justice, security and protection services were available, acceptable, adaptable and accessible to the population including survivors of SGBV, women, children and other vulnerable groups through structural and systemic reforms, policy and legislative reforms, capacity building and provision of material resource.

The Program was aligned with and supported the achievement of Liberia’s development agenda, the Pro-poor Agenda for Prosperity and Development (PAPD), the United Nations Sustainable Development Goals (SDGs) and the UN Sustainable Development Corporation Framework (UNSDCF) for Liberia. The Program sought to achieve the following results:

Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential services to the population in targeted counties by 2024.				
Output 1.1: Efficiency, transparency and accessibility of the Judiciary of Liberia strengthened.	Output 1.2 Institutional capacity of the Ministry of Justice strengthened.	Output 1.3 Institutional capacity of the Liberia National Police strengthened.	Output 1.4 Institutional capacity the Bureau of Correction and Rehabilitation strengthened.	Output 1.5 Institutional capacity of the Liberia Immigration Services strengthened.
Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024.				
Output 2.1: Mechanisms in place to prevent and respond to GBV/SGBV and pre-trial detention in targeted counties.		Output 2.2: Legal aid providers empowered to deliver legal services to vulnerable groups including SGBV survivors and children in conflict with the law.		
Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024.				
Output 3.1: Mechanisms for human rights monitoring and oversight enhanced.		Output: 3.2 institutional and technical capacities of anti-graft institutions, media and CSOs strengthened to monitor and respond to corruption.		

The Program capitalized on the comparative advantage and expertise of the joint implementing partners (UNDP, UN Women, UNICEF and OHCHR) to collectively address challenges in the rule of law sector by effectively and efficiently supporting and strengthening the capacity of justice and security institutions and civil society organizations to increase access to justice, promote respect for human rights and the rule of law in Liberia.

III. Evaluation Scope and Objectives

The current phase of the Program ends on 30 September 2024. UNDP and sister UN agencies involved in the implementation of the Program intend to commission an independent outcome evaluation to assess the level of progress that has been made towards achieving the outputs and outcomes articulated in the programme document. In addition to appraising the overall impact of the Joint Programme, the evaluation is expected to capture key lessons learned, and to provide concrete recommendations for a possible third phase of the Joint Programme in the context of the new CPD beginning 2025.

The independent outcome evaluation is expected to:

- Provide a comprehensive assessment of the overall impact of the Joint Programme, both when it comes to the ‘supply-side’ and the ‘demand- side’ of the rule of law equation.
- Assess the support provided to and through CSOs/CBOs in the context of the Civil Society Initiative.
- Assess UNDP, UNICEF, OHCHR and UN Women relationship with relevant actors and stakeholders, including government institutions, professional unions, civil society organizations, and academic institutions.
- Assess if and how activities and interventions have been implemented in a mutually reinforcing manner, including vis-à-vis other activities and interventions in support of the Liberian rule of law sector.
- Assess the extent to which UNDP, UNICEF, OHCHR and UN Women have managed to anchor the sustainability of their support.
- Assess UNDP, UNICEF, OHCHR and UN Women efforts to mainstream gender and to ensure the proper application of the human rights-based approach (HRBA).
- Discuss the main challenges faced by the Joint Programme, and also the ways in which UNDP, UNICEF, OHCHR and UN Women have sought to overcome them.
- Assess relevance and utilization of M&E processes.
- Offer a comprehensive risk assessment, including UNDP, UNICEF, OHCHR and UN Women ability to manage risks effectively and responsibly.
- Capture key lessons learned and provide concrete recommendations for a possible second phase of the Joint Programme.

IV. Evaluation Questions

To properly define the information that the independent outcome evaluation intends to generate, the following evaluation questions have been developed and agreed-upon:

Relevance/coherence

- To what extent is the Joint Programme aligned with the national development and priorities?
- To what extent is the support provided relevant to the achievement of SDGs 5 and 16?
- To what extent have UNDP, UNICEF, OHCHR and UN Women been able to adopt gender-sensitive and human rights-based approaches to their work?
- How successful has the Joint Programme been in terms of addressing the needs of the most vulnerable?
- To what extent is the RoL II Program in line with the UNDP mandate and strategies?

Effectiveness

- What progress has been made towards achieving the outputs and outcomes listed in the programme document? Were the outputs and outcomes articulated in the programme document appropriate and relevant?
- Which factors have contributed to achieving (or not achieving) the intended results?
- To what extent have UNDP, UNICEF, OHCHR and UN Women been able to develop strong and enabling partnerships on the ground?
- To what extent have the results at the output and outcome levels generated results for gender equality and the empowerment of women?

Efficiency

- Have UNDP, UNICEF, OHCHR and UN Women been able to ensure a proper and efficient use of resources?
- Were the expected outputs delivered on time?
- To what extent were the partnership modalities conducive to the delivery of the outputs?
- Was the M&E plan systematically applied and was it appropriate to the Joint Programme?

Sustainability

- Have UNDP, UNICEF, OHCHR and UN Women managed to adhere to key development principles, including national ownership, and ensure sustainability of results?
- Have UNDP, UNICEF, OHCHR and UN Women managed risks effectively and responsibly?

Human rights

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from the Joint Programme interventions?
- Has the programme actively promoted the rights of minority groups, especially in the areas of access to justice and rule of law?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of the programme?
- To what extent has the programme promoted gender equality? Were there any unintended effects?
- How did the programme promote gender equality, human rights and human development in the delivery of outputs?

It is expected that the evaluation would reflect on the findings and achievement of the programme and proffer relevant recommendations that will enable the programme to properly adjust its next phase that would improve programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the programme has sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP, UNICEF, OHCHR and UN Women support in Liberia and elsewhere based on this analysis.

V. Methodology

The evaluation will be carried out by an external team of evaluators (national and international consultants) and will engage a wide array of stakeholders and beneficiaries, including national and local government officials and staff, donors, beneficiaries from the interventions, and community members.

The evaluation is expected to take a “theory of change” (TOC) approach to determine causal links between the interventions that the UN Joint Rule of Law Programme has supported and observed achievement at national and local levels. The evaluators will develop a logic model to determine how the UN Joint Rule of Law Programme’s interventions have led to improved security and safety and enhanced access to justice at the national and sub-national levels. Evidence obtained and used to assess the results of UN Joint Rule of Law Programme’s interventions 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:

Desk Review

Review all documentation related to the Joint Programme, including the programme document, annual work plans, meeting minutes, progress reports, cooperation agreements, proposals, concept notes, knowledge products, the pro-poor agenda for prosperity and development (PAPD), country programme document, the midterm review report as well as any monitoring and other documents, to be provided by the programme.

Key documents to review:

- Project document.
- Theory of change and results framework.
- Program and project quality assurance reports.
- Annual workplans.
- Consolidated quarterly and annual reports.
- Results-oriented monitoring report.
- Highlights of project board meetings.
- Technical/financial monitoring reports.

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 (men and women): such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:
- Interview relevant actors and stakeholders, including representatives from government, professional unions, civil society organisations and academic institutions, as well as members of the international community (UNCT, AU/ECOWAS, donors/development partners). In addition, the incumbent is expected to make several field trips to meet with selected beneficiaries.
- Semi-structured interviews, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
- Key informant interviews and focus group discussions with men and women, beneficiaries, and stakeholders.
- Field visits to project sites and partner institutions
- Use of survey where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques
- Data review and analysis of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- Collate all other necessary data, including from sources other than UNDP, UNICEF, OHCHR and UN Women.

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 arrange their travel logistically and financially 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.

Note: All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals. Moreover, the evaluators must ensure gender and human rights sensitivity in all aspects of the evaluation process. All evaluation products need to address gender, disability, and human right issues.

VI. Evaluation Team

Evaluation Team Composition and Required Competencies

The evaluation will be undertaken by 2 external evaluators, hired as consultants, comprising an international consultant (who will serve as the Team Lead) and a national consultant (who shall assist the international consultant and serve as Associate Evaluator).

Required Qualifications of the International Consultant (team Lead)

- Minimum Master's degree in Law, Criminal Justice, economics, political science, public administration, regional development/planning, or other social science.
- Minimum 7-10 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 for government and international aid organizations, preferably with direct experience with civil service capacity building.
- Strong working knowledge of the UN and more specifically the work of UNDP in support of government.
- 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 **Team Lead** will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead 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 following 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 National Consultant (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 National Consultant (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

VII. Evaluation Ethics

The evaluation must be carried out as per the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. Importantly, 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 consultants, 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. Specifically, the consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

VIII. Implementation Arrangements

With overall guidance of the DRRP and through direct guidance of the Head of PMSU, the consultants will work the M&E Analyst and Chief Technical Advisor/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 Analyst and members of the Rule of Law Team will arrange introductory meetings. 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 technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed 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 detailed rationale to the advisory panel for any comment that remain unaddressed

IX. Competencies

Corporate Competencies

- Demonstrates integrity by modelling the UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Functional Competencies

Knowledge Management and Learning

- In-depth knowledge of development issues
- Ability to provide and advocate for policy advice
- Sound analytical skills

Development and Operational Effectiveness

- Ability to lead and manage evaluations
- Up-to-date knowledge of capacity development principles and approaches
- Familiarity with UN/UNDP processes and procedures

Interpersonal Skills

- Focuses on impact and results for the client and responds positively to feedback
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good-humoured even under pressure

Demonstrates strong oral and written communication skills

- Acts with tact and diplomacy
- Remains calm, in control and good-humoured, even under pressure

X. Deliverables

The following reports and deliverables are required for the evaluation:

- Inception report detailing desk review findings, description of methodology, evaluation timetable and draft evaluation tools.
- Draft evaluation report and presentation of preliminary findings to UNDP, UNICEF, OHCHR, UN Women and stakeholders.
- An evaluation report, totalling 30 pages plus annexes, with an executive summary of not more than 5 pages describing key findings and recommendations.

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

XI. Duration and Payment Schedule of Assignment				
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 finalize contracts. Travel costs and daily allowances will be paid against the 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:				
No.	Key activities	Deliverables	Estimated working days	Payment term
1	<ul style="list-style-type: none"> • Review materials and develop work plan • Participate in an Inception Meeting with UNDP Liberia country office • Draft and finalize inception report 	Inception report detailing desk review findings, description of methodology, evaluation timetable and draft evaluation tools.	5 days	20%

2	<ul style="list-style-type: none"> • Review Documents and stakeholder consultations • Interview stakeholders • Conduct field visits • Analyze data • Develop draft evaluation and lessons report to Country Office • Present draft Evaluation • Report and lessons at Validation Workshop 	Draft evaluation report and presentation of preliminary findings to UNDP, UNICEF, OHCHR, UN Women and stakeholders.	25 days	40%
3	<ul style="list-style-type: none"> • <input type="checkbox"/> Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders 	Final evaluation report, totaling 30 pages plus annexes, with an executive summary of not more than 5 pages Describing key findings and recommendations.	5 days	40%
Total # of days			35 days	

List of UN Joint Rule of Law II Outcomes to be Evaluated

Outcome 1	Outcome 1: Improved institutional and technical capacities of the Judiciary, Ministry of Justice, Liberia National Police, Bureau of Correction and Rehabilitation and the Liberia Immigration Services to deliver essential services to the population in targeted counties by 2024.
Outcome 2	Outcome 2: Increased access to justice, protection and security services for women, men, boys and girls in targeted counties by 2024.
Outcome 3	Outcome 3: Increased respect for and protection of human rights and transparency for men, women and children in Liberia by 2024.