Final Evaluation Report

Developing Juvenile Justice in Libya

(Joint Programme ID 00128036)

Date submitted: 26th November 2024

Evaluation Team
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Joint Programme Profile

Joint Programme Identification

Title:	Developing Juvenile Justice in Libya
ID:	00128036

Linkages to United Nations, United Nations Development Programme, United Nations Office on Drugs and Crime and United Nations Children's Fund Strategic Priorities

UN Sustainable Development Cooperation Framework (UNSDCF) Libya 2023 – 2025	**Outcome 1.2** - By 2025, people in Libya participate in and benefit from a more peaceful, safe, and secure society, free from armed conflict and underpinned by unified and strengthened security, justice, rule of law, and human rights institutions that promote and protect human rights based on the principles of inclusivity, non-discrimination, and equality in accordance with international norms and standards; **Output 1.2.1** - Non-discriminatory, enforceable, harmonized, and monitorable legal and policy frameworks are developed by legitimate authorities to promote rule of law in Libya in line with international human rights norms and standards.
UNDP Strategic Plan 2022 - 2024	**OUTCOME 2:** No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development
UNDP CPD Libya 2023 - 2025	**Output 2.1:** Institutional, and human capacities of national and local authorities to strengthen security and rule of law and improve access to equitable and gender-responsive justice are strengthened
UNODC Regional Framework for the Arab States 2023-2028	**Focus Area: Crime prevention and criminal justice -** Assisting in crime prevention in particular among youth. Providing support to criminal justice reform, improving access to justice for children, reforming the prison system, along with alternatives to detention and social reintegration in Libya.
UNICEF – Government of Libya's Country Programme Document of 2023 – 2026	**UNSDCF Outcomes 1.2 and 3.1** By 2025, boys, girls and adolescents are better protected from violence, abuse and exploitation and benefit from strengthened child protection systems and improved practices.
Outcomes	**Outcome 1:** To strengthen the enabling environment towards the development of a child-friendly justice system for all children in contact with the law, including policy development and improved coordination at the national level **Outcome 2:** Improved access of families and children to tailored

	services accelerating the rehabilitation and reintegration of children in contact with the law **Outcome 3:** Detained children benefit from improved detention conditions and have access to rehabilitation, pre-release planning and assistance programmes, as well as reintegration services after release.
Outputs	**Output 1.1:** To facilitate the adoption of relevant policy by national stakeholders related to the establishment of child-friendly justice for children. **Output 1.2:** To rehabilitate the physical infrastructure of the FCPU facility in Tripoli, including to ensure that it is child-friendly. **Output 2.1:** An enabling environment supporting the establishment and management of functional FCPU is strengthened. **Output 2.2:** Children have access to fully functional FCPU in Tripoli and other targeted locations that are providing child-friendly services for child witnesses, victims of violence and (alleged) child-offenders (including alternatives to the deprivation of liberty through probation services. **Output 3.1:** Basic needs of children of both genders at the detention facility for children deprived of their liberty are met **Output 3.2:** Staff in contact with children in detention are trained and enabled to cater for special needs of children deprived of their liberty **Output 3.3:** Rehabilitation and preparation to release programmes in partnership with the FCPU and NGOs/social workers are in place and piloted **Output 3.4:** Reintegration programmes in partnership with the FCPU and selected NGOs/social workers are in place and piloted. **Output 3.5:** Children in detention are provided with legal aid.

Joint Programme Information		
Duration:	**Start Date:** 30 December 2020	**End Date:** 30 December 2024
Region	Arab States	
Country	Libya	
Joint Programme Budget		
Total budget	EU: 3,500,000 EUR estimated as US$ 4,096,400 (as per Info Euro Rate of November 2020)[1] Other source of funds: US $ 23,408 (UNICEF) UNDP: US$ 1,082,089 UNICEF: US$ 1,516,301 UNODC: US$ 1,521,418	
Expenditure as at time of evaluation	US$ 2,568,829 (as of June 2024 – 63% delivery) UNDP: US$ 900,650 (83% delivery)	

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[1] Info Euro Rate of November 2020, https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en

	UNICEF: US$ 816,181 (54% delivery)
	UNODC: US$ 851,998 (56% delivery)
	(Latest financial data available)
Evaluation Details	
Evaluation Type	Final Joint Programme
Evaluation coverage	30 December 2020 – 30 September 2024
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Acknowledgements

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Abbreviations

CRC	UN Child Rights Convention
CSO	Civil Society Organisation
ERG	Evaluation Reference Group
EU	European Union
FCPU	Family and Child Protection Unit
FE	Final Evaluation
GD	Group Discussion
GE/WE	Gender Equality/Women Empowerment
HCC	Higher Committee for Children
HR	Human Rights
HRBA	Human Rights Based Approach
IR	Inception Report
KII	Key Informant Interview
LNOB	Leave No One Behind
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoSA	Ministry of Social Affairs
M&E	Monitoring and Evaluation
MPTF	Multi-Partner Trust Fund
OECD DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PMSU	Programme Management Support Unit
PUNO	Participating UN Organisation
SDGs	Sustainable Development Goals
SI	Social Inclusion
SoP	Standard Operating Procedure
SSF	Social Solidarity Fund
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime

Executive Summary

This Evaluation Report relates to a Final Evaluation (FE) of the Developing Juvenile Justice in Libya Joint Programme. The Developing Juvenile Justice in Libya Joint Programme is implemented by the United Nations Development Programme (UNDP) as lead agency, together with the United Nations Children Fund (UNICEF), and the United Nations Office on Drugs and Crime (UNODC) from December 2020 – December 2024. The evaluation was commissioned by the Joint Programme at the end of its implementation phase and covers all four years of the Joint Programme's implementation from 30 December 2020 – 30 December 2024. In terms of the geographical scope, the evaluation covers all project implementing locations, Gurji, Janzur, Tajoura and Tripoli.

In line with the Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD / DAC) Evaluation Criteria,[2] the FE provides UNDP, UNICEF, and UNODC, the Joint Programme's donor – the European Union (EU), government counterparts, and other stakeholders with an impartial assessment of the results generated to date. The evaluation assesses the Joint Programme's relevance, coherence, effectiveness, efficiency, impact and sustainability as well as cross-cutting issues; identifies and documents evidence-based findings; and provides stakeholders with recommendations to inform the design and implementation of future interventions.

The evaluation is based on data available at the time of the evaluation, including project documents and regular progress reports and other relevant reports, as well as comprehensive in-person and online stakeholder consultations conducted during September and October 2024. The primary evaluation users, namely UNDP, UNICEF, and UNODC in Libya, will use the evaluation to understand the progress of the Joint Programme to date and further strategize for developing the system of juvenile justice in Libya. The secondary users, namely the Joint Programme's partners, including the government counterparts, namely the Ministries of Interior, Justice and Social Affairs, the Social Solidarity Fund and the Higher Committee for Children, will use the information to learn about what works and what does not when developing juvenile justice in Libya. The Joint Programme's donors, the EU may use the evaluation for accountability and as input for decision-making purposes. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP, UNICEF, and UNODC accountable for their development contributions.

The methodology used a results-orientated (the extent to which results were achieved), mixed-methods approach, integrating both qualitative and quantitative data collection, but was essentially qualitative. gender equality and the human rights-

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[2] Organisation for Economic Cooperation and Development / Development Assistance Committee Evaluation Criteria. Available at https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

based approach aspects were integrated into both the evaluation scope and methodology and incorporated into the evaluation matrix and evaluation questions. The methodology comprised an analysis of all relevant project documentation shared by the project – approximately 50 documents in total, and data collected both in-person and virtually through a total of 22 key informant interviews and two joint key informant interviews. The evaluation team met with a total of 26 partners and stakeholders 17 women (65%) and 9 men (35%) including representatives from the government and the national counterparts; the project's donor, the EU; and UNDP/UNICEF/UNODC project and programme representatives and senior management. In addition, two site visits were conducted to the juvenile detention facilities in Janzur and Tajoura. The collected data was analysed using a combination of analytical methods including contribution analysis, political economy analysis, quantitative and qualitative data analysis, data synthesis, verification and validation as well as triangulation. The evaluation team applied three approaches to triangulation: methods triangulation (checking the consistency of findings generated by different data collection methods); interrogating data where diverging results arise; and analyst triangulation (discussion and validation of findings, allowing for a consistent approach to interpretive analysis).

The Joint Programme has laid the foundations for the further development of the system of juvenile justice in Libya. The programme is highly relevant to its stakeholders – the justice sector institutions in Libya – as well as to its beneficiaries – children in contact with the law in Libya. While the programme faced significant delays during its operationalization and inception, due to limited consultation and coordination with national counterparts, a high staff turnover among national counterparts as well as within the participating UN organisations and due to the effects of the COVID-19 global pandemic, during its last two years of implementation, results have started to be seen and its performance has increased.

Through adopting a systems strengthening approach,[3] which addresses the lack of a juvenile justice system in Libya, with multiple counterparts and from multiple angles, the programme has tested and piloted different approaches and models in order to develop the juvenile justice system in Libya. This has included through efforts by the Joint Programme to strengthen the enabling environment towards the development of a justice system conducive for all children in contact with the law, including through policy development and improved coordination at the national level; improving the access of families and children to tailored services accelerating the rehabilitation and reintegration of children in contact with the law; and improving detention conditions for children who can benefit from and have access to rehabilitation, pre-release planning and assistance programmes, as well as reintegration services after release. While results are starting to be seen, it is too premature to assess their impact and sustainability, although there are prospects of both, subject to the full institutionalisation, roll-out, replication and scale-up throughout the system.

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[3] A system strengthening approach allows for a set of comprehensive strategies, responses, and activities designed to sustainably and inclusively improve and develop resilient systems, in this case a system of juvenile justice.

This evaluation report provides a set of 11 findings, six conclusions, six recommendations, five best practices and twelve lessons learned. A summary of the key findings and recommendations are provided below.

Findings
The findings are elaborated further in Chapter 5.

Relevance - Findings 1, 2 and 3: The Joint Programme's objective to improve conditions of children in contact with the law and increase the chances for children to successfully rehabilitate and reintegrate into society upon release, is highly relevant to the national development priorities of Libya, as reflected in the UN Sustainable Development Cooperation Framework 2023 – 2025. The framework translates the vision of Libya into UN actions and impacts on the ground. It is also aligned with and contributes towards UNDP's, UNICEF's and UNODC's strategic priorities and goals in Libya). The Joint Programme tessellates with and contributes towards higher level outcomes contained in the EU Rule of Law / Justice in Libya Programme and contributes towards Libya's progress towards achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs), and the fulfilment of its obligations as a state-party to the UN Convention on the Rights of the Child. The Joint Programme design was informed by previous programming and lessons learned by the three implementing partners, which provided it with an evidence base for the development of activities. However, there are gaps in the Joint Programme's intervention logic and results framework, which while identified by the EU's Results Oriented Monitoring exercises conducted in 2022 and 2023, were not addressed, including a thorough revision of the theory of change and of the Logframe. While the programme benefitted from a risk assessment and risk strategy at the outset, this was not updated or assessed and reported on during the implementation. Further, the Joint Programme was not designed to promote coordination and synergies between the three implementing partners, resulting in activities being conducted in silos. In addition, the Joint Programme's implementation timeframe was significantly under-estimated, given the complexities and challenges in the operational environment, leading to two, and potentially a third, no-cost extension. Despite coordination challenges and gaps in the design of the Joint Programme, the Joint Programme is highly relevant for both its stakeholders – the juvenile justice related institutions in Libya, such as (MOI, MOJ, MOSA/SSF, HCC) the Family and Child Protection Units/Sections and Training Department of Ministry of Interior – as well as its beneficiaries, children in contact with the law, who represent one of the most vulnerable groups in society.

Coherence - Finding 4: The Joint Programme has made considerable efforts to ensure its coherence internally within the participating UN organisations (PUNOs) as well as with the national partners. While some gaps still remain, both with the national partners and PUNOs of the Joint Programme, externally the Joint Programme is adding value and avoiding duplication of efforts.

Effectiveness - Findings 5 and 6: The Joint Programme has successfully navigated the challenging political and security context in Libya to contribute to development results. It has made efforts to strengthen the enabling environment for juvenile justice through enhanced coordination mechanisms and physical infrastructure improvements; policy strengthening; capacity development and enhancing service provision; as well as through raising awareness. While, at the time of conducting the evaluation, not all results have been fully realized as yet, through its system-strengthening and multi-faceted approach, the Joint Programme has laid the foundations for further strengthening of the system of juvenile justice in Libya. When assessed against the achievement of its indicators included in its Results Framework, the Joint Programme has met one of its four outcome level indicators and eleven of its thirty-one output level indicators. Overall, the strategies adopted by the Joint Programme have largely been effective in achieving results, at least at the output level.

Efficiency - Finding 7: The Joint Programme faced considerable delays in its operationalisation due to a high level of staff turnover amongst its national counterparts and to some extent within the participating UN organisations as well as the impact of the COVID-19 pandemic, which prevented in-person interaction with government representatives. The overall political and security instability in the country has also caused delays. This impacted its efficiency resulting in the need for two no-cost extensions and potentially a third. Steering Committee meetings have not been conducted regularly with only two SCs being conducted throughout the implementation period. This, is a potentially missed opportunity to strengthen collaboration and coordination amongst relevant stakeholders. The envisaged staffing structure for the Programme's implementation was not fulfilled and due to limited staffing capacities within UNDP, the leadership of the Joint Programme was not always optimal.

Finding 8: In terms of its financial efficiency, the Joint Programme is managed and coordinated through the Multi-Partner Trust Fund Office (MPTFO). The delays detailed in Finding 7 above, combined with the administrative requirements of the MPTFO, have led to delays in the disbursement of the Programme's funds and the Programme's ability to implement envisaged activities. That said, overall, the programme overs good value for money when assessed against its objectives and results. The Joint Programme has limited monitoring and evaluation capacities and there are no mechanisms in place to document learning or feedback loops to use learning to inform decision-making and future implementation.

Impact - Finding 9: While it is somewhat premature to measure the impact of the Joint Programme, there are no impact level indicators included in the Joint Programme's results framework with which to measure its impact in any event. At the time of the evaluation, no mechanisms have been introduced to measure impact and it is challenging after what in reality is just over two years of implementation to

measure the impact of the interventions. However, anecdotally, there are some early indications of the impact of the programme as well as some indications of potential future impact. These include the rehabilitation works that have been completed, the capacity development conducted and the adoption of some Decrees, Resolutions and Standard Operation Procedures. However, these are seen more at the local level as a result of targeted interventions, rather than throughout the centralised system of juvenile justice overall. The programme has succeeded to start normalising the discussion around child rights at the central level through depoliticization and desensitisation and linking this with international standards including the CRC, however it is too premature to assess what impact this may have going forward.

Sustainability - Finding 10: Similarly as with impact, it is somewhat premature to assess the sustainability of the programme, which has only recently started to see results, however there is a good level of national ownership amongst the national counterparts, which strengthens sustainability prospects. The results that have been achieved have laid the foundations for potential future sustainability if they are further embedded, replicated and scaled up and if decisions that have been made are fully implemented. This could lead to more sustainable, transformational results in the future. While lack of data still remains a challenge to inform decision-making, the programme is ending with an increase in knowledge and possibilities and how to facilitate systemic changes to the juvenile justice system in Libya, which could yield sustainable, transformational results in the future. The project document did not include a defined exit strategy and one was not developed during the course of the Programme's implementation.

Cross-cutting themes – Human Rights and Gender - Finding 11: The Joint Programme has made efforts to ensure its gender and human rights responsiveness both in the design and implementation of the programme, while remaining culturally and contextually sensitive. However, there is a lack of data at the national level overall relating to juvenile justice and in particular gender and human rights issues and the national counterparts' refusal to engage with civil society within the scope of the programme has limited results in this area. Further, the Joint programme is not collecting data related to cross-cutting issues or reporting on any aspects related to the cross-cutting issues. There is no dedicated gender expertise within the Joint Programme's organisational structure.

Recommendations
The recommendations are elaborated further with specific actionable steps in Chapter 7.

Recommendation 1: Informed Joint Programme design with robust logical framework, staffing structure and system of monitoring, evaluation and learning to allow for adaptive programming when needed.

The Joint Programme team is recommended to design an evidence-based and informed project document, based on extensive stakeholder and beneficiary consultations, which contains a robust theory of change and results framework, underpinned by a solid assessment of risks and assumptions and system of MEL to allow for flexible and adaptive programming.

Recommendation 2: Improved coordination and communication within PUNOs and with national counterparts to strengthen efficiency and coherence.

It is recommended that Phase II of the Joint Programme maintain its focus on improving coordination and communication mechanisms with the PUNOs as well as with the programme's national counterparts. This will not only help to drive efficiency and coherence but also with the achievement of results. It will also contribute to a strengthened enabling environment within which to further develop and strengthen the system of juvenile justice in Libya.

Recommendation 3: Support a strengthened enabling environment through a systems thinking approach to enhance potential impact and achieve transformational, sustainable results in a flexible and adaptive manner

An enabling environment is crucial for ensuring sustainable and transformational results. Going forward, the Joint Programme is recommended to enhance it systems thinking approach to the extent possible to further strengthen the enabling environment for developing a system of juvenile justice in Libya. Being flexible and adaptive could allow the programme to course correct and amend its programmatic approaches when necessary, given the fluid political and security context and operational realities on the ground.

Recommendation 4: Fully institutionalise results achieved to date and support their roll-out, replication and scaling-up, including through enhanced research and data collection capabilities to provide an evidence base for decision making

During Phase II, the Joint Programme is recommended to support the full institutionalization of the results gained during Phase I, including the replication, roll-out and scaling up of the infrastructure reforms, capacity development and improvements in standard operating procedures, policies and practices. This includes through addressing data deficits, which impact on the ability of stakeholders to conduct informed, and evidence-based decision-making.

Recommendation 5: Explore opportunities to engage with Civil Society Organizations (CSOs) to enhance service provision combined with strengthening gender capacities within the programme

The evaluation recommends that the Joint Programme explore opportunities to engage with civil society organisations who can complement service provision and

fills the gaps currently not covered by national counterparts. This will be sensitive with the government counterparts, however possibilities should be discussed. Dedicated gender capacities within the organizational structure of the Programme are required to ensure that gender is cross-cutting across all interventions.

Recommendation 6: Embed human rights, leave no one behind and disability inclusion into the design and implementation of Phase II.
It is recommended that the Joint Programme bolster its efforts to meaningfully integrate human rights, leave no one behind and disability inclusion throughout the project through a multi-dimensional approach that ensures inclusion, fairness, equality, and respect for the rights and needs of all children in contact or conflict with the law.

1. Introduction

This Evaluation Report relates to a Final Evaluation (FE) of the Developing Juvenile Justice in Libya Joint Programme. In line with the Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD / DAC) Evaluation Criteria,[4] the FE provides UNDP/ UNICEF/ UNODC, the Joint Programme's donor – the European Union (EU), government counterparts, civil society partners and other stakeholders with an impartial assessment of the results generated to date. The evaluation assesses the Joint Programme's relevance, coherence, effectiveness, efficiency, impact and sustainability as well as cross-cutting issues; identifies and documents evidence-based findings; and provides stakeholders with recommendations to inform the design and implementation of future interventions.

The intended users of the evaluation include primary evaluation users, namely UNDP/UNICEF/UNODC Libya, who will use the evaluation to understand the progress of the Joint Programme to date and further strategize for developing juvenile justice in Libya. The secondary users, namely the Joint Programme's partners, including the Ministries of Interior, Justice and Social Affairs, the Social Solidarity Fund and the Higher Committee for Children will use the information to learn about what works and what does not when developing juvenile justice in Libya. The Joint Programme 's donors, the EU may use the evaluation for accountability and as input for decision-making purposes. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP/UNICEF/UNODC accountable for their development contributions. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

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[4] OECD / DAC Evaluation Criteria. Available at
https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

The Evaluation Report is structured as per the UNDP Evaluation Guidelines[5] as follows:

Chapter 1 provides the introduction. Chapter 2 presents the description of the intervention, including the context and background as well as the Joint Programme itself. Chapter 3 provides the evaluations' objective, scope and purpose as well as the evaluation approach, methods and data analysis approaches utilised as part of the evaluation process. Chapter 4 presents the analytical framework, Chapter 5 the findings, Chapter 6 the conclusions, Chapter 7 the recommendations and Chapter 8 the best practices and lessons learnt.

There are a number of annexes to the Evaluation Report, including the key evaluation questions, evaluation matrix, the assessment of the programme's progress against its indicators, the informed consent protocol and data collection tools and instruments, the stakeholder list, the bibliography, the Terms of Reference (ToR) and the signed Pledge of Ethical Conduct.

2. Description of the Intervention

2.1 Context

Thirteen years after the Arab Spring uprising and the fall of the previous regime, Libya continues to struggle to end its violent conflict and build state institutions. The failure to hold the presidential and parliamentary elections slated for December 2021 has further entrenched institutional and political divisions, and heightened tension between rival political opponents and armed factions. Despite the considerable volatility and concerns about the potential resumption of hostilities, the October 2020 Comprehensive Ceasefire Agreement remains in effect, although at the time of writing this Evaluation Report, the political, economic and security situation in Libya is rapidly deteriorating.[6]

Libya is considered as an upper-middle-income country, but its low ranking on key global indices does not support the country's rise towards stability and development. In the 2024 Global Peace Index, Libya is ranked 123 out of 163 countries, reflecting the ongoing security challenges and political instability.[7] On the Human Development Index, Libya is ranked 92nd out of 193 countries.[8] Gender inequality is a critical issue, with Libya ranking 65th out of 166 countries on the 2022 Gender Inequality Index, a slight improvement from previous years but still a significant drop from its pre-conflict ranking.[9] Libya's progress towards the Sustainable Development Goals (SDGs) is

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[5] UNDP Evaluation_Guidelines. Available at
http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf
[6] Amid Rapidly Deteriorating Political, Economic Situation, Ordinary People in Libya Fear Re-emergence of War, Top UN Official Warns Security Council (2024). Available at https://press.un.org/en/2024/sc15795.doc.htm
[7] Global Peace Index Report (2024). Available at https://www.economicsandpeace.org/wp-content/uploads/2024/06/GPI-2024-web.pdf
[8] Human Development Index (HDI). Available at https://hdr.undp.org/data-center/human-development-index#/indicies/HDI
[9] United Nations Development Programme Gender Inequality Index (GII). Available at https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII

facing challenges due to political complications, especially in southern Libya. Furthermore, the lack of comprehensive and up-to-date data continues to hinder accurate assessments of progress towards these global targets.[10]

The Libyan economy is driven by the oil and gas sector and remains undiversified, with a large public sector. In 2023, the oil and gas sector represented 60 per cent of GDP, 94 per cent of exports, and 97 per cent of government revenues. The private sector remains underdeveloped but has significant growth potential and currently employs nearly 14 per cent of the workforce. While Libya is an upper middle-income country, its development indicators and institutional capacity do not match its income level. Years of conflicts and divisions have led to inadequate public investment and infrastructure maintenance despite the growing oil production, coupled with a distortive presence of the state in the economy and a restrained development of the private sector. Consequently, the population faces limited access to quality health services, a weak and outdated education system, disruption of the provision of safe drinking water, and disrupted electricity supply.[11]

Children encounter the justice system as victims, witnesses, because they are in conflict with the law or as parties to the justice process, such as in custodial arrangements. The Convention on the Rights of the Child established the basic rights of children in conflict with the law, most notably Articles 37 and 40. Article 37 protects the rights of children who are arrested and deprived of their liberty, prohibits torture or cruel, inhuman or degrading treatment or punishment and illegal and arbitrary detention of children; and further provides that detention of children should only be used as a last resort and for the shortest appropriate period of time. It explicitly prohibits the use of 'torture or other cruel, inhuman or degrading treatment or punishment' against children, stating that 'neither capital punishment nor life imprisonment without possibility of release shall be imposed for offences committed by persons below eighteen years. Article 40 sets out principles for a child rights compliant juvenile justice system and rights of children who are being processed through the criminal justice system. In particular, it provides for 'the right of every child alleged as, accused of, or recognized as having infringed the penal law to be treated in a manner consistent with the promotion of the child's sense of dignity and worth, which reinforces the child's respect for the human rights and fundamental freedoms of others and which takes into account the child's age and the desirability of promoting the child's reintegration and the child's assuming a constructive role in society.'

In Libya, the current legislative framework as well as practice in justice system does not adequately protect children who come into contact with the law (offenders, victims and witnesses). The justice system does not have specialized procedures and dedicated personnel trained to deal with children. Many procedures are not child-friendly, the best interest of the child is not always central to the decision-making

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[10] UN Common Country Assessment, Libya (2022) update 2023.
[11] The World Bank, Overview of Libya, September 2024, https://www.worldbank.org/en/country/libya/overview#1

process and children are sometimes detained in circumstances that are contrary to their rights and well-being. As a result, children are at high risk of experiencing rights violations at various stages of the judicial process.

The justice system in Libya remains retributive, rather than rehabilitative. Although, the legal framework allows for the settlement of cases outside of the regular system and recognizes some alternatives to custodial measures, there is no system in place to help courts implement such measures.[12] As a result, children who are tried and found guilty are placed in detention facilities, often with adults as there are no other options available. The current services provided by actors in the justice sector (such as police, prosecution, and courts) often suffer from a lack of coordination and/or are not child friendly.[13] There is a very limited number of people in justice sector institutions that are appropriately trained to deal with children who have experienced trauma.

The pre-2011 juvenile justice system in Libya was deemed progressive as it diverted children away from prison and placed them in care institutions outside the prison system. After nearly a decade of conflict and instability this system has collapsed. Pre-2011, Libya operated a small network of juvenile reformatories under the Ministry of Social Affairs (MoSA), staffed by social workers rather than prison guards.[14] However, these institutions were under-resourced, offering little educational or social support. As the 2011 uprising progressed, these institutions (like many others) were seized by revolutionary armed elements. Up to present, Libya has not been able to make considerable progress on returning these institutions to state control or to proper function. The result is a growing juvenile population placed inappropriately within the confines of Libya's state prison system, in addition to children being held in other prisons run by security actors or militias with little to no oversight. This may well impact the ongoing conflict in Libya and potential future instability, as children who are incarcerated with adults are particularly vulnerable to influence and recruitment from criminal and extremist elements.

The exact number of children in prison across Libya is unknown, although it is increasing. UNSMIL estimated the number of children in prison to be around 120 in November 2018. The number of children currently detained in prisons in Tripoli under the authority of the MoJ is around 35. The United Institute of Peace (USIP) conducted assessments in 2012, 2015 and 2017. In 2012 the USIP research team visited 19 prisons and recorded five children, in 2015 24 prisons and recorded 91 children and in 2017 it visited a limited number of eight prisons and recorded 105 children.[15] In 2019, it is estimated that Jawiya Prison, Misrata, and Jdaida Prison, Tripoli, both under MoJ control, hold respectively ten and two children in conflict with the law.[16]

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[12] Juvenile justice study- High Judicial Institute- 2008
[13] Juvenile justice study- High Judicial Institute- 2008
[14] The Social Solidarity Fund under MoSA operated four juvenile reformatories, two for boys and girls (one in Benghazi for the eastern part of the country and one in Tripoli for the western part of the country) and two reformatories only for boys (one in Susah and one in Sebha).
[15] All figures obtained from interviews with UNSMIL staff, figures are from November 2018.
[16] Developing Juvenile Justice Project Document

2.2 Background to the Joint Programme

It is against this backdrop that the Developing Juvenile Justice in Libya Joint Programme was developed to address the challenges outlined above. The Joint Programme aims to support the national authorities to ensure child friendly treatment for children in contact with the law, including those deprived of their liberty, within the framework of the UN Child Rights Convention (CRC) and other relevant international and national legal instalments. The Joint Programme combines the strengths of the participating UN organizations UNDP, UNICEF, and UNODC in a joint effort to ensure that children in contact with the law in Libya benefit from a child friendly justice system. The Joint programme will provide technical support in exploring alternatives to detention as well as to enhance services being delivered to children in contact with the law and their families to facilitate their rehabilitation and reintegration. The Joint programme aimed to help set up and/or strengthen coordination mechanisms based on clearly defined roles and responsibilities of relevant stakeholders. Considering the current context and capabilities, and in consultation with Libyan stakeholders, priority areas have been identified for programmatic engagement are as follows:

Overall objective: All children in Libya have access to a child-friendly justice system that protects their basic rights, in accordance with UN Child Rights Convention and relevant international legal instruments.

Specific objective: Children in contact with the law in greater Tripoli and other targeted locations, including those in detention, are benefiting from a child-friendly justice system.

Joint Programme Outcome 1: By 2024, children in contact with the law in Libya have benefitted from strengthened institutions that are mandated to support the delivery of Juvenile Justice
Output 1.1: To facilitate the adoption of relevant policy by national stakeholders related to the establishment of child-friendly justice for children.
Output 1.2: To rehabilitate the physical infrastructure of the FCPU facility in Tripoli, including to ensure that it is child-friendly.

Joint Programme Outcome 2: Improved access of families and children to tailored services accelerating the rehabilitation and reintegration of children in contact with the law
Output 2.1: An enabling environment supporting the establishment and management of functional FCPU is strengthened.
Output 2.2: Children have access to fully functional FCPU in Tripoli and other targeted locations
that are providing child-friendly services for child witnesses, victims of violence and (alleged)

child-offenders (including alternatives to the deprivation of liberty through probation services.

Joint Programme Outcome 3: Detained children benefit from improved detention conditions and have access to rehabilitation, pre-release planning and assistance programmes, as well as reintegration services after release.
Output 3.1: Basic needs of children of both genders at the detention facility for children deprived of their liberty are met.
Output 3.2: Staff in contact with children in detention are trained and enabled to cater for special
needs of children deprived of their liberty.
Output 3.3: Rehabilitation and preparation to release programmes in partnership with the FCPU
and NGOs/social workers are in place and piloted.
Output 3.4: Reintegration programmes in partnership with the FCPU and selected NGOs/social
workers are in place and piloted.
Output 3.5: Children in detention are provided with legal aid.

Rights-based approach, gender equality and gender mainstreaming
As stated in the project document, the action will follow a rights-based approach and contribute to gender equality and mainstreaming. Human rights are at the core of all work of the UN system. Together with peace, security and development, human rights represent one of the three interlinked and mutually reinforcing pillars of the UN, enshrined in the Charter of the United Nations. PUNOs work across all three pillars in their efforts to support UN Member States in reinforcing the rule of law. Bearing in mind the centrality of human rights to the aims of the UN, the three participating UN agencies always take a human rights perspective into account while planning programmes. Human rights standards and principles guide development cooperation and programming in all sectors and in all phases of the programming process.

To ensure that human rights are taken into due consideration, particular attention will be given to the UN system-wide policy Human Rights Due Diligence Policy on UN Support to non-UN Security Forces (HRDDP). The policy ensures that UN activities for security forces are undertaken following proper examination of the human rights situation. Where concerns are detected, the UN agencies are required to address these as appropriate within the regional and thematic context of their mandates.

As outlined in the UN Common Approach to Justice for Children (2008), Justice has long been high on the international development agenda. The UN and other bilateral and multilateral development partners recognise the importance of rule of law and a functioning justice system in reducing poverty as well as promoting peace, security and human rights. Rule of law approaches are thus a cornerstone of UN commitment to the Millennium Development Goals [and now the Sustainable Development Goals],

as well as human rights for all. The way children are treated by national justice systems is integral to the achievement of rule of law and its related aims. The situation of child victims and witnesses has also been addressed by the UN. Transitional justice mechanisms have included some steps to take account of the special situation of children. In addition, the recommendations of the UN General Assembly in response to the UN Report on Violence against Children stress the need to ensure accountability and end impunity for crimes against children. It also recommends the establishment of comprehensive, child-centred, restorative juvenile justice systems that reflect international standards.[17]

Supporting justice for children also includes ensuring children's access to justice to seek and obtain redress in criminal and civil matters. Access to justice can be defined as the ability to obtain a just and timely remedy for violations of rights as put forth in national and international norms and standards (including the CRC). Lack of access to justice is a defining attribute of poverty and an impediment to poverty eradication and gender equality. Children's access to justice is therefore a vital part of the UN mandate to reduce poverty and fulfil children's rights. Proper access to justice requires legal empowerment of all children: all should be enabled to claim their rights, through legal and other services such as child rights education or advice and support from knowledgeable adults.

Any United Nations action is guided by a gender sensitive approach. The specific needs of girls in (juvenile) justice systems, generally premised on male models, should also be taken into account. Services offered should not be constrained by gender stereotypes and should provide a range of options for both boys and girls. The United Nations is also guided by the principle that deprivation of liberty of children should only be used as a measure of last resort and for the shortest appropriate period of time. Provisions should therefore be made for restorative justice, diversion mechanisms and alternatives to deprivation of liberty. For the same reason, programming on justice for children needs to build on informal and traditional justice systems as long as they respect basic human rights principles and standards, such as gender equality.

This action is in line with below UN committees, documents and treaties:
➢ Convention on the Rights of the Child (1989)
➢ Committee on the Rights of the Child
➢ General Comment No. 10 (2007) Children's rights in juvenile justice
➢ General Comment No. 12 (2009) Right of the child to be heard
➢ General Comment No. 9 (2006) - The rights of children with disabilities;
➢ General Comment No. 11 (2009) – Indigenous children and their rights under the Convention

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[17] UN Common Approach to Justice for Children 2008,
http://dag.un.org/bitstream/handle/11176/400572/UN%20Common%20Approach%20to%20Justice%20for%20C hildren%202008.pdf?sequence=52&isAllowed=y

➢ United Nations Standard Minimum Rules for the Administration of Juvenile Justice ('Beijing
Rules') (1985)
➢ United Nations Rules for the Protection of Juveniles Deprived of their Liberty ('JDLs'
or 'Havana
Rules') (1990)
➢ United Nations Guidelines for the Prevention of Juvenile Delinquency ('Riyadh
Guidelines')
(1990)
➢ Guidelines for Action on Children in the Criminal Justice System (Annex to UN Resolution
1997/30
➢ Administration of Juvenile Justice ('Vienna Guidelines') (1997)
➢ United National Common Approach to Justice for Children (2008)

The project is also well embedded in the Sustainable Development Goals (SDG): SDG 16, Peace, Justice and Strong Institutions, as all UN partner organizations support and strengthen capabilities of the national Libyan institutions to protect children in contact with the law; SDG 3, where basic needs, including health, are met in the detention centre for children; SDG 5 on Gender Equality. To do this, this action places particular emphasis on:

- Ensuring that women participants benefit from training activities and inclusion in training and/or meetings associated with action activities;
- Ensuring respect and protection of human rights, particularly women's rights, to live free from discrimination and violence;
- Collecting sex-disaggregated data relating to attendance at events and meetings throughout the action and particularly during the monitoring and evaluation process.

The action will increase the level of public awareness of juvenile justice, educating the public on how to support the reintegration of child offenders, boys and girls, and strengthening the institutional capacities to guarantee the rights of the population. It is expected that publicity will be given to action activities through interviews with the media, newspaper reports and twitter announcements.

The Joint Programme is implemented in partnership with a number of national counterparts as implementing partners. This includes the Ministry of Justice (MoJ), Ministry of Interior (MoI), the High Committee for Childhood (HCC), the Ministry of Social Affairs (MoSA) and the Social Solidarity Fund (SSF). In addition, the Joint Programme engages with lawyers, prosecutors, judges, the police and social workers. While the project document does not outline the roles of the key partners, all activities were ultimately designed in coordination with the partners, and were implemented in partnership with them. Final beneficiaries are children in contact with the law as victims, witnesses and (alleged) offenders in and out of juvenile detention facilities as

well as their respective families. The two target groups are: (i) Representatives of central level institutions, including MoI, MoJ, MoSA, SSF, HCC officials and, (ii) Justice sector professionals, including prosecutors, judges, police personnel, judicial police, public lawyers, and social workers.

The Joint Programme commenced implementation on 30 December 2020 and had an original end date of 30 October 2022. Following two no cost extensions, the Joint Programme is due to be finalised as of 30 December 2024. The Joint Programme is funded by the EU through the Multi-Partner Trust Fund Office with UNDP as the Pass-Through Administrative Agent. It has a total budget of US$ 4.1 million, with contributions from the EU of EUR 3,500,000 estimated as US$ 4,096,400 (as per Info Euro Rate of November 2020)[18] and other source of funds of US$ 23,408 provided by UNICEF. In terms of the geographical scope, the Joint Programme is implemented in Gurji, Janzur, Tajoura and Tripoli.

2.3 Evaluation purpose, objective and scope

The ToR provided the overall framework for the evaluation, including the purpose, objective and scope of the evaluation, which the evaluation team analysed to develop the specific methodology and approaches for conducting the evaluation.

As per the ToR, the purpose of the evaluation was to provide UNDP, UNICEF and UNODC, Joint Programme partners and stakeholders with an overall independent assessment of the performance of the Juvenile Justice Joint Programme. The report provides evaluative evidence of the relevance, coherence, effectiveness, efficiency, impact and sustainability of current programme, which can be used by UNDP, UNODC and UNICEF and their partners to strengthen existing programmes and to set the stage for new initiatives.

In line with the OECD/DAC Evaluation Criteria,[19] the objective of the FE is to provide UNDP, UNICEF and UNODC, the EU, government counterparts, civil society partners and other stakeholders with an impartial assessment of the results generated to date. The evaluation identifies and documents evidence-based findings, and provides stakeholders with actionable recommendations and elaborated lessons learned to inform the design and implementation of future interventions of a similar nature. The evaluation was carried out under UNDP Evaluation Policy[20] and the UNDP evaluation guidelines.[21]

The OECD/DAC evaluation criteria, which the evaluation adhered to, are depicted in the infographic below:

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[18] Info Euro Rate of November 2020 - https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en
[19] OECD / DAC Evaluation Criteria. Available at
https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
[20] UNDP Evaluation Policy. Available at http://web.undp.org/evaluation/policy.shtml
[21] UNDP Evaluation Policy on Evaluation Accountability. Available at https://www.undp.org/accountability/evaluation

Chart 1: OECD/DAC Evaluation Criteria

RELEVANCE
is the intervention
doing the right things?

COHERENCE
how well does
the intervention fit?

EFFECTIVENESS
is the intervention
achieving its objectives?

EVALUATION CRITERIA

EFFICIENCY
how well are resources
being used?

IMPACT
what difference does
the intervention make?

SUSTAINABILITY
will the benefits last?

In assessing the degree to which the Joint Programme met its intended outcomes and results, the evaluation provides key lessons about successful implementation approaches and operational practices, as well as highlights areas where the Joint Programme performed less effectively than anticipated. The results of the evaluation draw upon lessons learned that will inform the donor, UNDP, UNICEF and UNODC as the key stakeholders of this evaluation, as well as government counterparts, to inform phase II of the Joint Programme. The evaluation generates knowledge from the implementation of the Joint Programme and reflects on challenges and lessons learnt.

The specific objectives of the evaluation were as follows:

- An in-depth review of implementation of various Joint Programme outcomes and outputs outlined in the Joint Programme document with a view to identifying the level of achievement as well as an analysis of factors in case the set benchmarks were not fulfilled.
- Review the extent to which the Joint Programme has contributed to gender equality and women's empowerment and other cross-cutting issues addressed during Joint Programme planning and implementation. Provide recommendations on how future interventions can contribute to gender transformation.
- Assess the quality of partnerships, coherence and complementarity, national ownership, and sustainability vis-à-vis the strategy in the Joint Programme document, identify if there were gaps and document lessons for future referencing.

- Extent of intended and unintended changes in development (condition/outcome) between the completion of outputs and achievement of impacts.
- Review the oversight, reporting and monitoring structures designed to support the Joint Programme strategies.
- Extract the lessons learned and best practices that can be considered in planning and design of future Joint Programme phase and recommendations that can be applied Joint Programme s with the same nature, focusing in particular on strengthening the justice for children system in Libya.
- Assess the impact of the Joint Programme and the benefits sustainability.

In terms of scope, the Joint Programme , implemented since 30 December 2020, was evaluated based on its entire implementation period and coverage areas, including all project outputs and activities. The evaluation also considered the two Results Oriented Monitoring exercises conducted in 2022 and 2023. As per UNDP's evaluation policy no Mid-Term Evaluation of the Joint Programme was undertaken, as the project falls below the US$3m threshold.

2.4. Theory of Change

As per the Joint Programme document, the Joint Programme aims to ensure that children in contact with the law in Libya have access to their essential rights. To address the existing gaps in the justice sector, UNICEF, UNDP, and UNODC designed the Joint Programme with national stakeholders in accordance with the Guidance Note regarding the United Nations Approach to Justice for Children[22] in order to reduce the differences between the Libyan juvenile justice system and international standards and norms. The aim of the Joint Programme is to empower the governmental authorities and civil society in Libya to enhance the juvenile justice system through the application of international standards and norms to eventually improve the protection of children in contact with the justice system and their reintegration of children in conflict with the law into society.

The Joint Programme 's theory of change, or intervention logic as it is detailed in the Joint Programme documents is as follows:

The objective of the Joint Programme is to improve conditions of children in contact with the law and increase the chances for children to successfully rehabilitate and reintegrate into society upon release. This objective can be reached:

If roles and responsibilities of the different actors were clearly defined;
if a proper coordination framework is made operational that integrates at practical level the roles and efforts of the different institutions in a complementary manner;
if a proper case management system is developed that allows for tracking and monitoring cases of children in contact with the law; if the policies are put in place to ensure referral to the FCPUs;

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[22]   Guidance   Note   of   the   United   Nations   Secretary-General.   Available   at https://www.unodc.org/pdf/criminal_justice/Guidance_Note_of_the_SG_UN_Approach_to_Justice_for_Children.pdf

if there is a functional FCPU that allows for coordinated child-friendly provision of justice;

if national stakeholders have adequate capacity to provide children in contact with law

appropriate services and treatment;

if there is a case management system in place within the FCPU to ensure that individual children are followed by a social worker and given access to appropriate support services, including through referral;

if the Ministry of Justice/Judicial Police take the necessary steps to ensure that children are separated from adult prisoners;

if the Ministry of Justice/Judicial Police and the Ministry of Social Affairs introduce, cooperate and maintain rehabilitation, reintegration and post-release programmes for children in conflict with the law;

if the physical conditions of prisons are improved; and

if prison directors/officers as well as social workers/NGOs working with children (including at-risk youth) are capacitated to provide humane and adequate treatment to children in prison and upon release.

By assessing and developing the capacities for coordination, communication among key actors based on an agreed and clearly defined coordination architecture;

by ensuring the policies for police to refer all relevant cases to the FCPU are in place;

by ensuring that all relevant government actors understand the functions of the FCPUs;

by supporting the development of SoPs within the FCPU, including for case management and referral;

by developing the capacity of actors to ensure that administration of child-friendly justice for children in contact with the law;

by assessing the status and conditions of detained children in conflict with the law (boys and girls); *by* supporting and building capacities of the reformatories under MoSA to be established in Tripoli;

by supporting and building capacities of selected prisons where girls and boys are held;

by developing/modifying SOPs and guidelines;

by developing practical and contextualized rehabilitation and reintegration programmes and supporting the piloting of these; and

by building capacities of social workers in JP and MoSA and/or NGOs to implement these programmes.

Assuming that the political and security situation remains stable enough and that the institutions chosen to receive support under this action remain under the Ministry of Justice and assuming that the Ministry of Justice is willing to support the objectives of this action.

As a result, it can be expected that the situation of children in detention will improve significantly, and released children will have a better chance to integrate successfully

into their communities, reunite with their families or find adequate places to live and jobs to earn their living, which will decrease the risk of them getting involved in criminal behaviour or joining armed/criminal groups after their release. The theory of change is illustrated in the graphic below.

Diagram 1: Programme Logic
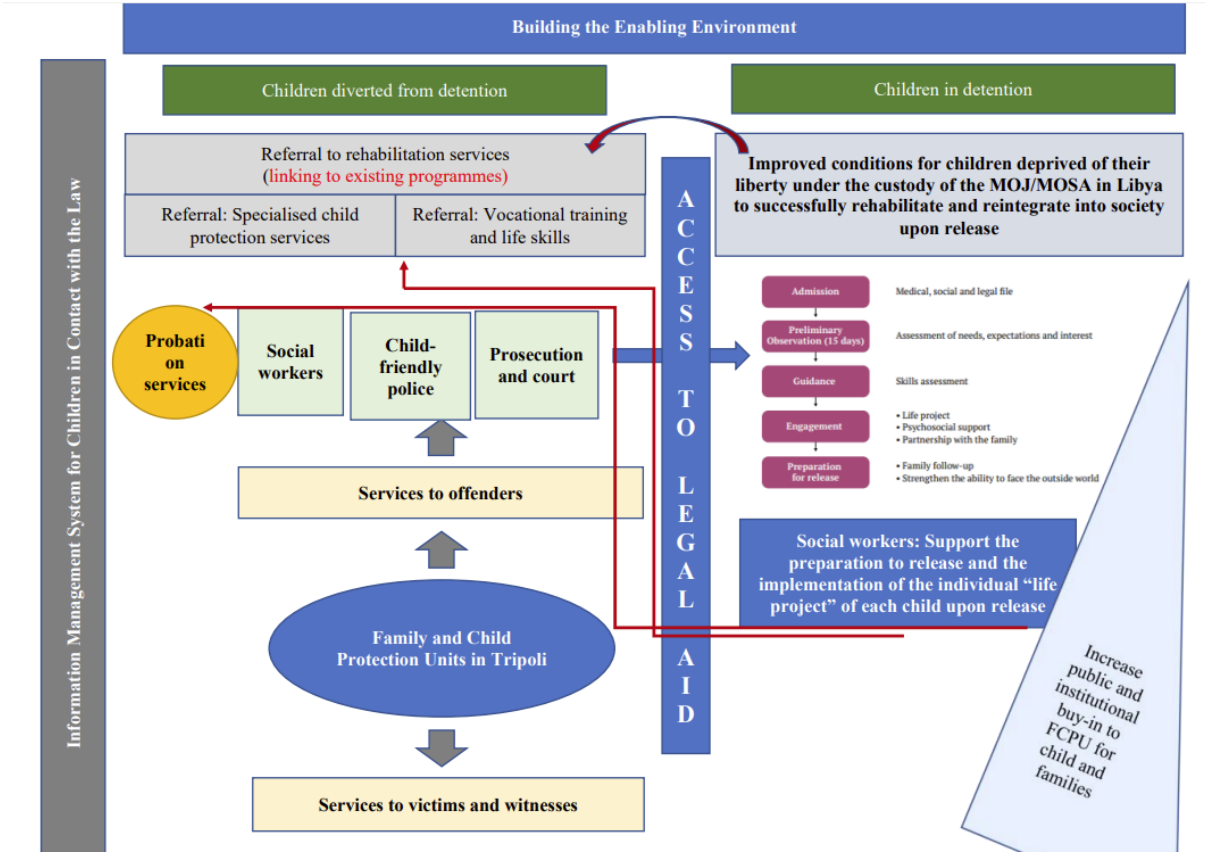
The results framework for the ToC, including its indicators, targets, baselines and achievements is included at Annex III.

The theory of change or intervention logic was underpinned by additional assumptions as set out in the Joint Programme 's results framework. The main assumptions of the Joint Programme include: Relevant international and national stakeholders are willing to participate in proposed and established coordination mechanisms, the development of policies, Agreement on definition of roles and responsibilities among stakeholders and actors when it comes to children in contact with the law, Legal documents are accessible, Judges and prosecutors are willing to participate in workshops, Security and COVID-19 mitigation measures situation are such that study tours can take place, the political situation is stable enough to ensure the adoption of policies by the government, Security is such that rehabilitation can take place, No interference or appropriation or use of the building by nonstate groups, All essential infrastructure and utilities are provided to the (pilot) FCPU. Cases are referred to the FCPU by the police and public prosecutor's office and Inter-ministerial Steering Committee facilitates the adoption of essential regulations.

In addition to the elaborated ToC/intervention logic, which charts the causal pathway foreseen to achieving results, the Joint Programme 's results framework contains the three outcome statements and nine output statements, together with their corresponding indicators. Outcome 1 contains two indicators and outcomes 2 and 3 each have one indicator, totalling four outcome level indicators. Output 1.1 contains seven indicators, output 1.2 (previously output 1.3) contains one, outputs 2.1, 2.2 and 3.1 each have two indicators; output 3.2 has four; output 3.3 has six; output 3.4 has five and output 3.5 has two. This totals 31 indicators at the output level and 35 indicators overall through which the progress of the Joint Programme is monitored and measured. It is noted that this is a very high number of indicators, that the indicators are exclusively quantitative and that they largely measure results at the activity level, rather than the Joint Programme 's contribution towards higher level results. Of these, only two are disaggregated – outcome 3 indicator and output indicator 3.1.2, which are both disaggregated by gender.

3. Methodology and Approaches

The main reference for the evaluation methodology was the six OECD/DAC Evaluation Criteria[23] (relevance, coherence, effectiveness, efficiency, impact and sustainability) as well as the UN Evaluation Group (UNEG) Norms and Standards.[24] The evaluation also adhered to the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation[25] and UNDP's updated Evaluation Guidelines (2021)[26] and Evaluation Policy (2019).[27] Furthermore, the evaluation was designed to be gender-responsive, follow a human-rights based approach, and reflect a utilisation-focused approach. These approaches are elaborated further below. The evaluation is both summative in terms of analysing the results of the Joint Programme implementation as well as formative in terms of providing forward-looking and actionable recommendations to guide any future programming in this area.

3.1 Evaluability Analysis

The evaluation team undertook a rapid evaluability assessment, looking at the Joint Programme 's ToC/intervention logic, together with its results framework and the available Joint Programme documentation. The evaluation team assesses that the ToC and Results Framework are clear, with clearly and appropriately worded outcome and output statements. While the indicators are well-articulated and contain baselines and targets, as stated above, they are exclusively quantitative and that they

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[23] Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD/DAC), Network on Development Evaluation, Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019, available at: https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

[24] UN Evaluation Group (UNEG) Norms and Standards. Available at http://www.unevaluation.org/document/download/2787

[25] UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation http://www.uneval.org/document/download/1294

[26] UNDP Evaluation Guidelines. Available at http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

[27] UNDP Evaluation Policy. Available at http://web.undp.org/evaluation/policy.shtml

largely measure results at the activity level, rather than the Joint Programme 's contribution towards higher level results. Of these, only two are disaggregated – outcome 3 indicator and output indicator 3.1.2, which are both disaggregated by gender. To address this, the evaluation team analysed and assessed the Joint Programme beyond its results framework in order to capture both the full results and the impact of the Joint Programme. Where possible, disaggregated data was sought and reported.

The contribution of the Joint Programme towards higher level results including the EU Rule of Law / Justice in Libya Programme; the United Nations Strategic Framework (UNSF) for Libya (2019-2022); UN Sustainable Development Cooperation Framework (2023-2025) and the 2030 Agenda and the Sustainable Development Goals are clear. All relevant Joint Programme documentation was shared with the evaluation team. Regular annual progress reports are comprehensive and available for all years and contain relevant and updated data. In addition, the evaluation team was provided with Steering Committee Meeting minutes and relevant financial reports and the two Results Oriented Monitoring Reports conducted in 2022 and 2023. Overall, this means that from documentary sources alone, triangulation was potentially possible. The conclusion from the evaluability analysis was that the evaluability of the Joint Programme is good.

3.2 Cross-cutting themes - Gender equality and women's empowerment, disability inclusion and leave no one behind, and the realisation of human rights

In addition to the OECD/DAC evaluation criteria, the evaluation team were asked to analyse three cross-cutting themes – gender equality and women's empowerment (GEWE), disability inclusion, and leave no one behind (LNOB) and the realisation of human rights.

To respond to this and as per the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, gender equality and the human rights-based approach aspects were integrated into both the evaluation scope and methodology and incorporated into the evaluation matrix and evaluation questions. This allowed the evaluation team to assess how the Joint Programme contributes towards gender equality and diversity and inclusion, for example through affecting gender and power relations and structural causes of inequalities. The evaluation also analysed how the Joint Programme has affected men/boys and women/girls differently. In addition to being participatory and inclusive, the evaluation team's approach was based on the principles of gender equality. All data gathered has been disaggregated to the largest extent possible (gender, age, disability status, etc.) and efforts were made for positive sampling in terms of ensuring a minimum of 40% women representation during the key informant interviews and focus group discussions. To the extent possible, the evaluation team assessed gender equality and the human rights based approach

using an intersectionality lens, looking at gender, age, disability status and other intersectional elements that may be relevant.

The evaluation team adopted a two-pronged approach towards gender equality/disability and social inclusion and the HRBA as a means of analysing the cross-cutting themes.

The first ensured that the evaluation was gender responsive and inclusive and efforts were made to promote:

- **Gender Equality/Disability and Social Inclusion and Human Rights (GESI/HR)** throughout the evaluation scope of analysis and the evaluation criteria. This ensured that questions were designed to be gender responsive and that GESI/HR – i.e. intersectionality related data was collected at all stages of the evaluation;
- **A gender equality and disability/social inclusion responsive methodology** to ensure appropriate methods and tools that reflect gender and inclusion sensitivity. This promoted the employment of a mixed methods approach and the collection of disaggregated data. It also guaranteed that a wide range of data sources and processes were employed, as well as a wide range of stakeholders interviewed, in order to promote diversity, inclusion and representation of all relevant groups in the evaluation.
- **Evaluation findings, conclusions and recommendations reflect a gender equality, disability/social inclusion and HR analysis**: The evaluation analysed the effects of the Joint Programme on human rights and gender equality and social inclusion and ensure that findings include triangulated data and where possible disaggregated data.

The second was to ascertain the extent to which the Joint Programme and its results are gender responsive and inclusive. This entailed a detailed examination of the following:

- The overall design of the Juvenile Justice Joint Programme and the extent to which it ensured that the needs of rights holders at heightened risk of vulnerability and marginalization in Libya were considered.
- The implementation of the Juvenile Justice Joint Programme and the extent that it ensured gender sensitivity, inclusion and HRBA in its activities and the promotion of gender equality/disability and social inclusion and HR both from a Joint Programme management perspective as well as performance.

3.3 Evaluation criteria and elaboration of key questions

As per the ToR, the evaluation team were asked to consider a number of key questions shaped around the OECD / DAC evaluation criteria and the additional cross-cutting themes. The key evaluation questions and sub-questions (see Annex I) were synthesized into an evaluation matrix (see Annex II), which guided the evaluation team and provided an analytical framework for conducting the evaluation. The

evaluation matrix set out the relevant evaluation criteria, key questions and sub-questions, data sources, data collection methods/tools, indicators/success standards and methods for data analysis. The evaluation matrix was divided into each of the evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability, with the addition of the cross-cutting themes mainstreamed throughout. Within the effectiveness criteria, each of the Joint Programme 's three outcomes were individually scrutinised.

The evaluation was guided by the following key evaluation questions, synthesised from the key evaluation questions included in the ToR.

Relevance: To what extent do the objectives address the real problems and the needs of the project's target groups, country priorities, associated policies and donor priorities?

Coherence: Measure of the level and quality of the PUNOs cooperation with each other and other partners and implementing partners (e.g. donors, governmental institutions, other UN agencies, etc.)

Effectiveness: To what extent have the objectives of the development intervention been achieved or are expected to be achieved, bearing in mind their relative importance? How well do the project's results contribute to achievement of the project's objectives?

Efficiency: Were inputs utilized or transformed into outputs in the most optimal or cost-efficient way? Could the same results be produced by utilizing fewer resources? To what extent did the MEL system contribute to the efficiency of the project?

Impact: What are the effects of the project on its environment -– the positive and negative changes produced by the project (directly or indirectly, intended or unintended)?

Sustainability: What is the probability of the benefits of the project continuing in the long term?

Cross-cutting issues: To what extent have rights holders who are at heightened risk of vulnerability and marginalisation benefited from the work of the Joint Programme (including women, children, PWDs etc.)?

3.4. Evaluation Design

3.4.1. Overall Approach

The evaluation was multi-faceted and the methodological approach used mixed (qualitative and quantitative) methods, as the best vehicle for meeting the

evaluation's needs. The evaluation team ensured that the evaluation was conducted through a participatory and consultative process, which included all relevant national stakeholders and the Joint Programme beneficiaries. The methodological approach promoted inclusion and participation by employing gender equality and human rights responsive approaches, as detailed above under section 3.2, including a utilisation-focused approach. This approach and how it was incorporated into both the design of the evaluation and its conduct is detailed below:

(i) Utilisation Focused Approach[28]

The evaluation team adopted a utilisation focused approach that promotes the usage of the evaluation report and seeks to enhance learning among all stakeholders. There was a strong focus on the participation of the users of the evaluation report throughout the evaluation process. The intended users of the evaluation include primary evaluation users, namely UNDP, UNODC and UNICEF in Libya, who will use the evaluation to further strategize for a strengthened juvenile justice system in Libya. The evaluation team engaged with the primary evaluation users through the evaluation through on-going meetings and consultations and verification and validation of the evaluation deliverables. The secondary users, namely the Joint Programme's stakeholders, i.e. the government counterparts, will use the information to learn about what works when advancing juvenile justice in Libya. The Joint Programme's donor, the EU, may use the evaluation for accountability and as input for decision-making purposes. The evaluation engaged with the secondary users through a series of key informant interviews. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP, UNICEF and UNODC accountable for their development contributions. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

3.4.2 Specific Approach

The evaluation's principal guide was the Joint Programme document, in particular the Results Framework containing its logframe and M&E framework, which provided an indication and outline as to the set of questions that the evaluation team asked each stakeholder group. Informant Interview Guides are provided at Annex V. Additional questions are provided in the Evaluation Matrix.

The evaluation team analysed the potential for further outcomes to which the Joint Programme may contribute in the longer term. A linear approach to the evaluation based on the benchmark of results against indicators was insufficient to grasp the nature of the results produced and to identify the key facilitating and constraining factors. The methodological approach selected by the evaluation team thus allowed for a non-linear approach, which enables an evidence-based analysis of the relevance, coherence, efficiency, effectiveness, impact and sustainability of the Joint Programme 's interventions as well as the cross-cutting themes.

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[28] Utilisation focused evaluation - Available at https://www.betterevaluation.org/methods-approaches/approaches/utilisation-focused-evaluation

3.5 Data collection methods and instruments

A number of different data collection methods and instruments were utilised by the evaluation team in order to collect as much primary and secondary, quantitative and qualitative data as possible to ensure the integrity of the evaluation. This allowed for the maximum reliability of data and validity of the evaluation findings, as well as generating feedback looks and insights to inform future planning.
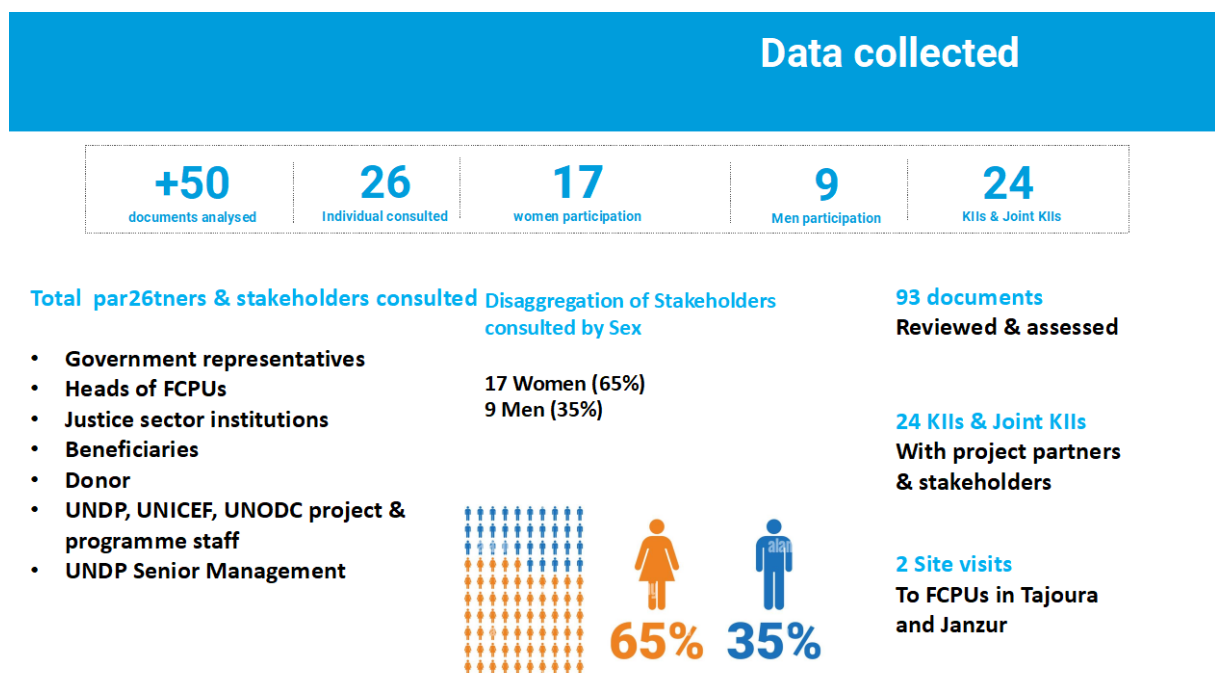
(a) Desk research and document review of over 50 documents: the evaluation team conducted a detailed desk research and document review as part of the inception phase. This process was on-going throughout the evaluation to obtain additional information, to validate and verify preliminary findings, and to fact-check and cross-reference data and information. Documentary review findings were recorded using a standardised analytical tool derived from the evaluation matrix, questions, and criteria and triangulated against other data sources to generate robust findings. Data collected from all sources was captured and systematised in a framework according to the key evaluation questions. The desk review and document research was triangulated with other data collection methods used in this evaluation to answer the evaluation questions as specified in the ToR and evaluation matrix. A bibliography of the documents reviewed is included at Annex IV.

(b) Financial Analysis: A detailed financial analysis was undertaken of the Joint Programme's financial reports and related documentation to determine the level of efficiency of the Joint Programme implementation.

(c) Joint Programme monitoring data: The evaluation team also analyse the Joint Programme's monitoring data contained in its progress reports as well as any other tools and instruments used by the Joint Programme . This data was triangulated and verified to the extent possible through the key informant interviews and focus group discussions.

(d) KIIs with 26 Joint Programme partners and stakeholders: 17 women (35%) and 9 men (65%) were consulted during 22 key informant interviews and 2 joint key informant interviews. The level of involvement of both men and women in the evaluation process contributed to the credibility of the evaluation and its findings. The qualitative interviews were conducted using interview protocols developed based on the evaluation questions (main questions and sub-questions). The interviews were semi-structured, with questions included from the interview guide, but also with enough flexibility to expand the topics of conversation based on the respondent's knowledge of the Joint Programme 's activities and the Joint Programme overall. In all cases, participants were approached to provide informed consent and the evaluation team treated all information that respondents provided as confidential, in as much as their comments were generalised and/or reported in such a way that they could not

be traced back to a particular individual. This was intended to foster a frank discussion and to encourage interviewees to provide an accurate assessment of the Joint Programme.

(e) Two site visits: Two site visits were conducted to the Child and Family Protection Units in Janzur and Tajoura to provide the evaluation team with the opportunity to inspect first-hand the rehabilitation works that were completed with the support of the Joint Programme and to have opportunity to discuss with the staff of the detention facilities the impact that the rehabilitation works have had.

A summary of the data collection is provided below:

Chart 2: Summary of Data Collected

Data collected

+50	26	17	9	24
documents analysed	Individual consulted	women participation	Men participation	KIIs & Joint KIIs

Total par26tners & stakeholders consulted

- Government representatives
- Heads of FCPUs
- Justice sector institutions
- Beneficiaries
- Donor
- UNDP, UNICEF, UNODC project & programme staff
- UNDP Senior Management

Disaggregation of Stakeholders consulted by Sex

17 Women (65%)
9 Men (35%)

65% 35%

93 documents
Reviewed & assessed

24 KIIs & Joint KIIs
With project partners & stakeholders

2 Site visits
To FCPUs in Tajoura and Janzur

3.6. Management Arrangements

The Evaluation Team reported to the Evaluation Reference Group composed of members of other UNDP's Management Support Unit (PMSU) and Joint Programmes, UNICEF and UNODC representatives, who supported the evaluation and gave comments and direction at key stages in the evaluation process, reviewed the inception report and the evaluation report. The evaluation reference group ensured transparency in the evaluation process and strengthened the credibility of the evaluation results. Detailed comments were provided to the evaluation team within the agreed timeframe.

The Monitoring and Evaluation Specialist in UNDP's PMSU was the Evaluation Manager. The evaluation manager was responsible for the oversight of the whole

evaluation process and provided technical guidance and ensured the independence of the evaluation process, and that policy was followed.

3.**7** Evaluation team

The evaluation was comprised of an International Evaluation Specialist and Team Leader and a Local Evaluation Specialist. A brief summary of their experience and their roles and responsibilities is provided below.

Joanna Brooks – International Evaluation Specialist

Joanna has over 20 years of professional experience in the provision of technical and advisory services for UN Agencies (UNDP, UN Women, UNFPA, UNDG, UNECE, UNICEF, OHCHR, ILO) and other multi and bi-lateral development organisations on governance and rule of law issues. Joanna has led over 30 evaluations of global, regional and national level programmes across a range of thematic issues and geographical locations, including on juvenile justice. Her areas of expertise include inclusive governance, access to justice, business and human rights, anti-corruption and human rights. Joanna has a proven track-record in conducting theory and criteria-based programme/outcome/impact evaluations using participatory and inclusive methodologies; programme development; quantitative and qualitative analysis; Results Based Management including M&E; political economy analysis and theory of change; institutional building and capacity development; international human rights frameworks and standards; gender equality and women's empowerment; human rights based approach and "leave no-one behind." Joanna is a lawyer and member of the Bar of England and Wales and the Honourable Society of the Middle Temple. She has provided services in over 30 countries in the Middle East and North Africa, Asia and the Pacific and Europe and Central Asia.

Joanna was the international evaluation specialist and team leader for the FE. As such, Joanna's role was to lead and coordinate all aspects of the evaluation as outlined in the ToR. Joanna provided general oversight as well as ensured that quality and consistency was maintained throughout the reporting process. Responsibilities included desk research and document review of all Joint Programme documentation and supporting documentation; preparation and submission of inception report; participation in the collection of primary data; analysis of primary and secondary data, presentation of preliminary findings; and the preparation and presentation of the final evaluation report. At all stages of the evaluation, Joanna maintained regular communication with the evaluation manager.

Mohammed Ezzway – Local Evaluation Specialist

Mohammed Ezzway is a Libyan local coordinator with 6 years of progressive experience in Joint Programme Management. He is a business graduate with honours and is currently completing his PMP certification.

Mohammed was the local evaluation specialist and he supported all stages of the FE

process. In particular, Mohammed provided the analysis of the local context and the political economy of the current situation in Libya, in which the Joint Programme is being implemented. Mohammed was engaged in all stages of the evaluation process including the desk research and document review, designing data collection tools and instruments, data collection and drafting and analysis. Mohammed participated in the virtual data collection and conducted the in-country data collection himself, supported by the International Evaluation Specialist. Together with the International Evaluation Specialist, Mohammed participated in the debriefing workshop to present initial findings and recommendations and assisted and supported the preparation of the final evaluation report and the presentation of findings.

3.**8** Resource requirements

The evaluation was conducted both virtually and in person. The evaluation team finalised the list of stakeholders in coordination with the Joint Programme team and relied on the Evaluation Manager to organise the stakeholder consultations and organise all logistical requirements (travel, transportation etc.) necessary for conducting the in-person data collection for the evaluation. In the interest of time and to accommodate stakeholders, the evaluation team conducted interviews both in-person and virtually as well as together and separately.

4. Analytical Framework

4.1 Analytical Methods
In order to analyse the collected data, the following analytical methods were applied by the evaluation team:

Contribution Analysis
In the complex humanitarian/development context in Libya, it was difficult for the Final Evaluation to attribute the observed results solely to the Joint Programme . This is partly because of the number of stakeholders involved, partly because of other exogenous factors, and partly because of the complex nature of the Joint Programme itself. For this reason, the evaluation team adopted a contribution analysis approach, which does not firmly establish causality but rather seeks to achieve a plausible association by analysing the Joint Programme 's ToC and Results Framework, documenting the Joint Programme 's successes and value-added, applying the "before and after" criterion, i.e. what exists now that did not exist before and what has changed since the start of the Joint Programme , and through considering the counterfactual – what would have happened without the Joint Programme .

Political Economy Analysis
A political economy approach recognises the local and regional contexts and the incentives faced by the actors engaged in it, i.e. the internal and external factors that determine success. This helped the evaluation team to understand who seeks to gain

and lose from the Joint Programme , as well as to identify who has vested interests and the social and cultural norms that need to be taken into account. Applying political economy analysis helped answer why things are the way they are and helped unpack the enabling environment by understanding the political economy drivers behind the juvenile justice system in Libya. A political economy approach also allowed the evaluation team to consider the geo-political sensitivities at play in the country and the region and how these might have affected (positively or negatively) the Joint Programme . This included being cognisant of the political, social and economic changes that have taken place during the Joint Programme implementation.

Quantitative and Qualitative Data Analysis

Most of the primary data collection methods (key informant interviews and focus group discussions) will collect qualitative data. These were analysed using a code structure,[29] aligned to the key evaluation questions, sub-questions and indicators. The qualitative data from the primary data collection methods was cross-referenced with other sources such as documents. The quantitative data collected produced descriptive analysis (rather than more complex regressions). This is because the majority of the data collected is qualitative rather than quantitative.

Triangulation

The evaluation team used more than one approach (data collection method) to address the evaluation questions in order to reduce the risk of bias and increase the chances of detecting errors or anomalies. Wherever possible all data gathered, both qualitatively and quantitatively was triangulated, through cross verification from two or more sources. For interviews, this was done through posing a similar set of questions to multiple interviewees. For the document review it was accomplished through crosschecking data and information from multiple sources to increase the credibility and validity of the material. The evaluation team applied three approaches to triangulation: methods triangulation (checking the consistency of findings generated by different data collection methods); interrogating data where diverging results arise; and analyst triangulation (discussion and validation of findings, allowing for a consistent approach to interpretive analysis).

Data Synthesis

Multiple lines of evidence fed into the contribution analysis. An evidence map was utilized to map information obtained from different sources on the same results area and evaluation questions, and information collected through interviews and case studies. The evaluation team synthesised data in two ways. The first was the process of articulating the key findings and cross-checking the strength of the evidence for each. Based on this, the conclusions were developed and cross-checked for their relevance to the findings.

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[29] A code structure is used to code the data in alignment with the key evaluation questions. It enables the evaluation team to take larger sets of semi-structured data and to structure it into smaller segments for further analysis and triangulation.

Verification and Validation

The above steps incorporated verification and validation of evidence during the data collection and data analysis processes. In addition, the evaluation team presented the preliminary findings and recommendations at an evaluation de-brief held with UNDP PMSU, the Joint Programme Manager, UNDP's Governance Pillar Team Leader, UNICEF and UNODC, which allowed for review and comments. These processes provided an opportunity to share key findings, offer mutual challenges, and discuss the feasibility of and receptiveness to draft recommendations. It also provided an important opportunity to foster buy-in to the evaluation process, particularly for the stakeholders who will have responsibility for implementing recommendations.

4.2 Sampling Methods for Qualitative and Quantitative Data Collection

The evaluation team used a combination of both purposive and random sampling techniques. For example, purposive sampling was used to try to ensure as equal a gender representation as possible, with a minimum of 30% women interviewees (the evaluation team over-achieved this by including 17 women (65%), and for participation in the KIIs to ensure that the participants can actively engage and provide the needed information during the KIIs. Random sampling techniques was applied to the extent possible and the evaluation team sought to select a sample that accounted for the following characteristics or factors:

- Sex (with purposive sampling for women);
- Age (with purposive sampling for young people and minors if possible);
- Duty bearer or rights-holder;
- Geographic location
- Disability (with purposive sampling for persons with disabilities);
- Sensitivity to the inclusion of diversity of participants including socio-economic diversity;
- A balance of different levels and types of engagement with the Joint Programme .

4.3 Challenges and Limitations of the Evaluation and Mitigation Responses

The key limitation was that the team leader could not conduct the field research and interact with the Joint Programme's stakeholders and beneficiaries. As standard practice, it would have been good if the team leader could participate in the field research. For both security and language barriers, this was not possible. Since the data were collected from the field in local language, this was then required to be translated in English. The team leader had to rely only on the translated version of the findings. There is a risk of losing out some of the insights when translating the field research. However, to minimize the risk, measures were taken by reviewing and providing

feedback by the Joint Programme team, as well as cross-referencing field research with the desk research and document review.

Another limitation facing the evaluation team was the availability of stakeholders, given the considerable turnover of national counterparts during the Joint Programme implementation period, as well as the turnover of Joint Programme staff, in particular from UNDP. This meant that there was limited institutional knowledge, in particular relating to the development and inception phase of the programme. The evaluation team was only able to meet with a very limited number of stakeholders overall. The evaluation team mitigated this to the extent possible through additional desk research and document review, conducting extended meetings with representatives who were involved from the outset of the Joint Programme and through additional triangulation of data and information obtained.

The evaluation team was also limited in its ability to conduct focus group discussions. Despite repeated efforts to conduct FGDs, stakeholders and beneficiaries were either not available or willing to participate. In part, this was due to time that had passed between conducting activities and conducting the evaluation. The evaluation team mitigated this by placing a greater reliance on key informant interviews and conducting additional desk review and document research. The evaluation team was unable to meet with any representatives from civil society or non-governmental organisations, presumably because the project did not itself engage with any.

A final key limitation was the evaluation team's ability to gather any relevant data or information regarding the Joint Programme's approach to the cross-cutting issues. Data is not available at the national level regarding these and the project is not collecting its own data on these aspects. The cross-cutting issues are not included in the Joint Programme's annual reporting. Further, national counterparts were reluctant to discuss this issues with the evaluation team. The evaluation team has mitigated this to the extent possible, based on the data was collected as well as the desk research and document review, however this remains a gap in the evaluations findings.

4.4 Data management plan, informed consent, and ethical considerations

The evaluation adhered to international best practices and standards in evaluation, including the OECD DAC ethical considerations for development evaluations[30] and UNEG Ethical Guidelines and Code of Conduct.[31] In addition, the evaluation team signed the UNEG Pledge of Ethical Conduct at the start of the evaluation process (Annex VII). All stakeholder information was handled with confidentiality and in accordance with UNDP's Rules on Personal Data Protection. All interview notes were de-identified by the evaluation team and all names were changed into a code. Proper

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[30] OECD DAC ethical considerations for development evaluations. Available at
https://www.oecd.org/development/evaluation/qualitystandards.pdf
[31] United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation- UNEGFN/CoC , 2008.

storage of data is essential for ensuring confidentiality and the data protection procedures will be adhered to during all stages of the evaluation. At the end of the evaluation, all notes and data will be destroyed.

The evaluation was conducted in an ethical and legal manner, taking into account the well-being of those involved in and affected by the evaluation. The evaluation was conducted in accordance with professional ethics and standards to minimise risks to evaluation participants, including the principle of 'do no harm', and a protocol was in place to ensure that the clearly defined informed consent of all evaluation participants is obtained – please see Annex V for the informed consent protocol. All stakeholders were informed that the evaluation was being conducted independently and that their participation in the evaluation is entirely voluntary as well as being confidential and anonymous.

The evaluation team briefly explained the reasons and objectives of the evaluation and the scope of the questions. Stakeholders had the right to refuse or to withdraw at any time. The evaluation team also ensured respondent privacy and confidentiality, as the disclosure of confidential information may seriously jeopardise the efficiency and credibility of the evaluation process. Therefore, the evaluation team was responsible for exercising discretion in all matters of the evaluation and has not divulged confidential information without authorisation. The evaluation team respected informants' right to provide information in confidence and also ensured that sensitive information cannot be traced to its source so that the key informants are protected from reprisals. Original data, including de-identified interview notes from interviews, will be retained by the evaluation team until completion of the evaluation at which point they will be destroyed. Nothing in the evaluation report will be attributed to any individual, organisation or institution.

5. Findings

This chapter presents the analysis and findings of the final evaluation grouped under each of the evaluation criteria and cross-cutting issues and based on the analysis of the qualitative and quantitative data collected. Each of the key evaluation questions is answered within the narrative and the analysis and findings are also informed by the guiding questions provided in the ToR and evaluation matrix.

5.1 Relevance

Finding 1: The Joint Programme's objective to improve conditions of children in contact with the law and increase the chances for children to successfully rehabilitate and reintegrate into society upon release, is highly relevant to the national development priorities of Libya, as reflected in the UN Sustainable Development Cooperation Framework 2023 – 2025. This framework translates the vision of Libya into UN actions and impacts on the ground. It is also aligned with and contributes towards

UNDP's Strategic Plan 2022 – 2025; UNDP's Country Programme Documents for Libya, 2019 – 2020 and 2023 – 2025; UNICEF's Country Programme Document (CPD) 2019-2022 and the UNICEF – Government of Libya's Country Programme Document of 2023 – 2026; and the UNODC Regional Framework for the Arab States 2023-2028. The Joint Programme also tessellates with and contributes towards higher level outcomes contained in the EU Rule of Law / Justice in Libya Programme. Moreover, the Joint Programme contributes towards Libya's progress towards achievement of the 2030 Agenda and the Sustainable Development Goals, and the fulfilment of its obligations as a state-party to the UN Convention on the Rights of the Child.

The Joint Programme is highly relevant to the national development priorities of Libya, which, in the absence of an overarching national development plan or strategy, is reflected in the **UN Sustainable Development Cooperation Framework (UNSDCF) 2023 – 2025**. The UNSDCF was agreed and mutually endorsed by the UN in Libya and the Government of Libya and translates the vision of Libya into UN actions and impacts on the ground. In particular, the Joint Programme is in line with and contributes towards **Pillar 1 Peacebuilding and Governance**, outcome 1.2 - *By 2025, people in Libya participate in and benefit from a more peaceful, safe, and secure society, free from armed conflict and underpinned by unified and strengthened security, justice, rule of law, and human rights institutions that promote and protect human rights based on the principles of inclusivity, non-discrimination, and equality in accordance with international norms and standards;* and output 1.2.1 - *Non-discriminatory, enforceable, harmonized, and monitorable legal and policy frameworks are developed by legitimate authorities to promote rule of law in Libya in line with international human rights norms and standards.*

The Joint Programme was also designed to contribute to stabilization and peace-building efforts led by the Special Representative of the Secretary-General and the United Nations support Mission in Libya (UNSMIL) in line with the **United Nations Strategic Framework (UNSF) for Libya (2019-2022),**[32] where it contributed to *Outcome 1* - *By late 2022, core government functions, Libyan institutions and Civil Society will be strengthened, at all levels; and better able to respond to the needs of the people (Libyans, migrants and refugees) through transparent, accountable and inclusive gender-sensitive decision-making and peacebuilding processes abiding by the democratic principles of division of power and rule of law;* and **Outcome 3** - *By late 2022, relevant Libyan institutions improved their capacity to design, develop and implement social policies that focus on quality social-service delivery for all women and girls, men and boys (including vulnerable groups, migrants and refugees) in Libya towards enhancing human security and reducing inequalities,* under the revised Results Framework (2019 – 2022).

The Joint Programme aligns with UNDP, UNICEF and UNODC global strategic plans and national level priorities. This includes alignment with **UNDP's Strategic Plans**

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[32] United Nations Strategic Framework (UNSF) for Libya (2019 - 2022). Available at https://www.undp.org/sites/g/files/zskgke326/files/2022-06/UN-Startegic-Framework-for-Libya-2019-2022.pdf

2018 – 2021 and 2022 – 2025 – Outcome 2 - *No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development*; and **UNDP's Country Programme Documents 2019 – 2021** and **2023 – 2025 Output 2.1** *Institutional, and human capacities of national and local authorities to strengthen security and rule of law and improve access to equitable and gender-responsive justice are strengthened.*[33] Furthermore, it is ensured that interventions and technical assistance under this action are aligned with and complement **UNICEF's Country Programme Document (CPD) 2019-2022** and the Work Plans signed between UNICEF and MOI. Further as the Joint Programme was extended beyond 2022, the activities planned were in line with the **UNICEF – Government of Libya's Country Programme Document of 2023 – 2026**.[34] UNODC's work in Libya and the region is guided by the **UNODC Regional Framework for the Arab States 2023-2028**. In particular, the Joint Programme is aligned with and contributes towards UNODC's thematic focus area of **Crime prevention and criminal justice -** *Assisting in crime prevention in particular among youth. Providing support to criminal justice reform, improving access to justice for children, reforming the prison system, along with alternatives to detention and social reintegration in Libya.*[35]

The Joint Programme was designed to contribute towards a number of higher level results including **the EU Rule of Law / Justice in Libya Programme** within the European Neighbourhood Initiative, where it contributes to the overall objective *to enhance institutional and administrative capacity of relevant public institutions to deal with vulnerable groups in contact with the law.*

The Joint Programme furthers Libya's progress towards the achievement of the **2030 Agenda and the Sustainable Development Goals (SDGs)** including the need to provide reduced inequalities, pre-trial detention largely affecting very poor citizens and their families (**Goals 1 and 10**) and to address the needs of specific groups of prisoners, including boys and girls (**Goals 5 and 10**). Prisons, as part of the larger criminal justice system, play a crucial role in maintaining safety for society. More importantly, the Joint Programme is contributing to creating a peaceful and inclusive society by offering them opportunities for rehabilitation after imprisonment (**Goal 16**). It also contributes towards Libya's fulfilment of its obligations as a state-party to the **UN Convention on the Rights of the Child** (CRC).

In addition to the **UN CRC,** rules governing justice in relation to children are set out in two internationally agreed standards, namely the United Nations Standard Minimum Rules for the Administration of Juvenile Justice, 1985 (known as the Beijing Rules) and the United Nations Guidelines for the Prevention of Juvenile Delinquency, 1990

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[33] UNDP Country Programme Document for Libya 2023 – 2025. Available at
https://www.undp.org/sites/g/files/zskgke326/files/2022-09/libya_cpd_2023-2025.pdf
[34] UNICEF Country Programme Document for Libya 2023 – 2026. Available at
https://www.unicef.org/executiveboard/documents/libya-country-programme-document-srs-2022
[35] UNODC Thematic Focus Areas for Libya. Available at
https://www.unodc.org/romena/uploads/documents/Publications/LibyaENPublicationsNew/EN_Final_Final_UNODC_in_Libya_Publication.pdf

(referred to as the Riyadh Guidelines). The Joint Programme also tessellates with these Rules.

Finding 2: The Joint Programme design was informed by previous programming and lessons learned by the three implementing partners, which provided it with an evidence base for the development of activities, although no specific analysis was conducted to inform the project document. However, there are gaps in the Joint Programme's intervention logic/theory of change and results framework, which while identified by the EU's Results Oriented Monitoring exercises conducted in 2022 and 2023, were not addressed. While the Programme benefitted from a risk management strategy, risks are not being regularly assessed or reported on. Further, the Joint Programme was not designed to promote coordination and synergies between the three implementing partners, resulting in activities being conducted in silos. In addition, the Joint Programme's implementation timeframe was significantly under-estimated, given the complexities and challenges in the operational environment, leading to two, and potentially a third, no-cost extension.

The Joint Programme was designed based on a request from the Ministries of Justice and Interior and the High Committee for Childhood for the UN to provide support to developing a system of juvenile justice in Libya. Preliminary discussions also included representatives from the EU, who were interested in providing financial assistance for such an initiative, given the relevance of juvenile justice to their development priorities in Libya, and the urgency to develop a system, given the vulnerabilities of children in contact with the law. Given the comparative strengths of each of the three UN Agencies in this field, all stakeholders came together to conduct a needs assessment, which was to inform the development of the Joint Programme document.

The Joint Programme was additionally informed by all three agencies' extensive programming in Libya focusing on the justice sector and the protection of children. This included building on the successes of UNSMIL-UNDP's Police and Security Joint Programme (PSJP), under which it was envisaged that the JJ Joint Programme would fall, as well as UNICEF's programming to develop a functional child protection system in Libya and UNODC's support to the Libyan criminal justice system and prison management. This previous programming, provided the implementing partners with lessons learned and an evidence base upon which to design the Joint Programme .

It soon became apparent that coordination between the national partners was challenging, in response to which, the Joint Programme envisaged the creation of a coordination platform. A nine month Inception Phase was planned, from December 2020 – September 2021, to conduct additional consultations and to further fine-tune the Joint Programme and its activities. This period faced challenges, including the COVID-19 pandemic, which prevented in person meetings; the coordination challenges between the government institutions; and the high turnover of staff both within the government institutions, as well as within the UN Agencies, in particular

UNDP and to some extent, UNICEF. At the end of the Inception Phase, the Joint Programme was presented to the national counterparts, but due to the high turnover of staff, the concept was seen as entirely new to them.

This resulted in the Joint Programme team having to go activity by activity through the project document in order to get consensus and buy-in from the national partners. This led to additional delays, due to objections with regards to some of the activities, largely those related to legislative reform and the anticipated case management system, which was to have been initiated by the UN Support Mission in Libya (UNSMIL)/UNDP Policing and Security Joint Programme (PSJP), but which, due to time and funding constraints, never came to fruition. In addition, the name of the Joint Programme had to be changed from Leaving No Child Behind to Developing Juvenile Justice. Only in May 2022 was the project document signed by the majority of the partners, with the Ministry of Justice not signing until towards the end of 2022.

The Joint Programme design was highly ambitious, with an unrealistic timeframe given the complexities of the operational context and the risks involved, not least the coordination between the national partners. The Joint Programme was not designed to promote coordination between the UN Agencies and the three outcomes are not interconnected, resulting in activities being implemented largely in silos. Broadly speaking, UNDP was responsible for outcome 1, UNICEF for outcome 2 and UNODC for outcome 3, although certain activities under the output areas were conducted by different PUNOs. The project document specified which PUNO was responsible for the implementation of which activity.

The intervention logic for the Joint Programme is not clear and there are gaps in its results framework. The Joint Programme's results framework contains three outcome statements and nine output statements, together with their corresponding indicators. Outcome 1 contains two indicators and outcomes 2 and 3 each have one indicator, totalling four outcome level indicators. Output 1.1 contains seven indicators, output 1.2 (previously output 1.3) contains one, outputs 2.1, 2.2 and 3.1 each have two indicators; output 3.2 has four; output 3.3 has six; output 3.4 has five and output 3.5 has two. This totals 31 indicators at the output level and 35 indicators overall through which the progress of the Joint Programme is monitored and measured. This is a very high number of indicators, the indicators are exclusively quantitative and they largely measure results at the activity level, rather than the Joint Programme's contribution towards higher level results. Of these, only two are disaggregated – outcome 3 indicator and output indicator 3.1.2, which are both disaggregated by gender.

The project document contains a risk assessment and risk management strategy with identified mitigation measures. The risk assessment identifies eight potential risks that may hamper the implementation of the project, including political instability, lack of political will, stakeholder engagement and turnover of staff among government counterparts. The risks are quite general in nature and do not really capture the specific risks to the project such as lack of coordination and communication amongst

counterparts and the potential risk that this would have on the project. The annual reports do not provide any on-going assessment of risks or identify new risks. This prevented the project from being able to adapt to new risks as they arose.

Overall, the timeframe set for the Joint Programme was a significant under-estimation. However, neither the inception phase (December 2020 - September 2021) nor the Addendum 1 (September 2022 that extended the Joint Programme until October 2023) or Addendum 2 (October 2023 that extended the Joint Programme until December 2024) amended the intervention logic accordingly. Opportunities were missed, or not seized, to revise the intervention logic and the Joint Programme's results framework in line with recommendations provided by the EU's Results Oriented Monitoring (ROM) exercises conducted in 2022 and 2023, beyond amending a couple of the activities.

Finding 3: Despite coordination challenges and gaps in the design of the Joint Programme, the Joint Programme is highly relevant for both its stakeholders – the juvenile justice related institutions in Libya such as (MOI, MOJ, MOSA/SSF, HCC) the Family and Child Protection Units/Sections and Training Department of Ministry of Interior – as well as its beneficiaries, children in contact with the law, who represent one of the most vulnerable groups in society.

The Joint Programme was designed at the request of the Ministries of Justice and Interior and the High Committee for Childhood, given the needs of the juvenile justice system in Libya. The stakeholders were involved in the design of the Joint Programme as well as its refining during the inception phase and as such is highly relevant for them. The evaluation was informed by the national counterparts of the relevance of the programme, given the needs and gaps in the juvenile justice system in Libya. The endorsement of the Joint Programme by all national counterparts also confirms its relevance.

The Joint Programme is also highly relevant for its end beneficiaries, that is children in contact with the law in Libya. This refers to children who come into contact with the justice system as victims, witnesses, or the accused, and who require some level of legal proceedings (including custody or protection). The Joint Programme supports national justice sector authorities in creating and sustaining child-friendly access and treatment for children who come into contact with the law within the framework of the UN CRC and other relevant international and national legal instruments.

Children represent one of the most vulnerable groups in society. In addition to the vulnerabilities that may be associated with children's relative developmental immaturity, children who come into conflict with the law are especially vulnerable due to the circumstances that are likely to have precipitated their detention, (poverty, trauma, prior victimization, mental health issues, cognitive delay, etc.). Furthermore, children deprived of liberty are exposed to the constant risks of physical violence, sexual violence, and psychological harm. As such, the Joint Programme is highly

relevant in developing the system of juvenile justice in Libya, ensuring its alignment with international standards on juvenile justice and child protection measures.

5.2 Coherence

Finding 4: The Joint Programme has made considerable efforts to ensure its coherence internally within the participating UN organisations (PUNOs) as well as with the national partners. While some gaps still remain, both with the national partners and the PUNOs of the Joint Programme, externally the Joint Programme is adding value and avoiding duplication of efforts.

From the outset of the Joint Programme, the programme team has made considerable efforts to strengthen its internal coherence both within and between the PUNOs as well as with the national partners. At the level of the PUNOs this included instigating regular weekly meetings for technical level staff, setting up a WhatsApp group and organizing additional ad hoc meetings with senior management on an as required basis. While this proved an efficient approach to ensuring coherence, the evaluation was informed that the regular weekly meetings have recently lapsed, which has impacted its coherence.

At the implementing level, as mentioned above, the design of the Joint Programme did not lend itself towards strengthening coherence amongst the PUNOs. As a result, there were limited joint activities. One area where joint activities were conducted was with regards to the FCPUs, where UNDP and UNICEF undertook joint assessment site visits to identify needs and UNICEF subsequently provided inputs to UNDP on the design of the FCPUs that were reconstructed under UNDP's component. This joint activity proved to be successful and allowed opportunity for UNDP and UNICEF to contribute in accordance with both their mandate and their respective strengths.

Within the PUNOs themselves, the Joint Programme ensured that there was no overlap or duplication with other ongoing projects and programmes. As outlined in the Joint Programme document, the Joint Programme intended to work closely with UN sister agencies in advancing the objectives through leveraging linkages with ongoing initiatives in order to harness collective actions and efforts for greater impact and ensure cost effectiveness in situations where resources can be shared. Coordination with other international actors active in the field was also envisaged. In particular, the Joint Programme intended to engage with the European Union Border Assistance Mission in Libya (EUBAM) and the United Nations Support Mission for Libya (UNSMIL) in exploring opportunities for a coordinated approach to legal aid for children in contact with the law. Activities were aligned with the UNSMIL/UNDP Policing and Security Joint Programme (PSJP) as well as other activities by UNSMIL and UNDP in the field of criminal justice reform. In practice the connection with the PSJP has not been possible and this affected a whole component of delivery and results of this intervention.

Under the PSJP project, it was expected that an integrated case management and tracking system to increase policing and justice services to citizens would be developed (in coordination with the MoI and MoJ). The Joint Programme design of the juvenile justice initiative outlines that it would seek complementarity with PSPJ and develop a specific Information Management software for cases of children in contact with the law that would be part of the PSJP case management system. This would facilitate referral and tracking of data and information of children in conflict with the law. However, the case management system under PSJP was not developed and therefore this output and activity were cancelled from the work-plan of the Juvenile Justice Joint Programme.

Coordination and synergies with other initiatives were also pursued. For example, efforts were made by UNICEF to ensure that there is no duplication of activities with EUBAM, which is supporting investigators of the FCPUs with child-friendly interviewing skills training. Additionally, UNODC is currently conducting a project aimed at strengthening Libyan criminal justice actors' capacities to investigate and prosecute trafficking of persons and migrant smuggling cases which includes capacity building activities targeting law enforcement officers, prosecutors and judges in terms of protection of victims, including children. This creates synergies with the activities under the juvenile justice Joint Programme.

With regards to coherence amongst the national partners, this was a key challenge that was identified by the PUNOs from the outset. There was no common understanding of the roles and responsibilities of each institution involved in juvenile justice in Libya and it was challenging to reach a common vision between them. The coherence of the Joint Programme at the level of the national counterparts affected its implementation by causing delays as well as revisions to the programme's activities, such as the request to refurbish the Family Court in Tripoli. Coordination and coherence amongst the national counterparts was identified as a risk in the Joint Programme's project document and the evaluation was informed by many stakeholders that this is a key weakness not just between the counterparts but also within each institution, that there is a lack of coherence and coordination even between departments. The PUNOs were able to mitigate this risk to some extent, through early engagement with the national counterparts as well as through consistent messaging and management of expectations on the PUNOs toward stakeholders and partners when it comes to JP objectives. This challenge was recognized in the JP's annual reporting for both 2022 and 2023 and it highlights the importance of continued engagement with national counterparts at all project stages and anticipating delays due to Libya's continuing political and security instability. Plus, the centralization of approvals of all activities at the level of Ministers and the high turnover of ministerial focal points for the project have greatly slowed the implementation of the project activities.

In order to strengthen the coherence amongst the national counterparts, the Joint Programme integrated the development of a coordination platform as part of its

activities. The purpose of this platform was to bring together all stakeholders to discuss juvenile justice issues in a coherent and coordinated manner. While the platform has still not been formalized, the Joint Programme has made good inroads in terms of laying the foundations for this platform. An initial meeting was hosted by UNDP to bring the stakeholders together and to agree on the roles and responsibilities. Since then, three additional meetings have been organized by the national partners. The meetings are co-led by the Ministries of Interior and Justice. This is discussed further under Finding 5, below.

Similarly, during the Inception Phase of the Joint Programme, efforts were made to build up trust and understanding of the roles and responsibilities of each institution. This included through the convening of very regular – often weekly – joint meetings between all the Joint Programme partners. Other efforts that the Joint Programme made in terms of strengthening the coherence amongst national partners included a multi-disciplinary approach to both the study tours and the trainings. This has allowed the national partners to come together and jointly learn about each other's roles and responsibilities as well as their needs and how they can mutually support each other.

Externally, there are no other actors working on juvenile justice in Libya, which allows the Joint Programme to add value and avoid duplication of efforts.

5.3 Effectiveness

This section analyses the effectiveness of the Joint Programme through scrutinising the Joint Programme's outcomes and outputs. While it does not analyse all of the Joint Programme's activities, it uses certain activities to evidence the analysis conducted. The evaluation team used more than one approach (data collection method) to address the evaluation questions in order to reduce the risk of bias and increase the chances of detecting errors or anomalies. Wherever possible all data gathered, both qualitatively and quantitatively, was triangulated through cross verification from two or more sources.

Finding 5: The Joint Programme has successfully navigated the challenging political and security context in Libya to contribute to development results. It has made efforts to strengthen the enabling environment for juvenile justice through enhanced coordination mechanisms and physical infrastructure improvements; policy strengthening; capacity development and enhancing service provision; as well as through raising awareness. While not all results have been fully realized as yet, through its system-strengthening and multi-faceted approach, the Joint Programme has laid the foundations for further strengthening the system of juvenile justice in Libya.

The Joint Programme's overall objective is that all children in Libya have access to a child-friendly justice system that protects their basic rights, in accordance with the CRC and relevant international legal instruments. To address this, the Joint

Programme adopted a systems-strengthening approach building on the experiences of PUNOs in addressing the need to improve child friendly services for children in contact with the law. This included through strengthening the enabling environment for juvenile justice through enhanced coordination mechanisms and physical infrastructure improvements; policy strengthening; capacity development and enhancing service provision; as well as through raising awareness. The evaluation was informed that the Joint Programme brought the idea of Juvenile Justice to Libya.

With regards to strengthening the enabling environment, the Joint Programme envisaged three mutually reinforcing areas of activity – 1) to explore the potential of establishing an international coordination mechanism comprising national stakeholders from all relevant ministries as well as key international actors engaged in justice sector reform in Libya to improve coordination and facilitate legislative reform; 2) to develop a national strategy clearly defining roles and responsibilities for relevant institutions (MoI, MoJ, Judiciary, MoH, MoSA) at national level. The strategy articulates the vision of the government, creates a shared understanding of the issue, and defines the responsibilities of different actors in addressing this challenge and gender integration approach is applied in the strategy; and 3) establish a coordination mechanism, such as a National Coordination Committee among the relevant institutions / actors to follow up the work on the strategy and coordinate at technical level.

With regards to the establishment of a National Coordination Platform (also referenced under Finding 4 above), the project has developed an Action Plan or Policy Paper, which outlines the structure and rules and procedures of the Platform. The Joint Programme has already commenced meetings to familiarise counterparts with the mechanism. The first meeting that was convened by the Joint Programme set out the roles and responsibilities of each partner and agreed on the rules. Since then three additional coordination meetings organised by the co-chairs of the Platform, the Ministries of Interior and Justice, have taken place to improve workflow between institutions. One of the key results of this has been that MoSA and the SSF can now access places of detention. There has also been a noticeable improvement in the coordination between the counterparts.

The Joint Programme has provided infrastructure support through the rehabilitation and refurbishment of two Family and Child Protection Units (FCPUs) in Tripoli, located in Janzur and Tajoura. The FCPUs play a pivotal role in providing essential services to vulnerable families and children in contact and conflict with the law and their rehabilitation has had considerable impact on the services that the Units are able to provide. The evaluation was informed that as a result of the rehabilitation and refurbishment support provided through the project, the FCPUs are now able to host children who are in contact with the law.

The rehabilitation of the FCPUs demonstrate the value of the PUNOs working together, where joint site visits to were undertaken between UNDP and UNICEF, with

both agencies providing inputs and advice in accordance with their strengths. This resulted in a comprehensive needs assessment, which was used to inform the works. The process was very participatory and inclusive, with plans being developed and shared for comments and inputs and revisions being made. The success of the rehabilitation works led to an additional request from the Ministry of Justice for support to rehabilitate and refurbish the Family Court in Tripoli and ensure that the space is child-friendly. While works are still on-going at the time of the evaluation, it is anticipated that the refurbished court facilities will serve as a cornerstone in ensuring swift and equitable access to justice for families and children.

The rehabilitation work for the FCPUs was preceded by a study tour to Jordan, which was conducted at the outset of the Joint Programme's implementation in July 2022. Reportedly, this initiative aimed to facilitate knowledge exchange on family and child protection unit management between Libyan staff and their Jordanian counterparts. Throughout the visit, participants from both countries engaged in consultations, sharing best practices for managing these units, including standard operating procedures, staffing, and capacity-building initiatives. 13 staff (12 females and 1 male) from various branches of Family and child protection units among Libya participated in the study tour (Tripoli, Misrata Albayda, Tobroq, Janzour, Sorman, Alzawia, Sabha, Morzog, Gherian). In addition, one female participant from the Ministry of Interior, from the training and development department in Tripoli also participated.

As a result of the study tour, the MoI prepared a report, which included a number of recommendations based on the participants observations and new knowledge gained. These included harmonizing the structure of the FCPUs and the development of Standard Operating Procedures on dealing with children in contact and conflict with the law. In addition, development of a law on Juvenile Justice, enhancing the capacities of social workers, linking the police stations affiliated with the security directorates with the departments to cooperate and facilitate complaints procedures related to children and families, holding intensive internal training courses for department heads, developing the capabilities and skills of members in the departments, drawing up child and family protection policies and strategies, focus on the level of prevention and the response of society and institutions to cases of violence within families, and preparing brochures related to domestic violence.

The evaluation was informed that the study tour was very beneficial for all participants. It provided the participants with the opportunity to learn about the common procedures and how to handle cases properly and professionally. They were also able to learn about how to restructure the FCPUs and to follow international standards and principles of family and child protection.

The Joint Programme has taken a coordinated approach with regards to non-custodial measures and alternatives to detention, through a combination of a comprehensive needs assessment combined with awareness raising and capacity building. This commenced with a multi-disciplinary study tour to Jordan, conducted

in February 2023 for eight Libyan officials, including three judges, three prosecutors, a public lawyer, and a monitoring representative from the Ministry of Foreign Affairs. In total, there were 11 participants, including two women. The visit focused on Jordan's good practices with regards to the implementation of non-custodial measures and alternatives to detention, and on the overall operations and structure of the Jordanian juvenile justice system and institutions on the use of alternatives to detention for children in conflict with the law. Increase in knowledge of the participants was measured by pre and post evaluations. For the post-evaluation survey, participants shared that knowledge on the legal developments in the various areas of juvenile justice was gained through the study visits and this included: procedures applied in Jordanian courts and the usefulness of established juvenile police. Participants also shared that the study tour enabled for a holistic comparison between Jordan and Libya on the matter of juvenile justice at all the relevant stages.

Some of the recommendations arising from the study tour included:

- The importance of an independent law for juveniles to properly ensure their rights and to include identified support for alternatives to detention.
- The need to unify all legislations or articles related to juveniles under one legislation.
- The establishing of an independent police force for juveniles – Juvenile Police; an independent juvenile prosecution and an independent juvenile court.
- The need for proper improvement of the juvenile facilities in Libya in the aspect of location and alternatives to detention.

As a result of the study tour, the Joint Programme has been engaged in undertaking a comprehensive assessment relating to alternatives to detention. This has involved a thorough review of existing legislation, decrees, and formal procedures, as well as a legal analysis of the current legislation and the practical application of these laws. At the time of conducting the evaluation, the assessment has been finalized and was presented to stakeholders during the middle of October 2024. The evidence-based assessment formulates a pilot approach and provides recommendations that will facilitate the implementation of alternatives to detention. It is envisaged that the assessment will lead to the development of an Action Plan detailing short and long-term solutions, including the development of a comprehensive law on Juvenile Justice. These activities have been complemented by workshops targeting the justice sector actors aimed at increasing awareness and knowledge of alternatives to detention.

Adhering to its system-strengthening approach the Joint Programme focused on improving access to customized services for families and children in contact with the law, ultimately accelerating their rehabilitation and reintegration. These efforts included capacity building for service providers, knowledge exchange workshops, collaborative needs assessments, finalizing guidelines for rehabilitation efforts, and drafting decrees to standardize staffing within child protection services.

During the study tour as well as the site visits and needs assessment of the FCPUs, it was observed that none of the FCPUs had a harmonized approach either for staffing, procedures, policies etc. To address this, the Joint Programme initially developed an optimal staffing structure for the FCPUs, together with Terms of Reference and a job description for each position. This led to the development of a Decree, which was issued in March 2023 and subsequently endorsed by the Ministry of Interior. The Decree is being implement and as a result, upwards of 40 people have since been deployed to the FCPUs. Combined with this, the Joint Programme has undertaken a series of capacity building activities with the employees of the FCPUs. This has proven to be successful in imparting new knowledge. The evaluation team were informed that the trainings have played a very important role in raising awareness about the importance of the Family and Child Protection Units. As a result of the trainings, the FCPUs are more understanding of how children and family cases should be treated. For example, previously, there was no privacy or confidentiality when handling different cases. Now the knowledge regarding this has been increased.

The project has also supported the Ministry of Interior in developing Standard Operating Procedures (SoPs) on dealing with children in contact and conflict with the law. The evaluation learned that the SoPs have been drafted and are currently being reviewed by the MoI. Once they have been reviewed and amended a series of orientation sessions for other relevant line ministries, including the Ministries of Health and Education will be conducted. The SoPs will be tested and validated and then finalised prior to their adoption.

In partnership with the Social Solidarity Fund (SSF), the Joint Programme has intensively worked on staff capacity building. This started in 2022 through a series of awareness raising trainings for social workers. In total, 46 social workers from different regions participated in the training. The evaluation team were informed that prior to the JP, the staff at the SSF did not have knowledge of international standards of dealing with children in contact with the law, which has now changed due to the trainings.

A training manual was developed and a cascade approach to training was adopted through a multi-disciplinary training of trainers for 21 frontline personnel from various ministries (MoSA, MoJ HCC, MoI, SSF, MoFA). This was followed up by a workshop on the same topic for 12 policymakers from the aforementioned ministries. The workshops not only strengthened capacities but also enhanced collaboration between the different counterparts. The trainings have resulted in the development of forms, which the social workers are able to use in their day-to-day work. These forms have been adopted for use throughout the juvenile facilities in Tripoli and have streamlined and harmonised approaches to work. The evaluation was informed that new knowledge has been transformed into action.

Such has been the success of the trainings for social workers, that the SSF have

requested that the project support training in Benghazi.[36]

Another activity where the Joint Programme has provided support is to support the MoI to develop a pilot database to track cases within the FCPUs. The database has been developed on a shared drive in MS Excel and will be initially piloted in seven FCPUs. Data will be tracked each month relating to: number of FCPUs, geographic locations, number of staff per FCPU (men/ women), role of staff in FCPU (investigating officer, social worker, admin, etc.), location of FCPU (attached to a police station or in MOSA building for example), number of children (cumulative and per FCPU) received per FCPU/ number of referrals received and number of cases resolved per month, number of children in contact or conflict with the law, who reported cases of children (walk in, telephone, policy, MOSA, other), different categories of crimes per legislation (for children in conflict with the law), number of boys/ girls, age of children (as only children from 14-18 years should be included as above minimum age of criminal responsibility), number of days to process each case, outcome of each case (sentence, alternative to detention, diversion, etc.), number of referrals received from MOSA, and number of referrals made to MOSA. In addition to provided PCs and scanners, the project has provided some basic training on usage of the system. Although the MoI has started to use the system, it is too premature to assess the results of this initiative. However, it is anticipated that the system will allow the MoI to track the progress of cases and to provide an evidence base to inform decision-making and this is considered the first initiative to establish a data management system within the FCPUs.

At the time of conducting the evaluation, the Joint Programme is about to launch a broad awareness raising campaign targeting the general public and service providers to raise their awareness of the role and function of the FCPUs. The campaign includes radio and television slots and commercials, billboards and posters and leaflets for schools. This campaign has been designed to raise public awareness and understanding of FCPUs as essential child protection service providers. As the campaign has only just started at the time of conducting the evaluation, it is too premature to assess the results.

The project has also been piloting and enhancing rehabilitation and reintegration programmes for children in conflict with the law. For example, two technical working groups meetings and consultation meetings have been conducted with MoSA/SSF and HCC. As a result of this, the JP is currently providing a Lifeskills programme based on the UNODC Line up, Live up curriculum and vocation trainings include sewing, cooking, barbering and heating, ventilation and air conditioning alongside some awareness raising activities. One of these has been piloted for 45 boys in the Tajoura Juvenile facility for males. The project has also trained SSF social workers to undergo training for piloting rehabilitation and reintegration programmes. As part of this initiative, and is close consultation with MoSA /SFF, the project has committed to revitalize SSF's After Care Unit, which had been inactive for the last decade, to oversee

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[36] This request has been considered and will be included in Phase II of the Joint Programme.

the follow up of children after their release. This approach aims to ensure sustainability and continuation of activities after the project completion in December 2024.

Finally, the project has conducted a needs assessment and capacity building to support enhanced access to free legal aid and public lawyers. The assessment includes a comprehensive analysis of the Libyan legal framework relating to legal aid and the relevant formal procedures and practical implementation of the laws. To complement this, a workshop was conducted for 10 participants – eight public lawyers, a legal advisor from MoJ, and a monitoring representative from MoFA, on assessing good practices and challenges faced by public lawyers with regards access to legal aid for children in conflict with the law, in line with international standards and norms, while highlighting best practices from the region and beyond with support of relevant national counterparts. The project has also provided skills enhancement training for 25 public lawyers on modern technology in law management and English language as well as provided IT equipment and office furniture. The skills enhancement training is designed to support the digital transformation of data and archiving, while also facilitating information sharing and communication between public lawyers and non-Arabic-speaking juveniles.

However, despite the considerable results of the Joint Programme achieved to date, juvenile justice is still not fully understood by all relevant stakeholders or the general public and is not prioritised by government. For example, the evaluation was informed that most stakeholders have never visited an FCPU.

While results have been achieved institution by institution, communication and coordination between different counterparts still remains a challenge. Overall, the Joint Programme has laid solid foundations for the further developing and strengthening of the system of juvenile justice in Libya.

Finding 6: When assessed against the achievement of its indicators included in its Results Framework, the Joint Programme has met one of its four outcome level indicators and eleven of its thirty-one output level indicators, largely under Output three. However, the indicators are largely quantitative, activity level indicators, which do not really capture the achievements of the Joint Programme, beyond the completion of activities. The Joint Programme's Results Framework is insufficient to capture progress towards the achievement of higher level results. Overall, the strategies adopted by the Joint Programme have largely been effective in achieving results, at least at the output level.

The Joint Programme's Results Framework contains its three outcome statements and nine output statements, together with their corresponding indicators. Outcome 1 contains two indicators and outcomes 2 and 3 each have one indicator, totalling four outcome level indicators. Output 1.1 contains seven indicators, output 1.2 (previously output 1.3) contains one, outputs 2.1, 2.2 and 3.1 each have two indicators; output 3.2 has four; output 3.3 has six; output 3.4 has five and output 3.5 has two. This totals 31

indicators at the output level and 35 indicators overall through which the progress of the Joint Programme is monitored and measured.

When the Joint Programme is assessed against its progress towards achieving its indicators, it can be seen that only one of its outcome level indicators has been met, related to the number of children in detention benefiting from improved services within a protective environment. This has been achieved through the Joint Programme's support to two selected juvenile detention facilities in Tripoli. This has included refurbishment and procurement work to improve/enhance the conditions, services and programmes for juveniles inside these institutions. The targeted facilities are: Tajoura Juvenile facilities for males: which is currently accommodating 65 girls up to date and an even higher number of boys; and the Social House for female juveniles, which is accommodating 20 girls up to date. Progress towards other outcome indicators is ongoing, although it is unclear whether these will be fully met by the end of the current implementation of the project (December 2024).

At the output level, the project has achieved eleven of its thirty-one indicators, with the remaining twenty ongoing. It is anticipated that the majority of these will be met by the Joint Programme's completion date. The majority of these indicators are under outcome three, but include targets related to conducting two study tours (output 1), infrastructure rehabilitation and refurbishment, the development of a roadmap to improve detention conditions for children, staff trainings, training of trainers, SoPs; pilot rehabilitation programmes and training for juveniles on livelihood support (all output 3). It is noted that UNODC is responsible for the implementation of output 3.

However, the Results Framework contains a very high number of indicators, which are exclusively quantitative and that they largely measure results at the activity level, rather than the Joint Programme's contribution towards higher level results. Of these, only two are disaggregated – outcome 3 indicator and output indicator 3.1.2, which are both disaggregated by gender. Thus, the Joint Programme's Results Framework is insufficient to measure progress towards the achievement of higher level results.

The strategies adopted by the Joint Programme have largely been effective in achieving results at the output level. This includes a key strategy of the Joint Programme to focus on building the capacities of key national stakeholders with a role in the juvenile justice cycle, as well as efforts to strengthen the enabling environment for juvenile justice through enhanced coordination mechanisms and physical infrastructure improvements; policy strengthening; enhancing service provision; as well as through raising awareness.

5.4 Efficiency

Finding 7: The Joint Programme faced considerable delays in its operationalisation due to a high level of staff turnover amongst its national counterparts and to some

extent within the participating UN organisations as well as the impact of the COVID-19 pandemic, which prevented in-person interaction with government representatives. The overall political and security instability in the country has also caused delays. This impacted its efficiency resulting in the need for two no-cost extensions and potentially a third. Steering Committee meetings have not been conducted regularly with only two SCs being conducted throughout the implementation period. This, is a potentially missed opportunity to strengthen collaboration and coordination amongst relevant stakeholders. The envisaged staffing structure for the Programme's implementation was not fulfilled and due to limited staffing capacities within UNDP, the leadership of the Joint Programme was not always optimal.

The project document for the Joint Programme was signed by the PUNOs at the end of December 2020, at the height of the COVID-19 pandemic. While the prodoc had been informed by consultations with relevant counterparts from the MoI, MoJ, MoSA, SSF and the HCC, the Inception Phase was impacted by restricted access to government counterparts as well as a high turnover of management and staff within the institutions. For example, in the past three years, the Joint Programme has had five focal points within the MoI. This was also compounded by a high turnover of staff with UNDP, who were the lead PUNO for the Joint Programme as well as by staff turnover within UNICEF. This required additional time for the PUNOs to build trust and cultivate relationships both within the PUNOs themselves but moreover with the government counterparts.

The centralisation of approvals of all activities at the level of Ministers and the high turnover of ministerial focal points for the Joint Programme greatly slowed the implementation of the Joint Programme activities and it was not until May 2022 that the government counterparts signed off on the project document, with the Ministry of Justice not signing until towards the end of 2022. This meant that the implementation of the Joint Programme did not really commence until the middle of 2022. The evaluation was informed that from 2020 – 2022, the Joint Programme existed only on paper and only coordination activities took place.

The Joint Programme's project document foresaw the establishment of a Steering Committee (SC), to support the management and coordination of the programme. The SC is composed of the five government counterparts (MoI, MoJ, MoSA, SSF, HCC), representatives from each of the PUNOs and a representative from the EU. It was foreseen that the Steering Committee is the decision-making authority; highest body for strategic guidance, fiduciary and management oversight and coordination. The Steering Committee was anticipated to guide the implementation of the programme and review progress; review and approve JP Document and annual work plans, provide strategic direction and oversight, review implementation progress and address problems; review and approve progress reports and evaluation reports, notes budget revisions/reallocations. The Steering Committee members will each designate one focal point for coordinating the programme implementation. The focal points will

submit the annual narrative reports to the co-Team Leader for consolidation.

It was envisaged that the Steering Committee would meet on a six-monthly basis, however in reality, the Steering Committee has only met twice – it part due to challenges in convening all stakeholders together in the same place at the same time. This has been a missed opportunity to enhance the collaboration and coordination of the Joint Programme; address some of the bottlenecks and challenges and facilitate the smooth implementation of the Programme.

The project document included a narrative description of the staffing level within each of the PUNOs. For UNDP, as the lead agency, the project document stipulated as follows:

To ensure the project is implemented according to UNDP corporate policies the project team – located in project-dedicated space within the two UNDP offices in Tunis and Tripoli - is comprised of project coordination and technical functions as well as support functions at different levels to ensure services are efficiently and effectively delivered to meet project needs and conform to UNDP policies and procedures. These positions are integrated into the ongoing and on ground dedicated staff of UNDP-UNSMIL Policing and Security Joint Programme (PSJP) comprising the project manager, project management specialist, project coordination and project associate. Each, within their already elaborated scope, dedicate an adequate time to the preparation, implementation, overall management and follow up of the activities of the Joint Programme so the development results are achieved and sustained through the interlinked work already being carried out as part of PSJP. In addition, direct project cost related to the overall support provided by the CO will include M&E specialist, communication specialist, procurement specialist and finance specialist in order to ensure that these support functions are performed for effective, efficient and quality implementation of the activities of this action.

However, the PSJP ended at the end of 2022 and despite the recruitment of a programme manager to oversee the Joint Programme, the staffing structure remained incomplete. This also resulted in delays in the implementation of the Programme and the evaluation was informed by a number of stakeholders that UNDP, at times, lacked the capacity to lead, were hard to reach and they prioritised other projects and programmes.

Finding 8: In terms of its financial efficiency, the Joint Programme is managed and coordinated through the Multi-Partner Trust Fund Office (MPTFO). The delays detailed in Finding 7 above, combined with the administrative requirements of the MPTFO, have led to delays in the disbursement of the Programme's funds and the Programme's ability to implement envisaged activities. That said, overall, the programme overs good value for money when assessed against its objectives and results. The Joint Programme has limited monitoring and evaluation capacities and

there are no mechanisms in place to document learning or feedback loops to use learning to inform decision-making and future implementation.

The Joint Programme is managed and coordinated using the MPTFO as a pass-through funding modality. The MPTFO serves as the Administrative Agent of the Joint Programme, and responsible for the financial reporting, whereas UNDP is the convening agency, responsible for coordination of joint programmatic activities and consolidating narrative reporting and evaluation. While this has caused some delays due to the administrative requirements of the MPTFO, the greatest delay has been caused by the requirement for the unanimous approval of the Steering Committee before funds can be transferred to the PUNOs. This has resulted in some of the programme's national counterparts using their approval function to "bargain" with the PUNOs to advance their priorities, rather than adhering to the agreed upon project document and annual workplans. For example, the Ministry of Justice has used its position to request funds to renovate the Family Court in Tripoli, something that was not originally envisaged. Moreover, due to the inability of the Programme to convene a Steering Committee meeting, the second tranche of the funds have not been transferred on time. This has led to either implementation of the workplan stalling and/or the PUNOs having to allocate funds from other sources and use a refund mechanism.

This has contributed significantly to the delays faced by the Joint Programme as detailed in Finding 7 above as well as the requirement for two no cost extensions. At the time of conducting the evaluation, the second tranche has still not been received by the PUNOs and it is almost certain that an additional no cost extension will be required to ensure that all planned activities are implemented and completed.

That said, when looked at in terms of the Joint Programmes value for money – i.e. its objectives and results vis a vis its inputs, it is assessed that the Joint Programme offers good value for money. This was confirmed by the donor.

In terms of monitoring, evaluation and learning, the Joint Programme has been monitored at the activity level only and this is reflected in its annual reporting. A Mid-Term Evaluation was not foreseen nor conducted as per UNDP's evaluation policy, because it falls under the US$3m threshold. However, conducting a Mid-Term Evaluation or even a Review, could have provided an opportunity for course correction and a more informed analysis of the current context, to drive the Programme further. Learning has not been documented nor used to inform decision-making regarding the implementation of the programme. The annual reports report largely on the completion of activities, without analysis of the context and challenges. The EU's ROM 2023 found that the quality of the two annual reports submitted to date is low: they only explain the reasons why preparatory activities were delayed, without more strategic considerations or clear proposals for the way ahead. In addition, the annual report is officially released 3 months after the end of the reporting period (for in-country clearance) and 6 months after the MPTF's clearance, which obliterates its

usefulness.[37] The EU also requested in its 2022 ROM that the project submit quarterly analytical reports, however this was never addressed by the project.[38]

In terms of the allocation of human resources, as mentioned under Finding 7 above was incomplete. In terms of financial resource allocation, the evaluation team was provided with the budget and financial report for the Joint Programme as of August 2024 – please see Table 1 below. However, despite requests from the evaluation team to have a key informant interview with the UNDP finance and administrative officer as well as for additional information regarding the delivery % for each year of implementation, the breakdown of delivery % per outcome per year and the % delivery rate per PUNO per year, this information was not provided. Thus, the evaluation team are unable to draw any findings as to the allocation of financial resources or assess any variances between planned and actual expenditures across results/outputs.

Table 1: Budget of the Action and Financial Report as of August 2024

	Description	Total Budget	Expenses and Commitments (in USD)			
		USD	UNDP	UNICEF	UNODC	Total expenses
1	Staff and other Personnel costs	1,329,323	109,211	148,507.89	366,726.89	624,446
2	Supplies, Commodities, Material	35,288	-	30807.13	851.55	31,659
3	Equipment, Vehicles and Furniture including Depreciation	226,908	126,240	0	55,893.42	182,133
4	Contractual Services	1,693,849	537,390	374,447.37	169,095.75	1,080,933
5	Travel	232,759	307	53,589.59	59,103.29	113,000
6	Transfers and Grants Counterparts	-	-	0	-	-

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[37] EU ROM Report, Developing Juvenile Justice in Libya, 2023
[38] EU ROM Report, Developing Juvenile Justice in Libya, 2022

7	General Operating and Other Direct Costs	332,163		77,461	158,146.55	144,589.31	380,196
	Total Direct Costs	**3,850,288**		**850,609**	**765,498.53**	**796,260**	**2,412,368**
	Indirect costs (7%)	**269,520**		50,040	50,682.35	55,738	156,461
	Total Costs	**4,119,808**		**900,650**	**816,181**	**851,998**	**2,568,829**

Share as per the Agency	Total Budget USD
UNDP	1,082,089
UNICEF	1,516,301
UNODC	1,521,418
Total	4,119,808

Notes:

1) EU contribution: 3,500,000 EUR, estimated as 4,096,400 USD

   UNICEF contribution: 20,000 EUR, estimated as 23,408 USD

   Info Euro Rate of November 2020, https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en

2) Annex III - Budget of the Action as per UNDG harmonized budget categories for Joint Programmes (http://mptf.undp.org/document/download/15822).

5.5 Impact

Finding 9: While it is somewhat premature to measure the impact of the Joint Programme, there are no impact level indicators included in the Joint Programme's results framework with which to measure its impact in any event. At the time of the evaluation, no mechanisms have been introduced to measure impact and it is challenging after what in reality is just over two years of implementation to measure the impact of the interventions. However, anecdotally, there are some early indications of the impact of the programme as well as some indications of potential future impact. These include the rehabilitation works that have been completed, the capacity development conducted and the adoption of some Decrees, Resolutions and Standard Operation Procedures. However, these are seen more at the local level as a result of targeted interventions, rather than throughout the centralised system of juvenile justice overall. The programme has succeeded to start normalising the discussion around child rights at the central level through depoliticization and

desensitisation and linking this with international standards including the CRC, however it is too premature to assess what impact this may have going forward.

The Joint Programme's results framework does not include impact (or outcome) level indicators, with which to measure the impact of the interventions. While this was identified by the EU it its two rounds of Results Oriented Monitoring, conducted in 2022 and 2023, the Results Framework was not amended to include impact level indicators. It is also challenging after what in effect is just over two years of implementation, to assess the impact of the programme. There are, however, indications and anecdotal evidence of the impact that the programme is having at the local level with regards to its interventions.

One of the indications of the programme's impact is with regards to the rehabilitation and refurbishment works that have been conducted for the two FCPUs and juvenile facilities in Tajoura, Gurji and Janzur. This has not only transformed aesthetically the appearance of the facilities but has also transformed the lives and daily routines of the juveniles who are detained in the facilities. The evaluation was informed that there is now a system in place with a daily timetable and a schedule for juveniles, providing them with a daily structure. The rehabilitation of facilities is seen as a catalyst for public policy improvement and implementation.

The Joint Programme has invested significantly in terms of capacity building. As the post-training evaluations show, this has created a better understanding among stakeholders of how to work with children in contact with the law. For example, the evaluation was informed that prior to the training provided by the programme, the MoI employees did not have a clear understanding of this, in particular with regards to case confidentiality and interviewing techniques. As a result of the training, participants are now more exposed to child protection protocols and standards and have a better understanding of how to use them. The stakeholders confirmed that he Joint Programme played a very important role in raising awareness about the importance of child and family protection units, including through field visits conducted to enhance the rule of law in protecting children and families. As a result, there was a clear positive change in the mentality of employees, especially when dealing with children who are in contact with the law.

These results have led to the Ministry of Interior expressing interest in strengthening – through rehabilitation as well as through capacity development – all of the 46 FCPUs throughout Libya. If this happens going forward then the project will have potentially had significant impact.

Other results that have the potential for achieving impact include the adoption of the Decree by the MoI in March 2024, which outlines roles and responsibilities and proposes minimum staffing criteria. It is intended that the MoI will establish a standardized approach to FCPU staffing, ensuring the recruitment of qualified personnel to deliver child-friendly services. At the time of conducting the evaluation,

approximately 40 staff have already been recruited as a result of the Decree, however, it is still too premature to assess the impact of this. Similarly, other results that have been achieved, as outlined under Finding 5 above are either pending adoption/ approval/ implementation/ roll-out and it is not currently possible to assess their impact.

Perhaps one of the most significant areas where the project is starting to have impact is with regards to normalizing the discussion around child right through de-politicising and de-sensitising the issue of juvenile justice and linking it with international standards including the UN Convention on the Rights of the Child. The evaluation was informed that there is a clear positive change from 2022 to 2024 in the culture and understanding of employees in dealing with children who have contact with the law. The issue is less political and sensitive now and there is a greater understanding of the rights of the child.

5.6 Sustainability

Finding 10: Similarly as with impact, it is somewhat premature to assess the sustainability of the programme, which has only recently started to see results, however there is a good level of national ownership amongst the national counterparts, which strengthens sustainability prospects. The results that have been achieved have laid the foundations for potential future sustainability if they are further embedded, replicated and scaled up and if decisions that have been made are fully implemented. This could lead to more sustainable, transformational results going forward. While lack of data still remains a challenge to inform decision-making, the programme is ending with an increase in knowledge and possibilities and how to facilitate systemic changes to the juvenile justice system in Libya, which could yield sustainable, transformational results in the future. The project document did not include a defined exit strategy and one was not developed during the course of the Programme's implementation.

The programme adopted a systems strengthening approach, which sought to address the issue of juvenile justice with different stakeholders and from different angles. This is a robust approach, which over time can bring about lasting and transformational change. However, it is too premature to fully assess the sustainability of the programme's interventions, which have largely been pilots and testing rather than the scaling out of new policies, practices and procedures.

The programme does have some results, which are showing prospects of sustainability. This is underpinned by the level of trust that the PUNOs have manage to cultivate with the national counterparts. This is particularly visible with the Ministries of Interior and Social Affairs and the Social Solidarity Fund. However, this is also visible with the Ministry of Justice, where the programme has increased trust. In addition to trust building, it is assessed that there is a high level of national ownership

amongst the national counterparts. Despite the challenges and delays faced by the programme, the counterparts are committed to the objectives of the programme and want more engagement and support. For example, requests have been made for additional infrastructure refurbishment and rehabilitation, additional capacity development and further support in developing the juvenile justice system. The project has also established robust relationships with other stakeholders including the Supreme Judicial Council, Public Prosecutor's Office and the Public Lawyers Department.

One of the unexpected results of the programme has been the strengthened internal coordination within the national counterparts. This is particularly visible within the Ministry of Interior, but also with other institutions. Prior to the programme, the different departments within the MoI did not sit down together or coordinate their actions. As a result of the programme, this is now happening on a regular basis, leading to more streamlined decision-making and implementation.

Capacity building approaches adopted by the programme are also showing indications of potential future sustainability. All of the counterparts now have curricula, training manuals, training of trainers has been conducted, however curricula have yet to be adopted and further rolled out and fully institutionalised. The cascade approach adopted by the programme also has potential sustainability prospects as it will help create a chain of multipliers to share the knowledge and the awareness from the trainings that were received by the Ministries.

The rehabilitation and refurbishment works conducted with the SSF has led to better infrastructure as well as the facilities being better equipped, including through the provision of computers, laptops, books, sewing machines etc. Service provision has been enhanced and the SSF allocated some of its own funds to further refurbish the facilities. The SSF has also started its own project to continue with the maintenance of facilities and is very eager to continue its partnership with the Joint Programme. Social workers have been trained, they have SoPs and forms that are being used in Tripoli and these results should continue beyond the lifespan of the programme. The evaluation was informed that the FCPU in Misurata is now considered as the destination for vulnerable women and children especially after the support of the Attorney General to transfer all the cases related to the matter to the FCPU.

Similarly, the construction of the Family Court in Tripoli is being foreseen as being sustainable, once it is operational. It is also seen as a model for other Family Courts to be established throughout the country.

The Joint Programme is ending with an increase in knowledge and possibilities and how to facilitate systemic changes to the juvenile justice system in Libya, which could yield sustainable, transformation results in the future. This can be evidenced, for example, by the HCC developing its own draft Juvenile Justice Law, which could provide a good basis for developing the system further, as well as through the

comprehensive recommendations relating to alternatives for detention and strengthening the provision of free legal aid. However, currently results are mainly seen at the local level and their longer term sustainability depends on the roll-out of initiatives and results across the system. In addition, risks to the longer-term sustainability of the Joint Programme's results include the continued commitment of the government counterparts to the objectives of the project, including allocation of resources, as well as the non-escalation of the conflict.

While the project document details the Joint Programme's approach towards sustainability, including through strengthening capacity of relevant stakeholder in critical areas as well as ensuring the design of the Joint Programme is fully consistent with national development efforts to promote national ownership, the envisaged detailed sustainability strategy or an exit strategy were never developed.

5.7 Cross-cutting themes – Human Rights, Disability Inclusion and Gender

Finding 11: The Joint Programme has made efforts to ensure its gender and human rights responsiveness both in the design and implementation of the programme, while remaining culturally and contextually sensitive. However, there is a lack of data at the national level overall relating to juvenile justice and in particular gender and human rights issues and the national counterparts refusal to engage with civil society within the scope of the programme has limited results in this area. Further, the Joint programme is not collecting data related to cross-cutting issues or reporting on any aspects related to the cross-cutting issues. There is no dedicated gender expertise within the Joint Programme's organisational structure.

The project document for the Joint Programme detailed the programme's approach to the human rights-based approach (HRBA), gender equality and gender mainstreaming. This was largely to be achieved through ensuring that women participants benefit from training activities and inclusion in training and/or meetings associated with the programme's activities; by ensuring respect and protection of human rights, particularly women's rights, to live free from discrimination and violence; and through collecting sex-disaggregated data relating to attendance at events and meetings throughout the action and particularly during the monitoring and evaluation process.

Despite this, the results framework only contains two gender disaggregated indicators and there is no specific gender strategy or gender analysis to inform implementation. Where gender disaggregated data has been collection by the programme, this has referred to the FCPU participants of the study tour to Jordan in July 2022 (13 women, 1 man); capacity developing training for the MoI staff (eight men and 11 women); refurbishment works for juvenile detention facilities in Tripoli - Tajoura Juvenile facilities for males: which is currently accommodating 65 boys up to date and

Social House for female juveniles which is accommodating 20 girls up to date. The programme also reported on life skills training provided for 45 boys in Tajoura juvenile facility.

Cultural sensitivity is a challenge for the integration of gender dimensions and given the potential for backlash from the national counterparts, there is a need for the programme to be contextually as well as culturally sensitive. Girls face disproportionate risks, relative to boys, due to deeply entrenched structures of inequality, discrimination, and sexual and gender-based violence. It is important to reflect on the role that gendered assumptions, expectations, laws, and social structures play in shaping the experiences of girls, including their pathways to, and interactions with, the criminal justice system. The programme has approached this well and gender dimensions have been well integrated, in a culturally sensitive manner, into training curricula and manuals as well as SoPs and policies.

The project document envisaged close engagement with and empowerment of civil society. However, due to objections from the national counterparts, this has not happened and civil society organisations have been denied access to detention facilities. There is a continuing lack of data related to juvenile justice, which civil society could help address as well as supporting in enhancing service provision and holding the government to account.

Overall, the gender and human rights/LNOB aspects of the programme could be further strengthened. The Joint Programme is not collecting data or reporting on this aspects and there was a general reluctance among national counterparts to discuss these issues. There is no dedicated gender expertise within the Joint Programme's organisational structure although the project has benefitted from the technical expertise of the UNDP Gender Advisor. The Gender Advisor provided technical expertise and support to ensure that the project document adequately addressed the gender and LNOB dimensions, however advise to include more gender disaggregated indicators into the Results Framework was not heeded. Where the Joint Programme has succeeded has been with regards to the inclusion of women in its capacity building activities, to include gender dimensions in all training materials, to strengthen access for women and girls to the FCPUs and to contribute to the provision of gender-responsive detention facilities.

With regards to disability inclusion, persons with disabilities, including children, were not consulted or meaningfully involved in any stages of the programme planning, implementation, monitoring or evaluation. The Programme is not collecting any data related to persons with disabilities and there is no analysis of the barriers PWDs face, in fact they are not even mentioned. The programme did not include any approaches to reach PWDs or mainstream disability inclusion across any of its activities. There is a need to push public policy and the juvenile justice system to leave no one behind. Juveniles are the most vulnerable group in society.

6. Conclusions

Based on an assessment of the OECD / DAC evaluation criteria, the evaluation team can make the following conclusions:

Conclusion 1: Relevance: Highly aligned with national goals and international standards, relevant to stakeholders and beneficiaries, gaps in RF

The JP aligns well with national development priorities as reflected in the UNSDCF. It also contributes towards and it aligned with UN, UNICEF, UNODC and UNDP priorities and those of its donor, the European Union. It contributes towards Libya's progress in meeting the 2030 Agenda and the SDGs and international commitments including the UN CRC. It is highly relevant for its stakeholders and beneficiaries, although there are gaps in its RF, preventing the JP capturing progress towards higher level.

Conclusion 2: Coherence: Adding value and avoiding duplication of efforts although internal coordination platform yet to be fully institutionalised

The JP has strengthened internal coherence within PUNOs and with national partners although gaps still remain. The envisaged internal coordination platform is in its nascent stages and has yet to be fully institutionalised. Coordination still remains a challenge both within the PUNOs and the national counterparts. Enhanced leadership and more regular Steering Committees could help in addressing this.

Conclusion 3: Effectiveness: Meaningful results at local level but yet to be fully embedded and replicated or institutionalised. Potential for transformative results

Meaningful results have been achieved at the local level with infrastructure rehabilitation, capacity development, developing of SoPs, policies and practices and strengthening the evidence base on alternatives to detention and free legal aid provision. Results have yet to be fully institutionalised but the foundations have been laid.

Conclusion 4: Efficiency: Significant delays impacted the efficiency delivery of the JP, staffing structure and leadership was not optimal but overall good value for money

The JP faced significant delays in its implementation, which impacted its efficiency, resulting in 2 and possible 3 no cost extensions. Its staffing structure was not always fully capacitated and leadership was not always optimal. M&E is limited and learning has not been fed back into decision-making. Overall the JP overs good value for money.

Conclusion 5: Impact: Some early indications but too premature to assess

No impact level indicators and somewhat premature to assess after just over two years of implementation. Some early indications, however these are currently more at

the local level – e.g. rehabilitation works, capacity development, SoPs, etc. Succeeded in normalising discussion around juvenile justice and desensitising and depoliticising it through linking it to international standards, in particular the UNCRC.

Conclusion 6: Sustainability: Laid the groundwork for potential future sustainability

High level of national ownership strengthens future sustainability prospects but results have yet to be fully institutionalised and are not yet visible at the central level. Increase in knowledge and greater awareness of how to strengthen the system and the roles and responsibilities among the varied stakeholders.

Conclusion 7: Human rights and gender: Need to be further integrated and addressed.
While the Joint Programme has made some efforts to address gender equality, human rights, leave no one behind and disability inclusion are not sufficiently addressed or integrated into the design or implementation of the programme.

7. Recommendations

Recommendations are provided in the event that the Joint Programme is able to mobilise resources to develop and implement a Phase II of the project. They are intended to maximise the efficiency of the programme as well as build on the groundwork laid during Phase I. Each recommendation stipulates who the recommendation is targeted towards, a timeline for addressing it, as well as a series of practical next steps required to realise the recommendation.

Recommendation 1: Informed Joint Programme design with robust logical framework, staffing structure and system of monitoring, evaluation and learning to allow for adaptive programming when needed.

The Joint Programme team is recommended to design an evidence-based and informed project document, based on extensive stakeholder and beneficiary consultations, which contains a robust theory of change and results framework, underpinned by a solid assessment of risks and assumptions and system of MEL to allow for flexible and adaptive programming.

Recommendation targeted at UNICEF, UNODC, UNDP, short-term priority, based on findings 1,2, 3, 4, 6 and 8 and conclusions 1, 2 and 4

Going forward, the joint programme design should design a well-informed project document, that is evidence based, containing a convincing theory of change with SMART[39] indicators at output, outcome and impact level. This should be underpinned by a solid assessment of risks and mitigation measures, which are project-specific and

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[39] SMART – specific, measurable, attainable, realistic, and timebound.

are regularly reviewed and updated through the implementation of Phase II. Similarly, assumptions should also be regularly verified for their veracity and applicability. The project document should be realistic and attainable given the operational realities, the opportunities and constraints on the ground. A small set of high quality, measurable indicators should be developed and reviewed to ensure that the indicators are not only clearly defined but are also SMART. A greater use of qualitative indicators that measure perceptions and behaviours at the outcome level, as opposed to quantitative indicators that measure activities at the output level, will likely better capture Joint Programme progress and results, as well as contributions towards the outcomes and impact.

From the very first stages of the Joint Programme design process, consideration should be given to the Joint Programme's exit strategy, and to the sustainability aspects of each of the Joint Programme's activities. These should be detailed in the Joint Programme document, but regularly reviewed throughout the implementation period, to capture changing realities and ensure that maximum national ownership is achieved. The exit strategy should specify the transition arrangements to sustain and/or scale-up results, as relevant. It should describe how national capacities would be strengthened and monitored as relevant.

The robust results framework should be complemented by a sophisticated system of monitoring, evaluation and learning, which ensures not just that its progress towards outcome and output indicators are regularly measured and captured but that also incorporates learning feedback loops into the project's implementation and decision-making processes. All knowledge gained through the first phase of the project as well as going forward should be codified and integrated into the project's capacity development processes as well as its implementation. The Joint Programme should strengthen its efforts with regards to learning and integrate systemic learning feedback loops into the project's implementation and decision-making processes.

Particular care should be taken to design an organisational structure for the project that is fit for purpose and able to meet the demands of the project operationalisation and implementation. This should be aligned with the comparative roles and responsibilities of UNICEF, UNODC and UNDP, ensuring that the staffing needs of all organisations are covered to effectively implement the project, but in particular that there is adequate leadership of the project. The roles and responsibilities of each PUNO should be specified in the project document together with adequate procedures to operationalise and implement the programme. In particular MEL and gender/LNOB capacities should be ensured. While it is envisaged that Phase II of the Joint Programme will fall under the umbrella of UNDP's Rule of Law Programme (RoLP), a full staffing structure for the Juvenile Justice Joint Programme will still be required. The RoLP is expected to bring a portfolio style approach to rule of law programming within UNDP enhancing synergies between projects and programmes. While this will be beneficial for the Joint Programme, it is crucial that the Juvenile Justice programme has its own dedicated staff, in particular in a leadership position.

Experience from when the Joint Programme fell under the umbrella of UNDP's PJSP programme shows that it is not sufficient to have one big programme team and that the Juvenile Justice programme will require dedicated leadership, resources and capacities. In addition, each agency should provide dedicated staff with full capacity to support the programme.

Next steps:
- Develop an evidence-based informed project document for Phase II based on extensive consultations with national counterparts and beneficiaries
- Develop a robust logical framework including theory of change and results framework with SMART indicators at output, outcome and impact level
- Integrate systemic learning feedback loops and a sophisticated system of M&E into the project document
- Ensure a staffing structure that is fit for purpose with adequate provision for leadership

Recommendation 2: Improved coordination and communication within PUNOs and with national counterparts to strengthen efficiency and coherence

It is recommended that Phase II of the Joint Programme maintain its focus on improving coordination and communication mechanisms with the PUNOs as well as with the programme's national counterparts. This will not only help to drive efficiency and coherence but also the achievement of results. It will also contribute to strengthening the enabling environment within which to further develop and strengthen the system of juvenile justice in Libya.

Recommendation targeted at UNICEF, UNODC, UNDP and national counterparts, short-mid-term priority, based on findings 4, 5, 6 and 7 and conclusions 2 and 4

Despite coordination being a key focus of Phase I, with efforts being made to develop national and international coordination mechanisms as well as a national strategy on juvenile justice, results under this workstream have yet to be achieved and will not be realised by the end of the programme implementation period. While at some level coordination has improved, for example within the Ministry of Interior and to some extent between the national counterparts, this is far from being institutionalised. Given the needs and merit in establishing coordination mechanisms, it is important that the Joint Programme continue to pursue this going forward with a view to achievement of results during Phase II. It is particularly important that the development of such mechanisms and/or a national strategy follow a highly consultative process, involving all stakeholders and that the process is nationally driven. Without this, the programme will not be able to ensure ownership and buy-in and the initiatives will not be sustainable.

Simultaneously, the Joint Programme PUNOs should work together to strengthen their own internal coordination. Results and experience from Phase I show that when

the PUNOs work together and when there are regular coordination mechanisms in place, the programme is implemented more efficiently and effectively. For example, when regular weekly coordination meetings were held the programme's implementation was more streamlined. These coordination mechanisms should be stipulated in the project document and adhered to. The PUNOs could also consider using the technical level Rule of Law Working Group, organised on a rotational basis between UNDP-UNSMIL and UNODC to further the coherence of the intervention.

It is imperative that the Steering Committee meetings are regularly conducted going forward – at least twice per year - and that they are not used stakeholders to pursue separate agendas. The PUNOs should seek to change the administrative requirement of the unanimous approval of the Steering Committee before funds can be transferred to the PUNOs, and ensure that the Steering Committee has a more a strategic function, as expected by the highest decision-making body of the project. The Steering Committee should be used as a mechanism to gain consensus and address challenges and inconsistencies.

Next steps:
- Strengthen internal coordination mechanisms between the PUNOs and ensure these are detailed in the project document and adhered to
- Support the national counterparts in strengthening their own internal and external coordination
- Ensure that Steering Committee meetings are held at least twice per year and that the SC has a purely strategic function

Recommendation 3: Support a strengthened enabling environment through a systems thinking approach to enhance potential impact and achieve transformational, sustainable results in a flexible and adaptive manner

An enabling environment is crucial for ensuring sustainable and transformational results. Going forward the Joint Programme is recommended to enhance its systems thinking approach to the extent possible to further strengthen the enabling environment for developing a system of juvenile justice in Libya. Being flexible and adaptive could allow the programme to course correct and amend its programmatic approaches when necessary, given the fluid political and security context and operational realities on the ground.

Recommendation targeted at UNICEF, UNODC, UNDP, mid-long term priority, based on findings 5, 9 and 10 and conclusions 5 and 6

An enabling environment plays a fundamental role in achieving sustainable and transformational results, with effective policies and governance structures being the backbone of an enabling environment. The Joint Programme has made efforts to enhancing the enabling environment through strengthening policies and structures, infrastructure rehabilitation and refurbishment, capacity building and knowledge

sharing and through partnerships and collaboration. However, going forward, a more systemic approach and systems thinking is necessary. This is challenging given the operational context where there is no national policy document or allocated budget that the programme can support in a structured manner and no optimisation of resources. But these are exactly the challenges that the Joint Programme should be seeking to address.

Two specific policy areas where the Joint Programme should provide support are in terms of supporting the developing of an over-arching Juvenile Justice Law as well as a National Strategy on Juvenile Justice, as envisaged during Phase I. While it is challenging to advocate for legal reform in the current context and this area of support proved to be a red line for the Ministry of Justice during phase I, the current context may allow for this subject to be revisited. The evaluation was informed that the HCC has already developed a draft Law that could be used as a basis for further discussion. At the time of drafting this evaluation report, the HCC has just been disbanded and its future is currently unknown, however during the course of Phase I, momentum for an over-arching Law seems to have grown. The Joint Programme should seize on this momentum to advocate and support its further development and adoption.

Similarly, Phase I envisaged the adoption of a National Strategy on Juvenile Justice, which while not being realised, the Joint Programme will have a detailed action plan to guide its future development. However, the Programme needs to ensure that this is a consultative and participatory process, which has not been the case to date. It is recommended that the Joint Programme adopt the following phases in the development of the Strategy:

- Phase I: Launching the process (through a National Strategy on Juvenile Justice Road Map). This involves advocacy, sensitisation and dialogue with government, policy-makers, and decision-makers.
- Phase II: Assessment of the Current Status of the Juvenile Justice System. This includes: collecting and analysing existing documentation; identifying user satisfaction, data needs and gaps; assessing outputs against quality criteria; assessing methodologies and the quality of statistics; assessing existing capacity to meet the needs and gaps; reviewing the legal and institutional framework, linkages, and coordination arrangements; and assessing organisational factors. Much of the groundwork for this has been completed during phase I and can be built on going forward.
- Phase III: Developing the vision and identifying strategic options. This involves agreeing a mission and vision statements, agreeing on desired results and setting priorities and strategies to deliver the vision and results. This should be a consultative and participatory process, including national and local level consultations with all relevant stakeholders and beneficiaries.

- Phase IV: Preparing the implementation plan. This requires a costed and time-bound action plan and a financial plan incorporating proposals for external assistance.
- Phase V: Implementation, monitoring and evaluation. Strategic management should be a continuous process with mechanisms to monitor and evaluate progress, to review the strategy and to make modifications.

The Programme should provide support to all Phases of the Strategy development.

Based on the experiences gained during the implementation of the Joint Programme, which highlight the need for responsive, flexible and adaptive implementation based on the changing context, the PUNOs should consider a move towards more adaptive programming. This will allow for the shifting of priorities and resources where results are not being achieved. This approach will require strong and measurable system based indicators and routine, rigorous monitoring, including a regularly updated risk management framework to make adjustments to programming on a regular basis, but will allow for the potential of better results with the same resources. This is also discussed under Finding 1 above. In addition, it will require regular Steering Committee meetings, together with review and lessons learned workshops. These should be systematically programmed and budgeted to allow for review, reflection and adaptation as required.

Next steps:
- Move towards more adaptive and flexible programming
- Support the development, adoption and implementation of a comprehensive Law on Juvenile Justice
- Support the process of developing , adopting and implementing a National Action Plan on Juvenile Justice

Recommendation 4: Fully institutionalise results achieved to date and support their roll-out, replication and scaling-up, including through enhanced research and data collection capabilities to provide an evidence base for informed decision making

During Phase II, the Joint Programme is recommended to support the full institutionalization of the results gained during Phase I, including the replication, roll-out and scaling up of the infrastructure reforms, capacity development and improvements in standard operating procedures, policies and practices. This includes through addressing data deficits, which impact on the ability of stakeholders to conduct informed and evidence-based decision-making.

Recommendation targeted at UNICEF, UNODC, UNDP and national counterparts, mid-long term priority, based on findings 5, 9 and 10 and conclusions 3, 5 and 6

The Joint Programme has achieved a number of meaningful results, which have been well detailed under Finding 5 above. The programme has laid the groundwork and built foundations for the achievement of future results, which should be capitalised on going forward. In Phase II the Joint Programme continue supporting the Libyan authorities in ensuring child-friendly treatment for children in contact with the law, including those deprived of liberty, within the framework of the UN Convention on the Rights of the Child (CRC) and other relevant international and national legal instruments.

Building on the results that have been achieved, the second phase of the Programme should focus on (i) supporting the Libya authorities within the national legal framework in line with international law, norms and standards; (ii) strengthening the capacity of professionals to provide a child-friendly response and assistance in cases involving children in contact with the law; and (iii) ensuring improved access for juveniles deprived of liberty to rehabilitation, pre-release and reintegration services as well as access to child-friendly legal aid.

This includes through institutionalising the results that have been achieved to date through integrating the SoPs, curricula, Decrees and policies piloted during Phase I into the core policies and operations of the national counterparts. Once practices are institutionalized, they can be replicated or adapted across different regions, departments, or sectors within the institution or even beyond. Scaling-up goes a step further, expanding the reach and impact to larger populations or broader areas. This could mean increasing the resources allocated to these practices, involving more stakeholders, or partnering with other organizations to broaden their impact.

Specific areas where Phase II could focus include expanding and fully operationalising the training capacities of the national counterparts, building on the results achieved in Phase I. By the end of Phase II, curricula and training materials should be fully adopted by the institutions, and there should be a cadre of trainers capacitated to provide training. A programme of initial and continuous training for staff members should be adopted, which is adequately budgeted for. Pre and post training evaluations should be introduced that measure the increase in knowledge among training participants and regular follow-up should be conducted to assess whether the participants are using the new knowledge gained in their day to day work. This will allow for the identification of any gaps in knowledge or practice and for their appropriate addressing.

Based on the results achieved during Phase I, it is also recommended that the JP continue its support to the FCPUs in Libya through further strengthening their technical and operational capacities as well as through rehabilitation and refurbishment. The JP has laid foundations for the development of a system of legal aid for juveniles as well as alternatives to detention and rehabilitation and reintegration and these areas should continue to be further supported going forward.

Finally, the JP should continue with its awareness raising efforts to enhance capacities of juveniles to claim their rights.

To support these efforts, robust research and data collection are essential. By gathering data and conducting analysis, the national counterparts can monitor the effectiveness of these practices, identify areas for improvement, and make informed decisions. The data collected will serve as a foundation for making strategic decisions. With an evidence base, decision-makers can justify investments, adjust approaches, and set realistic targets. This approach minimizes guesswork and optimizes the chances of long-term success and sustainability. This includes conducting regular political economy and context analyses as well as developing knowledge products on juvenile justice. The database currently being piloted with seven FCPUs, if proved to be useful can also be scaled up during Phase II.

Next Steps:
- Provide support to national counterparts to institutionalise, replicate and scale-up successful practices piloted and tested during phase I
- Support the national counterparts with their research and data collection capabilities
- Conduct regular analyses and develop relevant knowledge products on juvenile justice to provide an evidence base to inform decision-making

Recommendation 5: Explore opportunities for possible engagement with civil society organisations to enhance service provision combined with strengthening gender capacities within the programme

The evaluation recommends that the Joint Programme explore opportunities to engage with civil society organisations who can complement service provision and fills the gaps currently not covered by national counterparts. This will be sensitive with the government counterparts, however possibilities should be discussed. Dedicated gender capacities within the organizational structure of the Programme are required to ensure that gender is cross-cutting across all interventions.

Recommendation targeted at UNICEF, UNODC, UNDP and national counterparts, short-midterm priority, based on finding 11 and conclusion 7

During Phase I, the Joint Programme was not successful in engaging with civil society organisations, despite this being envisaged in the project document. Going forward, the programme explore possibilities with the MoSA and SSF to allow access to CSOs to places of detention, in order to strengthen service provision. Civil society can complement the provision of essential services for juveniles, where the national counterparts are not fully able to meet needs. They can advocate for accountability, transparency, and integrity in government, ensuring that officials respect the rights

and needs of juveniles in contact with the law. Through media, advocacy, and legal mechanisms, they can challenge abuse of power and corruption.

While the Joint Programme has made efforts to address the differentiated needs of girls and boys during Phase I and has addressed gender issues in its capacity building activities, going forward it is important that the programme upgrades its gender expertise within its organisational structure. This will help to ensure that gender is cross-cutting across all programme activities. In addition, the programme should collect gender disaggregated data against all of its indicators where relevant.

Next steps:
- Ensure the role of civil society in Phase II of the Joint Programme
- Have dedicated gender expertise within the organisational structure of the Joint Programme
- Include gender disaggregated indicators as the norm

Recommendation 6: Embed human rights, leave no one behind and disability inclusion into the design and implementation of Phase II.
It is recommended that the Joint Programme bolster its efforts to meaningfully integrate human rights, leave no one behind and disability inclusion throughout the project through a multi-dimensional approach that ensures inclusion, fairness, equality, and respect for the rights and needs of all children in contact or conflict with the law.

Recommendation targeted at UNICEF, UNODC, UNDP and national counterparts, short-midterm priority, based on finding 11 and conclusion 7

It is recommended that the Joint Programme further leverage the human rights-based approach (HRBA) throughout its programming. The HRBA approach to programming is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities, which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress. Crucially, it works with both service providers in terms of strengthening their capacities to deliver transparent, accountable, equitable and quality services, and with rights-holders to raise awareness of their rights and develop their capacities to demand their rights. It is recommended that the HRBA is mainstreamed into all project development and implementation, as a way to bridge the divide between the supply and demand side of its programming and to lead to better and more sustainable human development outcomes. For example, there should be more of a push towards participatory and inclusive engagement with vulnerable groups, especially through awareness raising and capacity building, but also through engaging more with CSOs who have networks and reach to these groups and focusing more on bottom-up approaches rather than top down. This will provide a better chance for change, which is long-lasting. Although

this is a slower process, if capacities are built from the bottom up change is long-lasting. With right coordination and synergies the JP can help to ensure it reaches the right people.

Utilising the HRBA and further integrating human rights into its programming will provide the foundation for protecting the dignity and rights of all children in the juvenile justice system. This includes through continuing its alignment with the UNCRC and other relevant frameworks, ensuring that children have access to legal representation, timely hearings, and impartial treatment, focusing on restorative justice and rehabilitation rather than punitive measures and prioritizing the child's reintegration into society. The JP could also consider establishing mechanisms to monitor and report human rights abuses within juvenile justice institutions, although this will be very sensitive in the Libyan context.

The project should support the Libyan justice authorities to develop a juvenile justice system that considers the specific needs, vulnerabilities, and experiences of children based on their gender. This includes through developing policies and diversion programmes that address the unique needs of girls and boys in the justice system as well as through training juvenile justice staff to identify and address gender-based discrimination, stereotypes, and biases. The JP should continue to advocate for separate detention facilities for girls and boys as well as for the provision of targeted support for girls, who are often overlooked in justice systems despite facing specific challenges such as stigma and higher risks of exploitation.

The Joint Programme should embed leave no one behind principles of inclusivity and equity to ensure all children, regardless of socioeconomic background, gender, disability, or ethnicity, have equal access to justice and rehabilitation services. This could include through the promotion of
community-level programmes that prevent children from entering the justice system in the first place, focusing on vulnerable and marginalized populations. As detailed in recommendations 5, it will be crucial for the JP to support the collection of disaggregated data to identify and address gaps in service provision and outcomes for marginalized children. This includes children with disabilities, who face additional barriers and vulnerabilities in the justice system. Programming should address these through ensuring physical and communicational accessibility in courts, detention facilities, and rehabilitation programmes; providing reasonable accommodation with necessary supports, such as sign language interpreters or alternative communication tools, during legal proceedings and interactions with authorities. Staff working in the juvenile justice system should be trained to recognise and appropriately address the specific needs of children with physical, intellectual, or sensory disabilities and community-based alternatives to detention should be prioritised, particularly for children with disabilities, to prevent unnecessary institutionalization. Mental health and psychosocial services tailored to the needs of children with disabilities should also be provided.

- Integrate the HRBA, human rights, LNOB and disability inclusion throughout the design and implementation of Phase II.
- Involve any relevant civil society, child rights organizations, and representatives from disability and gender advocacy groups in the development of policies and programmes.
- Strengthen the capacity of juvenile justice personnel, including law enforcement, judiciary, and social workers, to apply inclusive and rights-based approaches.
- Actively involve children, including those with disabilities, in designing and evaluating programmes to ensure their perspectives are incorporated.
- Work with education, health, and child welfare systems to address the root causes of juvenile delinquency and ensure comprehensive support for affected children.

8. Good Practices and Lessons learned

8.1 Good practices

Good practice 1: Continuous consultative processes can ensure the continued relevance of the project.
Engaging stakeholders through regular consultations allowed the Joint Programme to gather diverse insights, address emerging challenges, and adapt to evolving needs. This approach ensured that the JP remained aligned with stakeholder expectations, international standards, and changing external conditions. Continuous consultation fosters a sense of ownership among stakeholders, enhances collaboration, and minimizes risks by identifying potential issues early. By actively involving relevant parties throughout the project's lifecycle, the JP was able to make informed decisions and sustain the project's value and impact over time.

Good practice 2: Establishment of a coordination platform can increase ownership, buy-in and integration of services.
Forming a coordination platform comprised of key stakeholders, including representatives from various departments with the 5 national counterparts creates a collaborative framework for decision-making and oversight. This structure encourages diverse perspectives, ensuring that all relevant voices are heard and considered. By actively involving stakeholders in governance and planning, the platform can promotes a sense of shared responsibility and ownership over the Joint Programme's goals and outcomes. A well-functioning coordination platform can also facilitate the alignment of services, avoiding duplication of efforts and promoting seamless integration across different entities. Through regular meetings and open communication, the Platform can address challenges collectively, build consensus on critical issues, and adapt strategies as needed. This cooperative approach not only

strengthens trust and commitment but also enhances the efficiency and effectiveness of service delivery, potentially leading to more sustainable and impactful results. The Joint Programme has made concerted efforts to establish a coordination platform, which it is encouraged to continue going forward.

Good practice 3: Involving national counterparts from the outset can build both capacities and ownership and ensure long-term sustainability of project results.

Engaging national counterparts early in the project lifecycle is critical for ensuring the Joint Programme's success and longevity. This collaborative approach allows for the co-creation of project goals and strategies, aligning them with national priorities, policies, and cultural contexts. Early involvement helps national stakeholders understand the project's vision and methodologies, creating a strong sense of shared responsibility. By actively participating in project design, planning, implementation, and monitoring, national counterparts gain hands-on experience and develop skills in key areas such as project management, technical expertise, and strategic decision-making. This capacity-building not only empowers them to effectively contribute to the current project but also prepares them to lead similar initiatives in the future. Furthermore, when national counterparts are deeply involved, they are more likely to advocate for the project's continuation, integration into local systems, and scaling of successful practices. Their ownership ensures that project outcomes are maintained, adapted, and expanded as needed, reducing dependency on external support. Ultimately, this approach fosters a sustainable impact by embedding the project within national structures and leveraging local expertise, enabling long-term benefits.

Good practice 4: Undertaking needs assessments to inform programming can make interventions more relevant and effective.

Regularly undertaking needs assessments ensures that programming remains responsive to the evolving needs and priorities of the target population or sector. These assessments provide fresh, evidence-based insights into the current situation, including emerging challenges, opportunities, and gaps. By using updated data and analysis, decision-makers can tailor interventions to better address the specific and timely needs of stakeholders, avoiding outdated assumptions that may no longer apply. Needs assessments also allow for a nuanced understanding of the specific local Libyan context, such as changes in demographics, conflict factors, economic conditions, environmental factors, or social dynamics. This enables programming to be more targeted and contextually appropriate, increasing its chances of success. Furthermore, these assessments provide a mechanism for stakeholder engagement, through consultations with communities, governments, and other partners, fostering a sense of inclusivity and shared responsibility. By aligning interventions with current realities, the JP can optimize resource allocation, enhance program relevance, and improve overall impact. This practice ensures that interventions not only meet immediate needs but also contribute to long-term, sustainable development goals. The Joint Programme has adopted this approach, for example with regards to its

programming on alternatives for detention and free legal aid, with regards to the support to the FCPUs. This is a good practice to continue going forward.

Good practice 5: A multi-disciplinary approach to training can enhance coherence.
Multi-disciplinary training fosters communication and teamwork among professionals from varied backgrounds, improving their ability to work together effectively. This shared understanding and collaboration contribute to greater alignment in goals and actions, ensuring that interventions are well-coordinated and mutually reinforcing. Ultimately, this approach enhances the coherence of programmes, leading to more impactful and integrated solutions for complex issues. The Joint Programme successfully integrated multi-disciplinary trainings into Phase I, which is a good practice to continue with during Phase II.

8.2 Lessons learned

Lesson learned 1: Step-by-Step Approach and Evidence-Based Needs Assessment
Implementing a structured, step-by-step approach and basing decisions on thorough needs assessments strengthen programme impact. Conducting needs assessments ensures that initiatives address real, current needs, making interventions more relevant and effective. Before implementing new activities, the Joint Programme should prioritise gathering data to identify needs accurately. This will strengthen the foundation of the programme and increase the likelihood of successful outcomes.

Lesson learned 2: Multi-Disciplinary Approach for Coherence
Engaging in multi-disciplinary study tours and cross-functional training builds coherence and alignment among participants from various disciplines. The Joint Programme has adopted a good practice in conducting multi-disciplinary study tours and training, which encourages collaborative learning experiences to foster a multi-disciplinary understanding. This strengthens coherence and ensures that everyone involved has a comprehensive grasp of the objectives of the programme.

Lesson learned 3: Active Involvement of the Ministry of Interior
Involving the MoI as an active recipient and participant in the programme is essential for success, although it requires time, patience and effort. The MoI's engagement at every step is crucial for meaningful collaboration. The Joint Programme has ensured that the MoI was involved from the start and actively engaged throughout.

Lesson learned 4: Building Trust Between PUNOs and National Counterparts
Trust is essential for effective collaboration, both between the PUNOs and with national partners. Programmes built on mutual respect and trust see smoother implementation and greater success. The Joint Programme has invested time in relationship-building activities since the start of its implementation to establish trust,

transparency, and mutual understanding. This should continue going forward with an even greater emphasis on cultivating relationships.

Lesson learned 5: Managing Expectations for Future Phases
Setting realistic expectations and following through on commitments is critical, especially when planning for subsequent phases. It is crucial that the Joint Programme clearly communicate the scope and limitations of each phase to all stakeholders, follows through on commitments to maintain trust and support but also ensures that national counterparts maintain their commitments.

Lesson learned 6: Effective Internal Communication and Coordination
Successful implementation of UN Joint Programs requires strong systems of communication and coordination. The Joint Programme has made efforts to set up and maintain regular communication channels to keep all stakeholders informed and aligned, although this has not always been consistent. Going forward it is imperative that regular communication and coordination mechanisms are re-established and that the PUNOs have clear roles, responsibilities, and updates to prevent confusion.

Lesson learned 7: Effective External Communication and Coordination
Effective external coordination mechanisms are essential for project coherence and consistency. While the programme has made efforts to establish a coordination platform during Phase I, the results are yet to be fully realised. Once the platform is fully up and running, it will be important to regularly review the platform to ensure it is working as intended. This will help maintain alignment and prevent potential issues from escalating. The success of the coordination platform will also depend on selecting members who are experts in the field of juvenile justice.

Lesson learned 8: Stakeholder Buy-In from the Outset
Engaging stakeholders early in the design of Joint Programmes is critical. Involving stakeholders helps in designing programmes that respond to actual needs and priorities, fostering ownership and commitment. It is important that the Joint Programme involve the national counterparts in the design of Phase II to create a sense of ownership and responsiveness, as well as to avoid the significant delays that were faced during the start of Phase I.

Lesson learned 9: Fully Capacitated Joint Programme Implementation Team
Having a skilled and capable implementation team from the lead agency is essential for efficient programme delivery. It is crucial to select and equip the implementation team with the skills and resources needed for effective programme management and coordination. The envisaged organizational structure of the Joint Programme should be fully staffed throughout the entire implementation period, which was not the case during Phase I.

Lesson learned 10: Importance of Communication

Clear, consistent communication with all stakeholders is key to success. Communication can be enhanced through the development of a communication plan that includes regular updates, feedback loops, and points of contact to maintain clarity and responsiveness.

Lesson learned 11: Adequate Design Time to Avoid Implementation Delays

Spending more time on the design stage can prevent delays in the operationalization of the Joint Programme. Sufficient time should be allocated to the design of Phase II to thoroughly plan and review. This will reduce potential roadblocks and ensures readiness for implementation and avoid the operationalization delays faced during Phase I.

Lesson learned 12: Integration of Capacity Building and Physical Renovations

Simultaneous capacity building and infrastructure rehabilitation and refurbishment support sustainable development, as both are critical for long-term impact. The Joint Programme adopted a successful practice of combining both approaches, which should continue going forward.

ANNEX I – Key Evaluation Criteria and Questions as per the Terms of Reference

Relevance

- To what extent was the Joint Programme in line with the national development priorities, the country programme's outputs and outcomes, the respective agencies (UNDP-UNICEF-UNODCs) mandates (and priorities within their respective country programme documents), the UNDP Strategic Plan and the SDGs?
- To what extent does the Joint Programme contribute to the theory of change for the relevant country's programme outcome?
- To what extent were lessons learned from other relevant project considered in the Joint Programme's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the Joint Programme design processes?
- To what extent does the Joint Programme contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the Joint Programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- What synergies or interlinkages benefitted from this Joint Programme within UNDP, UNICEF and UNODC and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

Coherence

- How well does the intervention fit?
- How compatible was the Joint Programme to other interventions in the country?
- To what extent did the intervention support or undermine policies?
- What synergies or interlinkages benefitted from this Joint Programme within UNDP, UNICEF and UNODC and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

Effectiveness

- What factors have contributed to achieving or not achieving intended the intended outputs?
- To what extent has the UNDP, UNICEF, UNODC partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?
- In which areas has the Joint Programme had the most significant achievements and the least? Analyse the supporting and constraining factors

in each area. How can the Joint Programme build on its successes and address areas where it fell short?

- What, if any, alternative strategies would have been more effective in achieving the Joint Programme 's objectives?
- To what extent have stakeholders been involved in Joint Programme implementation?
- How effectively were stakeholders involved in Joint Programme implementation, including child participation? Did this involvement contribute to achieving the Joint Programme 's objectives?
- How well has the Joint Programme adapted to the evolving needs of national constituents and changing partner priorities?
- To what extent has the Joint Programme contributed to gender equality, women's empowerment, human rights realization, and promotion of innovative approaches?

Efficiency

- To what extent was the Joint Programme management structure as outlined in the Joint Programme document efficient in generating the expected results?
- To what extent has the UNDP, UNICEF and UNODC Joint Programme implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have Joint Programme funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP, UNICEF and UNODC ensure effective and efficient Joint Programme management?

Sustainability

- Are there any financial, social or political risks that may jeopardize the sustainability of Joint Programme outputs?
- To what extent are there mechanisms in place to ensure the continued availability of financial and economic resources, legal frameworks, and supportive policies to sustain the Joint Programme 's achievements, particularly regarding gender equality, women's empowerment, human rights, and human development?
- Do the legal frameworks, policies and governance structures and processes within which the Joint Programme operates pose risks that may jeopardize sustainability of Joint Programme benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?

- To what extent do stakeholders support the Joint Programme 's long-term objectives?
- To what extent are lessons learned being documented by the Joint Programme team on a continual basis and shared with appropriate parties who could learn from the Joint Programme ?
- How well-designed and well-planned are the UNDP, UNICEF, and UNODC exit strategies? What recommendations can be made to strengthen these strategies and enhance the Joint Programme 's overall sustainability?

Impact - Evaluate the extent to which the Joint Programme generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the Joint Programme document.

Cross-cutting themes

Disability
- To what extent were persons with disabilities, including children, consulted and meaningfully involved in all stages of program planning, implementation, monitoring, evaluation?
- What proportion of the beneficiaries of a programme were people with disabilities?
- What barriers did persons with disabilities face? What are the recommendations for better inclusion of people with disability in future similar interventions?
- Was a twin-track approach adopted, combining targeted interventions for people with disabilities with mainstreaming disability inclusion across all Joint Programme activities?

Human rights and LNOB
- To what extent have rights holders who are at heightened risk of vulnerability and marginalisation benefited from the work of the Joint Programme ?

Gender
- What effects were realized in terms of gender equality, if any?
- Were women and men distinguished in terms of participation and benefits within Joint Programme ?
- To what extent has the Joint Programme promoted positive changes in gender equality and the empowerment of women?

		ANNEX II - EVALUATION MATRIX				
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
The **relevance** of the Joint Programme design, with a specific focus on its theory of change and how the three Joint Programme outcomes realistically and effectively contributed to its overall objective	• To what extent was the Joint Programme in line with the national development priorities, the country programme's outputs and outcomes, the respective agencies (UNDP-UNICEF-UNODCs) mandates (and priorities within their respective country programme documents), the UNDP Strategic Plan and the SDGs? • To what extent does the Joint Programme contribute to the theory of change for the relevant country's	• Were any stakeholder inputs/concerns addressed at the Joint Programme formulation stage? • How does the Joint Programme address the human development needs of intended beneficiaries? • Was a stakeholder analysis conducted as part of the Joint Programme development phase? • Why were the two Joint Programme revisions made? • Did the Joint Programme 's ToC clearly articulate assumptions about why the Joint	• National Development Plans and Strategies in Libya including 2030 Vision, 2040 Vision, sector specific development plans and strategies • EU Rule of Law / Justice in Libya Programme • United Nations Strategic Framework (UNSF) for Libya (2019-2022) • UN Sustainable Development Cooperation Framework (2023-2026) • UN CCA 2022	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	N/A	• Qualitative and quantitative data analysis and disaggregation • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the Juvenile Justice Joint Programme

	ANNEX II - EVALUATION MATRIX					
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	programme outcome? • To what extent were lessons learned from other relevant projects considered in the Joint Programme's design? • To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the Joint Programme design processes? • To what extent does the Joint	Programme approach is expected to produce the desired change? Was the theory of change grounded in evidence? • What analysis, in particular of the GESI/HRBA context and its political economy, was done in designing the Joint Programme [40]? • Was the Joint Programme able to adapt to evolving needs/changing context? • To what extent did it use adaptive management to maintain its relevance?	and 2023 Update • UNDP CPD 2019 – 2020, 2023 – 2025 • UNICEF CPD 2019 – 2020, 2023 - 2025 • Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports			team • Verification of data with stakeholders • Fact checking by UNDP/UNICEF /UNODC and the JJ Joint Programme team comment and feedback to evaluation team

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[40] "Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation";
1997 ECOSOC Resolution on gender mainstreaming.

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
	Programme contribute to gender equality, the empowerment of women and the human rights-based approach? • To what extent has the Joint Programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? •	• What is the level of acceptance for and support to the Joint Programme by relevant stakeholders? • How HRBA & GE mainstreaming principles were taken into account into Joint Programme design and concretely and effectively implemented? • Was the Joint Programme able to adapt to evolving needs/changing context? What areas of relevance are identified for future interventions?				
Coherence - the compatibility of the	• How well does the intervention fit? • How compatible was the Joint	•	• Joint Programme Document; Joint Programme	• Document review and desk research • Independent	N/A	• Qualitative and quantitative data analysis

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
intervention with other interventions	Programme to other interventions in the country? • To what extent did the intervention support or undermine policies? • What synergies or interlinkages benefitted from this Joint Programme within UNDP, UNICEF and UNODC and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.		Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports	external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary		and disaggregation • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the Juvenile Justice Joint Programme team • Verification of data with stakeholders • Fact checking by

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
						UNDP/UNICEF /UNODC and the JJ Joint Programme team comment and feedback to evaluation team
Effectiveness – The overall effectiveness of the implemented Joint Programme activities towards the expected results	What factors have contributed to achieving or not achieving intended the intended outputs? • To what extent has the UNDP, UNICEF, UNODC partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? • In which areas has the Joint Programme had the	• What are the key internal and external factors that have contributed, affected, or impeded the achievements of alignment with country programme outcomes, SDGs, UNDP/UNICEF/UNO DC Strategic Plan, and national development priorities, and how have UNDP/UNODC/UNIC EF and the partners managed these	• Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports. Joint Programme monitoring data	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	N/A	• Qualitative and quantitative data analysis and disaggregatio n • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
	most significant achievements and the least? Analyse the supporting and constraining factors in each area. How can the Joint Programme build on its successes and address areas where it fell short? • What, if any, alternative strategies would have been more effective in achieving the Joint Programme 's objectives? • To what extent have stakeholders been involved in Joint Programme implementation? • How effectively were stakeholders involved in Joint Programme	factors? • To what extent have stakeholders been involved in Joint Programme implementation, and how has their involvement influenced the Joint Programme 's ability to stay on track and achieve expected results? • In what ways did the Joint Programme come up with innovative measures for problem-solving to address the challenges faced? • To what extent is the Joint Programme succeeding in fulfilling female and male beneficiaries'				• Discussion of data amongst the evaluation team and the Juvenile Justice Joint Programme team • Verification of data with stakeholders • Fact checking by UNDP/UNICEF /UNODC and the JJ Joint Programme team comment and feedback to evaluation team

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	implementation, including child participation? Did this involvement contribute to achieving the Joint Programme 's objectives? • How well has the Joint Programme adapted to the evolving needs of national constituents and changing partner priorities? • To what extent has the Joint Programme contributed to gender equality, women's empowerment, human rights realization, and promotion of innovative approaches?	practical and strategic needs, including those of vulnerable groups, for strengthened JJ? • What good practices or successful experiences or transferable examples have been identified in the capacity development measures that serve the needs and demands of the stakeholders? • How effective were the strategies used in the implementation of the Joint Programme to promote ownership, alignment, harmonization,				

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
		management for development results, and mutual accountability? • In which areas does the Joint Programme have the fewest achievements, what are the constraining factors, and how can or could they be overcome?				
Outcome 1: To strengthen the enabling environment towards the development of a child-friendly justice system for all children in contact with the law,	• To what extent has the enabling environment been strengthened? • Which policy have been developed? • To what extent has coordination at the national and international level been improved – what mechanisms exist now that did not before? Are	• Are adopted policies and regulations being implemented? If not, why not? If yes, what are the effects of these? • Have knowledge and skills increased? Are they being applied? How is the Joint Programme measuring this? • Which of the Joint	• Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	**Outcome 1 # coordination mechanisms Strengthened Baseline: 0 Target:** at least three coordination mechanisms established **# development of relevant**	• Qualitative and quantitative data analysis and disaggregation • Data synthesis • Descriptive statistical analysis • Political economy

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
including policy development and improved coordination at the national level. **Output 1.1:** To facilitate the adoption of relevant policy by national stakeholders related to the establishment of child-friendly justice for children. **Output 1.2:** To	these operational? Are the right institutions and people included? Is anyone missing? • To what extent has the FCPU in Tripoli been rehabilitated? What impact has this had? On whom? • Have any alternatives to detention been piloted? For how many juveniles? Wha have the results been? How is this being measured? Have any pilots been expanded? • What are the results of the workshops for judges and lawyers on alternatives to detention been? How is this being	Programme 's approaches have proven to be the most and least effective? How does the Joint Programme adapt its approaches based on the needs and capacities of its partners and stakeholders?			**policies facilitated** **Baseline: 0** **Target:** at least two policy developments facilitated (alternatives to detention and FCPU) Output 1.1 # international coordination mechanism established **Baseline: 0** **Target: 1** # national strategy developed **Baseline: 0** **Target: 1** # national coordination	analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the Joint Programme team • Verification of data with stakeholders • Fact checking by UNDP/UNICEF /UNODC, comment and feedback to evaluation team

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
rehabilitate the physical infrastructure of the FCPU facility in Tripoli, including to ensure that it is child-friendly.	measured? • What were the main outcomes of the study tour? What follow-up was conducted? • Have any decrees and regulations been developed/adopted/implemented? What results are they bringing about?				committee established **Baseline: 0** **Target: 1** # pilot approach for facilitating alternatives to detention for children in conflict with the law developed **Baseline: 0** **Target: 1** # of workshops with judges and prosecutors on non-custodial measures and alternatives to detention **Baseline: 0** **Target:** 2 workshops – 15 judges and prosecutors	

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
					# of study tours for key administrative personnel **Baseline: 0** **Target:** At least 2 study tours # of relevant decrees and regulations developed **Baseline: 0** **Target:** minimum 3 Output 1.2 # of FCPU physical infrastructure rehabilitated and equipped **Baseline**: 0 **Target:** At least 3	
Outcome 2: Improved access of	• How many children have accessed services through the	• To what extent are selection criteria in line with	• Joint Programme Document; Joint	• Document review and desk research	**Outcome 2:** # of children who have	• Qualitative and quantitative

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
families and children to tailored services accelerating the rehabilitation and reintegration of children in contact with the law

Output 2.1: An enabling environment supporting the establishment and management of functional FCPU is strengthened. | FCPU through the Joint Programme ? How were the children selected? What services were accessed? What were the results?
• Have selection criteria for the appointment of staff to the FCPU been adopted? Are they being implemented? How are the results of this?
• To what extent has a regulatory framework for referrals been established? How many juveniles have been referred through this system? | international standards? How did the Joint Programme ensure this? What has been the effect of the selection criteria adoption? How is this being measured by the Joint Programme ?
• How many children have accessed services through the FCPU? How is this data recorded, protected, shared? How many justice sector personal assigned to the FCPU have been trained on SoPs and guidelines for the FCPU?
• How many people have been targeted through awareness | Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports
• Relevant partner reports | • Independent external research and reports
• Key informant interviews
• Focus group discussions
• Email, phone and online follow-up where necessary | accessed services through the FCPU
Baseline: 0
Target: 50 children

Output 2.1 Selection criteria for the appointment of staff to the FCPU adopted
Baseline: 0
Target: selection criteria adopted

Regulatory framework regulations established to ensure referral of all cases of children in contact | data analysis and disaggregation
• Data synthesis
• Descriptive statistical analysis
• Political economy analysis
• Contribution analysis
• Triangulation
• Discussion of data amongst the evaluation team and the JJ Joint Programme team
• Verification of data with stakeholders
• Fact checking by |

		ANNEX II - EVALUATION MATRIX				
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
Output 2.2: Children have access to fully functional FCPU in Tripoli and other targeted locations that are providing child-friendly services for child witnesses, victims of violence and (alleged) child-offenders (including alternatives to the deprivation of liberty		raising activities? Is there disaggregated data available? Has the Joint Programme undertaken any follow-up to assess the results/outcomes of the awareness raising?			with the law to FCPU **Baseline:** 0 **Target:** regulation adopted **Output 2.2** # of justice sector personal assigned to the FCPU trained on SoPs and guidelines for the FCPU **Baseline: 0** **Target:** 30 personnel appointed to FCPU 30 police officers # of actors/children targeted	UNDP, UNICEF, UNODC, comment and feedback to evaluation team

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
through probation services.					with information material and manuals **Baseline:** 0 **Target:** 50 members of the justice sector 2000 relevant service providers (health officials, teachers, etc)	
Outcome 3: Detained children benefit from improved detention conditions and have access to rehabilitatio n, pre-release planning and assistance programme	• How many children in detention have benefitted from improved services within a protective environment? How is this being measures? What are the criteria and metrics? • Was a roadmap to improve detention conditions agreed? To what extent has it been adhered to? What have the	• Is any qualitative data gathered by the Joint Programme ? If so, from whom? How often? • How is the Joint Programme measuring the results of its capacity building activities? Is any follow-up conducted post-training? To what extent is the acquired knowledge being applied? How	• Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	**Outcome 3:** # of children in detention benefiting from improved services within a protective environment **Baseline:** 0 **Target:** 40 children (30 boys and 10 girls) **Output 3.1:** # roadmap to improve	• Qualitative and quantitative data analysis and disaggregatio n • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
ANNEX II - EVALUATION MATRIX						

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
s, as well as reintegration services after release. **Output 3.1:** Basic needs of children of both genders at the detention facility for children deprived of their liberty are met **Output 3.2:** Staff in contact with children in detention are trained and enabled to cater for special	results of this been? • Have any detention facilitates been refurbished? To what extent? What have the results of this been? • What training has been provided through the Joint Programme and for whom? • Has the booklet on child rights been developed? Who was it distributed to? Is it available online? How many children have accessed this? • Has a reintegration approach been developed? Is it being applied? How many children have been reintegrated as a result of this? How is this tracked and	is this measured?			detention conditions for children is established and agreed upon **Baseline:** 0 **Target:** Agreement/road map developed # selected areas of detention facilities refurbished **Baseline:** inadequate living conditions **Target:** Areas of two detention facilities refurbished (one for juvenile boys and one for juvenile girls) **Output 3.2**	analysis • Triangulation • Discussion of data amongst the evaluation team and the JJ Joint Programme team • Verification of data with stakeholders • Fact checking by UNDP, UNODC, UNICEF comment and feedback to evaluation team

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
needs of children deprived of their liberty **Output 3.3:** Rehabilitation and preparation to release programmes in partnership with the FCPU and NGOs/social workers are in place and piloted **Output 3.4:** Reintegration programmes in partnership	monitored? • How many rehabilitation programmes have been piloted? What were the results of these? Have any pilots been expanded or continued? • How many children in contact with law benefitted through training or other form of livelihoods support? How were these children selected? What have the results been? Has an assessment report on legal aid needs been developed? With whom has it been shared? What follow				# trainings developed for staff **Baseline:** 0 **Target:** 2 training programmes developed # of officials trained **Baseline:** 0 **Target:** 50 # of trainers trained **Baseline:** 0 **Target:** 10 # of SoP developed **Baseline:** 0 **Target:** SoP developed and booklet for children regarding	

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
with the FCPU and selected NGOs/social workers are in place and piloted **Output 3.5:** Children in detention are provided with legal aid.	up has been conducted? •				their rights **Output 3.3** # action plan developed **Baseline:** 0 **Target:** 1 # of rehabilitation programmes developed **Baseline:** 0 **Target:** 1 # of training curricula for vocational workshops developed **Baseline:** 0 **Target:** 1 # NGO/social workers identified to support the	

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
					implementation on rehabilitation and pre-release programme **Baseline:** 0 **Target:** Social workers and NGOs identified # of staff and social workers Trained **Baseline:** 0 **Target:** 20 # of piloted rehabilitation Programmes **Baseline:** 0 **Target:** 1 **Output 3.4** # reintegration approach Developed **Baseline:** 0	

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
					Target: 1 # of staff and social workers Trained **Baseline:** 0 **Target:** 20 # of children reintegrated **Baseline:** TBD **Target:** TBD # videos on children having a fresh start that will be used to convey the message that children in detention deserve another chance and if accepted by the society they will become	

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
					agents of change. **Baseline:** 0 **Target:** 1	
					# of the children in contact with law benefitted through training or other form of livelihoods support **Baseline:** 0 **Target:** 10	
					# of assessment reports on legal aid needs **Baseline:** 0 **Target:** 1	
					# of public lawyers trained **Baseline:** 0 **Target:** 15	

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
Efficiency in delivering outcomes The cost efficiency of the implemented Joint Programme activities towards the expected results	• To what extent was the Joint Programme management structure as outlined in the Joint Programme document efficient in generating the expected results? • To what extent has the UNDP, UNICEF and UNODC Joint Programme implementation strategy and execution been efficient and cost-effective? • To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time,	• To what extent is the existing Joint Programme management structure appropriate and efficient in generating the expected results? • Have the implementation modalities been appropriate and cost-effective? • Was there good coordination and communication between partners in the Joint Programme ? • Was the Joint Programme implemented within deadline and cost estimates? • What were the reasons for over or	• Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	N/A	• Qualitative and quantitative data analysis and disaggregation • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the JJ Joint Programme team • Verification of data with

		ANNEX II - EVALUATION MATRIX				
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	expertise, etc.) been allocated strategically to achieve outcomes? • To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? • To what extent have Joint Programme funds and activities been delivered in a timely manner? • To what extent do the M&E systems utilized by UNDP, UNICEF and UNODC ensure effective and efficient Joint Programme management?	under expenditure within the Joint Programme ? • Are the resources allocated sufficient/too much? • Is the Joint Programme fully staffed, and are the staffing/managemen t arrangements efficient? • Are procurements processed in a timely manner? • Did UNDP, UNODC, UNICEF solve any implementation issues promptly? • To what extent were UNDP, UNICEF, UNODC able to synergize with other UN agencies to ensure efficiency? • How often has the Steering Committee				stakeholders Fact checking by UNDP, UNODC, UNICEF, comment and feedback to evaluation team

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
		met?				
Sustainability of the Joint Programme The extent to which the positive effects of the Joint Programme will endure beyond the Joint Programme period	• Are there any financial, social or political risks that may jeopardize the sustainability of Joint Programme outputs? • To what extent are there mechanisms in place to ensure the continued availability of financial and economic resources, legal frameworks, and supportive policies to sustain the Joint Programme 's achievements, particularly regarding gender equality, women's empowerment, human rights, and human development?	• To what extent are the Joint Programme activities likely to be institutionalized and implemented by the relevant institutions after the completion of this Joint Programme ? • To what extent has the Joint Programme created a shift in attitudinal and cultural behaviour towards inclusive access to justice and children/people-centred rule of law? • Is there an exit strategy for the Joint Programme ? Does it take into account political, financial, technical, and	• Sector strategies, action plans, and relevant reports • Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	N/A	• Qualitative and quantitative data analysis and disaggregation • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the JJ Joint Programme team • Verification

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
	• Do the legal frameworks, policies and governance structures and processes within which the Joint Programme operates pose risks that may jeopardize sustainability of Joint Programme benefits? • To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development? • To what extent do stakeholders support the Joint	environmental factors? • What are the key factors that will require attention to improve the prospects of sustainability of Joint Programme results? • To what extent were sustainability considerations taken into account in the design and implementation of interventions? • What is the level of national and sub-national ownership of the Joint Programme activities? • To what extent are lessons learned being documented by the Joint Programme team				of data with stakeholders • Fact checking by UNDP, UNODC, UNICEF, comment and feedback to evaluation team

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	Programme 's long-term objectives? • To what extent are lessons learned being documented by the Joint Programme team on a continual basis and shared with appropriate parties who could learn from the Joint Programme ? • How well-designed and well-planned are the UNDP, UNICEF, and UNODC exit strategies? What recommendations can be made to strengthen these strategies and enhance the Joint Programme 's overall sustainability?	on a continual basis and shared with appropriate parties who could learn from the Joint Programme ? • Does the Joint Programme provide for the handover of any activities? What could be done to improve exit strategies? • What are the perceived capacities of the relevant institutions for taking the initiatives forward? • To what extent do stakeholders support the Joint Programme 's long-term objectives and are involved in developing a clear exit strategy?				

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
Impact Evaluate the extent to which the Joint Programme generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the Joint Programme document.	*What design, implementation, and contextual factors have influenced the scale-up achievement? *Has the Joint Programme , or its implementing partners, received additional non-Joint Programme funding that has been leveraged by the Joint Programme since it started? *To what extent and how has the Joint Programme contributed to mobilizing new or increased funding for peacebuilding/demo cratic governance initiatives in Libya? *What (if any) critical new process or	*To what extent has the Joint Programme , through the achievements been effective in promoting inclusive strengthened juvenile justice? *What is the Joint Programme impact and benefit on the implementation at the country levels? *What would the status of juvenile justice in Libya be without the Joint Programme intervention and support? *What are the positive or negative, intended or unintended, changes brought about by the Joint Programme 's interventions?	• Sector strategies, action plans, and relevant reports • Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner reports	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary	N/A	• Qualitative and quantitative data analysis and disaggregatio n • Data synthesis • Descriptive statistical analysis • Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the JJ Joint Programme team • Verification of data with

ANNEX II - EVALUATION MATRIX						
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	conditions for juvenile justice has the Joint Programme enabled that is expected to trigger transformative change? *To what extent has the Joint Programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?	*Has the Joint Programme contributed to directly or indirectly to any of the SDGs? To which and how?				stakeholders • Fact checking by UNDP, UNODC, UNICEF, comment and feedback to evaluation team •
Gender equality and women's empowerment, disability and social inclusion, LNOB and human rights	What effects were realized in terms of gender equality/women's empowerment, disability inclusion, LNOB and HR, if any? *Were women and men distinguished in terms of participation and benefits within	• Can you identify and quantify the specific effects the Joint Programme has had on gender equality? • How has the Joint Programme differentiated between the participation and benefits of women	• Joint Programme Document; Joint Programme Progress Reports; ROM report 2022 & 2023; Steering Committee meeting minutes; Joint Programme Financial Reports • Relevant partner	• Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-	N/A	• Qualitative and quantitative data analysis and disaggregation • Data synthesis • Descriptive statistical analysis

		ANNEX II - EVALUATION MATRIX				
Relevant Evaluation criteria		**Specific Sub-Questions**	**Data Sources**	**Data collection Methods/Tools**	**Indicators/ Success Standard**	**Methods for Data Analysis**
	Joint Programme ? *To what extent has the Joint Programme promoted positive changes in gender equality and the empowerment of women? *To what extent were persons with disabilities, including children, consulted and meaningfully involved in all stages of program planning, implementation, monitoring, evaluation? *What proportion of the beneficiaries of a programme were people with disabilities? *What barriers did persons with disabilities face? What are the	and men, and what data supports this? • What evidence is there to demonstrate that the Joint Programme has effectively promoted gender equality and women's empowerment? • To what extent have rights holders who are at heightened risk of vulnerability and marginalisation benefited from the work of the Joint Programme ?	reports	up where necessary		• Political economy analysis • Contribution analysis • Triangulation • Discussion of data amongst the evaluation team and the JJ Joint Programme team • Verification of data with stakeholders • Fact checking by UNDP, UNICEF, UNODC, comment and feedback to evaluation team

Relevant Evaluation criteria		Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
	ANNEX II - EVALUATION MATRIX					
	recommendations for better inclusion of people with disability in future similar interventions? *Was a twin-track approach adopted, combining targeted interventions for people with disabilities with mainstreaming disability inclusion across all Joint Programme activities? *How has the Joint Programme promoted the realisation of human rights?					

ANNEX III PROGRESS AGAINST INDICATORS AS OF JUNE 2024

Outcomes	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1[41] By 2024, children in contact with the law in Libya have benefitted from strengthened institutions that are mandated to support the delivery of Juvenile Justice. **Indicator 1.1:** # coordination mechanisms established **Baseline:** None	1.1: Ongoing 1.2 Ongoing 1.3 Ongoing	Indicator 1.1. A number of challenges were faced at the beginning of the relationship with the MOI. In an initial phase, an assessment has been prioritized to understand current needs to initiate UNICEF support	

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[41] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

Planned Target: at least three coordination mechanisms established **Indicator 1.2:** # of relevant policies developed **Baseline:** None **Planned Target:** at least two policy developments facilitated (alternatives to detention and FCPU) **Indicator 1.3:** # of child friendly physical space rehabilitated and equipped **Baseline:** Existing space is not conducive to providing child friendly environment **Planned Target:** At least 3 child friendly physical space are rehabilitated and equipped.			
Output 1.1: Institutional Capacity to deliver child friendly justice in Libya is strengthened, strategies, policies, and decrees endorsed. **Indicator 1.1.1:** # international coordination mechanism established **Baseline:** None **Planned Target:** 1 international coordination mechanism established **Indicator 1.1.2:** # of National strategy/policy document developed	1.1.1: Ongoing 1.1.2: Ongoing	1.1.1.: UNDP recruited a consultant who is working on the coordination mechanism. Planned to complete by third quarter of 2024.	

Baseline: None **Planned Target:** 1 national strategy/policy document developed **Indicator 1.1.3:** # national coordination committee established **Baseline:** None **Planned Target:** To establish national coordination committee **Indicator 1.1.4:** # pilot approach for facilitating alternatives to detention for children in conflict with the law developed **Baseline:** None **Planned Target:** 1 suggested pilot approach	1.1.3: Ongoing 1.1.4: Ongoing 1.1.5: Ongoing Achieved Target: 1 workshop completed targeted 7 judges, 4 prosecutors, and 5 public lawyers.	1.1.2.: UNDP recruited a consultant who is working on the policy paper. Planned to complete by third quarter of 2024. 1.1.3.: UNDP recruited a consultant who is working on the coordination mechanism. Planned to complete by third quarter of 2024. 1.1.4: Based on data available from previous assessments conducted, UNODC initiated collection of data on the Libyan legal framework with regards to the use of non-custodial measures and alternatives to detention. UNODC also started reviewing existing legislation, decrees, and formal and informal procedures to conduct an assessment on non-custodial measures and alternatives to detention for children in conflict with the law. The aim of the assessment is to formulate recommendations and develop a pilot approach to facilitate the use of alternatives to detention in Libya. This indicator is expected to be completed during the next reporting period (Quarter 3 of 2024). 1.1.5 UNODC conducted a workshop in September 2022 for seven judges, four prosecutors, and five public lawyers on non-custodial measures and	Collection of various assessments and relevant legislation with regards to non-custodial measures and alternatives to detention for children in conflict with the law in Libya.
Indicator 1.1.5: # of workshops with judges and prosecutors on non-custodial measures and alternatives to detention **Baseline:** None **Planned Target:** 2 workshops 15 judges and prosecutors			

		alternatives to detention for children in conflict with the law. UNODC is planning to conduct a second workshop in the next reporting period (June 2024) to discuss and present the recommendations and the pilot approach on non-custodial measures and alternatives to detention for children in conflict with the law.	
Indicator 1.1.6: # of study tours for key administrative personnel **Baseline:** None **Planned Target:** At least 2 study tours (FCPU and criminal justice actors)	1.1.6: Completed Achieved Target: 1 Study tour conducted by UNODC, and 1 study tour conducted by UNICEF.		Workshop Activity Report
		1.1.6: UNODC conducted a study tour to Jordan from 19 to 23 February 2023 for nine Libyan criminal justice actors, including three judges, three prosecutors, and two public lawyers, in addition to an expert from MoFA, in line with activity 1.1.4. The activity aimed at introducing participants to Jordan's successful experiences and good practices in the implementation of alternatives to detention for children in conflict with the law and to the operations and structure of the Jordanian juvenile justice system and institutions on the use of alternatives to detention for children in conflict with the law.	Activity Progress report
Indicator 1.1.7: # of relevant decrees and regulations formally adopted **Baseline:** None **Planned Target:** Minimum 3	1.1.7 Ongoing	1.1.6: UNICEF conducted a 5-day study tour field visits in Jordan from 26- 31 July 2022 for the Heads of Family and Child Protection Units from the Ministry of Interior. 13 staff (12 females and 1 male) from Tripoli, Misrata Albayda, Tobroq, Janzour, Sorman, Alzawia, Sabha, Morzog, Gherian FCPUs attended. In addition, one female participant from the training and development department in Tripoli also participated.	

		1.1.7.: UNICEF drafted FCPU Terms of Reference (TORs) and Standard Operating Procedures (SOPs). In addition, UNICEF supported the development of a decree to harmonize the FCPU structure. The decree has been endorsed and issued by the Government in March 2024 by MOI	
Output 1.2: CANCELED **Output 1.3:** Child-friendly FCPUs and Juvenile Family Court rehabilitated and refurbished. **Indicator 1.3.1:** # of FCPU physical infrastructure rehabilitated and equipped; **Baseline:** FCPU physical set up not conducive to providing child friendly environment **Planned Target:** At least 2 FCPU units rehabilitated and equipped;	1.3.1: Completed	1.3.1.: UNDP has signed contracts for the rehabilitation and refurbishment of the FCPUs in Janzour and Tajoura. All works are finalized.	
Indicator 1.3.2: # Family Courts rehabilitated and equipped. **Baseline:** Current physical set up not conducive to providing child friendly environment **Planned Target:** At least one Family Court rehabilitated and equipped	1.3.2: Ongoing	1.3.1.: UNDP has signed contracts for the rehabilitation and refurbishment of the Family Court in December 2023. All works is planned to be finalized by September/October 2024.	
Outcome 2: Improved access of families and children to tailored	2.1: Ongoing	To strengthen technical capacity within FCPUs, UNICEF conducted three capacity-building trainings	**Reports and Media Posts.**

| services accelerating the rehabilitation and reintegration of children in contact with the law

Indicator: # of children who have accessed services through the FCPU
Baseline: None
Planned Target: 50 children | | on interviewing techniques for investigators and social workers. Around 46 personnel from various regions across Libya (south, east, and west) participated.

Ten joint field visits were conducted to FCPUs across Libya in collaboration with relevant stakeholders to assess the current situation and strengthen coordination efforts.

A Training of Trainers (ToT) workshop on "Children in Contact with the Law" was delivered to 21 frontline personnel from various ministries (MOSA, MOJ, HCC, MOI, SSF, MOFA). This was followed up by a workshop on the same topic for 12 policymakers from the aforementioned ministries.

Following the ToT, technical support and capacity development was also delivered in partnership with MOI. From 2-6 June, UNICEF supported the rollout of cascade training for 19 MOI staff (8 men, 11 women) from East, West and South Libya. The cascade was delivered by trainers who attended the UNICEF supported workshop in December 2023 titled "Protecting Children in Contact With the Law" to strengthen access to justice for vulnerable children in Libya. | Interviewing techniques capacity building training, **T**hree trainings, May and August 2023. Link 1, Link 2, Link 3

Quote for one of the head of the family and child protection units:

Link

TOT training about Children in contact with the law**, Dec 2023.**

Link

TOT training about Children in contact with the law

Link |

Output 2.1 An enabling environment supporting the establishment and management of functional FCPU is strengthened. **Indicator 2.1.1:** Selection criteria for the appointment of staff to the FCPU adopted **Baseline:** No **Planned Target:** Selection criteria adopted **Indicator 2.1.2:** Regulatory framework established to ensure referral of all cases of children in contact with the law to FCPU **Baseline:** No **Planned Target:** Regulatory framework for case management and referral adopted	2.1.1. Ongoing 2.1.2.: Ongoing	2.1.1.: Significant progress has been made towards establishing selection criteria for FCPU staff. A decree, was issued by MOI March 2024 (attached) outlines FCPU roles and responsibilities and proposes minimum staffing criteria. MOI is currently working on establishing the foundation for a standardized approach to FCPU staffing, ensuring the recruitment of qualified personnel to deliver child-friendly services. 2.1.2.: UNICEF has made significant progress in developing referral pathways for children in need of protection or in conflict with the law. Following consultations and field visits, UNICEF gained a comprehensive understanding of the existing regulatory framework and critical aspects of case management. This knowledge informed the drafting of referral pathways within the FCPU Standard Operating Procedures (SOPs). Currently, UNICEF is working collaboratively with the Ministry of Interior (MOI) to review and finalize the SOPs, focusing on validation and harmonization of the referral structure. In addition, UNICEF and MOI are partnering to implement a data management system for 7 selected locations to enhance the role of probation services and improve case management. This marks	2.1.1: Decree قرار 346.pdf 2.1.2: Draft SOPs and TORs

		the first time the FCPUs will have a data management system, with UNICEF providing necessary hardware to support its implementation. MOI has trained their staff to begin using the system.	
Output 2.2 Children have access to fully functional FCPU in Tripoli and other targeted locations that are providing child-friendly services for child witnesses, victims of violence and (alleged) child-offenders (including alternatives to the deprivation of liberty through probation services. **Indicator 2.2.1:** # of justice sector personal assigned to the FCPU trained on SOPs and guidelines for the FCPU **Baseline:** No **Planned Target:** 30 personnel appointed to FCPU / 30 police officers	2.2.1.: Ongoing 2.2.2.: Ongoing	2.2.1: UNICEF supported MOI in issuing the decree outlining the roles and proposed locations for Family and Child Protection Units (FCPUs). This decree, was issued March 2024 by the Ministry of Interior (MOI), establishes the foundation for implementing the Standard Operating Procedures (SOPs) developed by UNICEF and CORAM. Both the decree and the Terms of Reference (TORs) aim to support the MOI and FCPO in setting minimum staffing criteria for FCPUs. This will ensure consistent, child-friendly services for children in conflict with the law across Libya. 2.2.2: UNICEF is developing a comprehensive awareness-raising campaign on the role and function of Family and Child Protection Units	2.2.1 Both decree and SOPs pending the ministry's endorsement.

Indicator 2.2.2: # of actors/children targeted with information material and manuals **Baseline:** No **Planned Target:** 50 members of the justice sector 2000 relevant service providers (health officials, teachers, etc.)		(FCPUs) in collaboration with the Ministry of Interior (MOI). This campaign will be rolled out following the completion of FCPU capacity strengthening and harmonization efforts.	2.2.2. Draft TOR in process
Outcome 3: Detained children benefit from improved detention conditions and have access to rehabilitation, pre-release planning and assistance programmes, as well as reintegration services after release. **Indicator:** # of children in detention benefiting from improved services within a protective environment **Baseline:** None **Planned Target:** 40 children (30 boys and 10 girls)	3.1: Completed	Indicator 3.1: UNODC is supporting two selected juvenile detention facilities in Tripoli. UNODC completed refurbishment and procurement work to improve/enhance the conditions, services and programmes for juveniles inside these institutions. The targeted facilities are: Tajoura Juvenile facilities for males: which is currently accommodating 65 girls up to date. And Social House for female juveniles which is accommodating 20 girls up to date	Pictures and progress reports of refurbishment work. handover of equipment and materials, and Handover of assets and materials signed documentation to government
Output 3.1 Basic needs of children of both genders at the detention facility for children deprived of their liberty are met **Indicator 3.1.1:** # roadmap to improve detention conditions for children is established and agreed upon **Baseline:** None **Planned Target:** Agreement/roadmap developed	3.1.1 : Completed Achieved Target: Agreement	3.1.1: UNODC conducted consultations with MoSA/SSF and agreed on a roadmap to improve conditions of juveniles via: - Conducting a need assessment in the selected juvenile facilities; - Conducting refurbishment work in both facilities;	Formal Letter from SSF to procure of identified needs. Draft assessment report based on

		- Procurement equipment, materials, furniture, and recreational activities materials in line with the needs identified.	consultations with national counterparts and several visits to Tajoura juvenile facility and social house.
Indicator 3.1.2: # selected areas of detention facilities refurbished **Baseline:** None **Planned Target:** Areas of two detention facilities refurbished (one for juvenile boys and one for juvenile girls)	3.1.2: Completed	3.1.2: UNODC hired a contractor to conduct refurbishment work inside the two juvenile facilities in Tripoli, including the creation of a soccer field in the Tajoura Juvenile facility for males, and general maintenance work, including sanitary and plastering work, in both facilities (finalized by end of March 2024).	Progress reports of refurbishment work Pictures before and after Handover of equipment and materials pictures, Handover of assets and materials signed documentation.
Output 3.2 Staff in contact with children in detention are trained and enabled to cater for special needs of children deprived of their liberty **Indicator 3.2.1:** # trainings developed for staff **Baseline:** None **Planned Target:** 2 training programmes developed	3.2.1.: Completed. Achieved Target: 2 training programmes developed.	3.2.1 In 2023, UNODC developed two training programmes for staff, namely a training programme on the use of developed materials under 3.2.4, and a TOT training on the use these developed materials. Both were approved in January 2024.	Training programme Materials.

Indicator 3.2.2: # of officials trained **Baseline:** None **Planned Target:** 50	3.2.2.: Completed – Achieved Target: 15 social workers trained on the management of juveniles and rehabilitation and reintegration programmes	3.2.2 UNODC conducted a basic training on the management of juveniles and rehabilitation and reintegration programmes for 15 participants, including 10 social workers working with juveniles at Tajoura Juvenile facility and the Social House, and 4 SSF staff responsible for juvenile institutions management, and one representative from MoFA nominated for monitoring purposes. Additional training will be carried out in 2024.	Activity training report
Indicator 3.2.3: # of trainers trained **Baseline:** None **Planned Target:** 10	3.2.3.: Completed Achieved Target: 19 trainers were trained on TOT programme that includes, trainings of SOPs, and Guidance materials.	3.2.3 On 28th July – 1st August 2024. A total of 19 trainers were trained under a Training of Trainers (ToT) program, which included comprehensive training on Standard Operating Procedures (SOPs) and guidance materials. This program was designed to equip trainers with the necessary skills and knowledge to deliver effective training sessions to other professionals, ensuring consistent application of best practices and standards	Activity training report
Indicator 3.2.4: # of SOPs, codes of conduct, rights and duties booklets, classification and inspection policies, including training on developed material and ToTs **Baseline:** None **Planned Target:** SoP developed and booklet for children regarding their rights	3.2.4.: Completed Achieved Target: SOPs, booklets for juveniles and booklet for their caregivers, guidance materials, Rehabilitation and reintegration	3.2.4 In 2023, UNODC developed SOPs, guidance materials, rights and duties booklet, a training programme, and a ToT (see 3.2.1), all of which were	Guidance Materials Government Letter

	programmes approaches.	approved and adopted by the government in January 2024.	
Output 3.3 Rehabilitation and preparation to release programmes in partnership with the FCPU and NGOs are in place and piloted **Indicator 3.3.1:** Action plan in place **Baseline:** No action plan in place **Planned Target:** One action plan developed	3.3.1.: Ongoing	3.3.1: UNODC conducted several meetings with the government to facilitate the development of the action plan on the introduction, expansion, and resumption of rehabilitation and preparation to release programmes for children in conflict with the law and progress monitoring. An action plan development workshop is scheduled during the next reporting period (Q3 of 2024) to facilitate the endorsement of the plan.	Activity workshop report
Indicator 3.3.2: # of rehabilitation programmes developed **Baseline:** None **Planned Target:** Rehabilitation and pre-release programme developed	3.3.2.: Completed Achieved Target: 1 Rehabilitation programme developed, approved and adopted by government.	3.3.2: UNODC developed a rehabilitation programme in coordination with MoSA/SSF during 2023. It was approved and adopted by the government in January 2024.	Rehabilitation programme. And approval letter from government
Indicator 3.3.3: # of training curricula for vocational workshops developed **Baseline:** None	3.3.3.: Ongoing		

Planned Target: Vocational training curricula developed		3.3.3: UNODC conducted several consultations with MoSA/SSF in 2023 on the development of vocational training workshops. UNODC proposed several vocational training topics to the counterpart for approval before proceeding with the design. However, this is still pending government approval.	Vocational trainings programmes.
Indicator 3.3.4: # NGO/social workers identified to support the implementation on rehabilitation and pre-release programme Baseline: None Planned Target: Social workers and NGOs identified	3.3.4: Completed Achieved Target: Social workers identified.	3.3.4: In coordination with MoSA/SSF, UNODC identified a group of SFF social workers to undergo training for implementing rehabilitation and reintegration programmes. As part of this initiative, and in close consultation with MoSA/SFF, UNODC has committed to revitalize SSF's After Care Unit, which had been inactive for the last decade, to oversee the follow up of children after their release. This approach aims to ensure sustainability and continuation of activities after the project completion in December 2024.	Minutes of meeting.
Indicator 3.3.5: # of staff and social workers trained Baseline: None Planned Target: 20	3.3.5: Ongoing	3.3.5: UNODC is planning to train the identified social workers on rehabilitation (see 3.3.4) during (Q3 of 2024).	
Indicator 3.3.6: # of piloted rehabilitation programmes Baseline: None Planned Target: 1	3.3.6.: Ongoing		Training report.
		3.3.6: UNODC, in coordination with SSF, will start piloting the rehabilitation programme in Q3/Q4 2024.	

Output 3.4: Reintegration programmes in partnership with the FCPU and selected NGOs are in place and piloted			
Indicator 3.4.1: # Reintegration approach developed **Baseline:** None **Planned Target:** One reintegration approach developed	3.4.1: Completed Achieved Target: 1 Reintegration programme developed.	3.4.1: UNODC developed an approach to reintegration during 2023. It was approved and adopted by the government in January 2024.	Reintegration programme
Indicator 3.4.2: # of staff and social workers trained **Baseline:** None **Planned Target:** 20	3.4.2: Ongoing	3.4.2: UNODC is planning to train the identified social workers on reintegration (see 3.3.4) during (Q3 of 2024).	
Indicator 3.4.3: # of children reintegrated **Baseline:** TBD **Planned Target:** TBD	3.4.3: Ongoing	3.4.3: UNODC, in coordination with MoSA/SSF, will pilot reintegration programmes following the developed approach in Q3/Q4 2024.	Training report.
Indicator 3.4.4: Develop a video on children having a fresh start that will be used to convey the message that children in detention deserve another chance and if accepted by the society they will become agents of change. **Baseline:** None **Planned Target:** One	3.4.4: Ongoing	3.4.4: UNODC is planning to develop the video during the next reporting period (Q3/Q4 of 2024).	Activity progress reports

Indicator 3.4.5: # of children in contact with law benefitted through training or other form of livelihood support **Baseline:** None **Planned Target:** 10 children in contact with law	3.4.5: Ongoing. Achieved target 45 Boys (Up to date)	3.4.5: In 2023, UNODC conducted several meetings with MoSA/SSF to improve training and awareness and livelihood activities. Furthermore, UNODC implemented activities under its life skills initiative "Line up, Live up" which benefitted 45 boys in Tajoura Juvenile facility for males. UNODC is planning to deliver more trainings to boys and girls in selected institutions during the coming period.	Video. Activity progress reports
Output 3.5 Children in Detention are provided with legal aid **Indicator 3.5.1:** # of assessment report on legal aid needs **Baseline:** None **Planned Target:** Assessment Report	3.5.1: Ongoing	3.5.1: UNODC initiated the collection and review of the available data on the Libyan legal framework with regards to the legal aid in Libya. The assessment report is expected to be finalized during Q3 of 2024.	Collection of various assessments and relevant information and documents with regards to access to legal aid for children in conflict with the law in Libya.
Indicator 3.5.2: # of public lawyer trained **Baseline:** None **Planned Target:** 15 lawyers trained	3.5.2: Ongoing Achieved Target: 38 Public lawyers. # Public lawyers are assisted with furniture and IT equipment to facilitate their work.	3.5.2 UNODC conducted a workshop from 21 to 22 September 2022 in Tunis, Tunisia, for 5 public lawyers and one legal expert nominated by MoJ and MoFA. UNODC conducted another workshop from 12 to 14 March 2023 which targeted 8 public lawyers and one legal advisor for monitoring purposes to assess the practices and challenges on access to legal aid for juveniles in Libya. 13 public lawyers were trained in total, in addition to the two legal experts nominated with the MoJ and MoFA.	Assessment report. Workshop Activity Report Handover documents.

		UNODC trained 25 public lawyers on some skills enhancement trainings on computer and English language. UNODC facilitated the procurement of IT equipment and office furniture. Handover is planned to take place on Q3 2024.	

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Annex V - Informed Consent Protocol And Data Collection Tools And Instruments

5.1 Informed Consent Protocol

Date: _____Time: Start_____End_____
Name: _____ Position: _____
Location: _____ Male ___ Female _____

Confidentiality and Informed Consent Statements: Thank you for taking the time to meet with us. We are a team of external evaluators including Joanna Brooks (International Evaluation Specialist) and Mohammed Ezzway (Local Evaluation Specialist). We are conducting an independent final evaluation of the **Developing Juvenile Justice in Libya Joint Programme .** We have been hired by UNDP for this assignment but are not employees of UNDP and are independent from both UNDP and the Joint Programme . All information shared will be kept confidential and anonymous. We will aggregate and present our findings from interviews in a way that cannot be tied back to any individual or organization. Therefore, please feel free to speak openly and candidly with us.

Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering or ending the interview at any point. In terms of use, we will produce a draft evaluation report following our fieldwork which will be shared with UNDP, UNICEF and UNODC stakeholders for their comments. We will

then revise and finalize the draft based on the comments received. UNDP Libya will be responsible for the circulation of the report.

Thank you again for your willingness to participate in this interview. Do you have any questions before we get started?

5.2 Key Informant Interview Guides

KIIs Guide for UNDP, UNICEF, UNODC Joint Programme and Programme Staff

Introduction
- Please describe your role in the Joint Programme and for how long you have been involved in the Joint Programme .

Relevance
- To what extent was the Joint Programme in line with the national development priorities, the country programme's outputs and outcomes, the respective agencies (UNDP-UNICEF-UNODCs) mandates (and priorities within their respective country programme documents), the UNDP Strategic Plan and the SDGs?
- To what extent does the Joint Programme contribute to the theory of change for the relevant country's programme outcome?
- To what extent were lessons learned from other relevant projects considered in the Joint Programme's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the Joint Programme design processes?
- To what extent has the Joint Programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- What synergies or interlinkages benefitted from this Joint Programme within UNDP, UNICEF and UNODC and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

Effectiveness
- What factors have contributed to achieving or not achieving intended the intended outputs?
- To what extent has the UNDP, UNICEF, UNODC partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?
- In which areas has the Joint Programme had the most significant achievements and the least? Analyse the supporting and constraining factors

in each area. How can the Joint Programme build on its successes and address areas where it fell short?

- What, if any, alternative strategies would have been more effective in achieving the Joint Programme 's objectives?
- To what extent have stakeholders been involved in Joint Programme implementation?
- How effectively were stakeholders involved in Joint Programme implementation, including child participation? Did this involvement contribute to achieving the Joint Programme 's objectives?
- How well has the Joint Programme adapted to the evolving needs of national constituents and changing partner priorities?

Efficiency

- To what extent was the Joint Programme management structure as outlined in the Joint Programme document efficient in generating the expected results?
- To what extent has the UNDP, UNICEF and UNODC Joint Programme implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have Joint Programme funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP, UNICEF and UNODC ensure effective and efficient Joint Programme management?
- To what extent were recommendations provided in the two rounds of ROM conducted in 2022 and 2023 addressed by the Joint Programme ?

Sustainability

- Are there any financial, social or political risks that may jeopardize the sustainability of Joint Programme outputs?
- To what extent are there mechanisms in place to ensure the continued availability of financial and economic resources, legal frameworks, and supportive policies to sustain the Joint Programme 's achievements, particularly regarding gender equality, women's empowerment, human rights, and human development?
- Do the legal frameworks, policies and governance structures and processes within which the Joint Programme operates pose risks that may jeopardize sustainability of Joint Programme benefits?
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?

- To what extent do stakeholders support the Joint Programme 's long-term objectives?
- To what extent are lessons learned being documented by the Joint Programme team on a continual basis and shared with appropriate parties who could learn from the Joint Programme ?
- How well-designed and well-planned are the UNDP, UNICEF, and UNODC exit strategies? What recommendations can be made to strengthen these strategies and enhance the Joint Programme 's overall sustainability?

Impact - Evaluate the extent to which the Joint Programme generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the Joint Programme document.

Cross-cutting themes

Disability
- To what extent were persons with disabilities, including children, consulted and meaningfully involved in all stages of program planning, implementation, monitoring, evaluation?
- What proportion of the beneficiaries of a programme were people with disabilities?
- What barriers did persons with disabilities face? What are the recommendations for better inclusion of people with disability in future similar interventions?
- Was a twin-track approach adopted, combining targeted interventions for people with disabilities with mainstreaming disability inclusion across all Joint Programme activities?

Human rights and LNOB
- To what extent have rights holders who are at heightened risk of vulnerability and marginalisation benefited from the work of the Joint Programme ?

Gender
- What effects were realized in terms of gender equality, if any?
- Were women and men distinguished in terms of participation and benefits within Joint Programme ?
- To what extent has the Joint Programme promoted positive changes in gender equality and the empowerment of women?

KIIs Guide for Government Stakeholders (Government Ministries and Entities)

Introduction
- What is your role/relationship with the Juvenile Justice Joint Programme ?
- How did you become aware of the Joint Programme and what were the reasons you sought cooperation?

Relevance:
- Do you think the Joint Programme is relevant given the juvenile justice needs in your country?
- To what extent is the Joint Programme in line with your national development priorities?
- Do you think the Joint Programme was relevant to the needs & priorities of the target groups / beneficiaries? Were you consulted during design & implementation of the Joint Programme ? For example, were you involved in the design of the Joint Programme ?

Coherence:
- From your point of view, to what extent did the Joint Programme complement interventions by different entities, especially other UN actors? Was there any overlap or duplication? Any collaboration and/or coordination?

Effectiveness:
- In your view what have been the biggest results made by the Joint Programme activities?
- Would these have been possible without the support of the Joint Programme ?
- What have been the biggest challenges and how have these been overcome?
- Has the Joint Programme achieved any unintended results so far, either positive or negative? For whom? What are the good practices?

Efficiency:
- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of the Juvenile Justice Joint Programme and UNDP/UNICEF/UNODC? (Administrative, financial, thematically etc.) What do you think are UNDP, UNICEF's and UNODC's strengths and weaknesses with regards to strengthening juvenile justice in Libya?
- Were there any challenges in your cooperation with the Joint Programme /UNDP/UNICEF/UNODC? Could anything have been improved?

Impact:

- To what extent has the Joint Programme , through the achievements been effective in promoting a strengthened system of juvenile justice in Libya?
- In your opinion, what would the status of juvenile justice be without the Joint Programme intervention and support?
- Do you see any changes in behaviour and attitudes, either among institutions or among the people with regards to juvenile justice? Is there a better understanding of needs? Please give examples.

Sustainability:
- Will you continue with any of the Joint Programme activities beyond the lifespan of the Joint Programme ? If so, which ones? Please share with us any specific actions that your institution/unit has taken to carry forward the work with the Juvenile Justice Joint Programme (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?
- What are the priorities and needs in Libya regarding Juvenile Justice? How can the UN, and in particular UNODC, UNICEF and UNDP support you in this?
- In your opinion, what is the level of ownership of the Joint Programme activities by the national/local authorities? Could this be further strengthened and if so, how?

Cross cutting themes:
LNOB and Human Rights:
- Do you think the Joint Programme is working with the most vulnerable people regarding juvenile justice in Libya? Are any groups excluded? Could more be done to reach these groups?
- To what extent is the Joint Programme contributing to the realisation of human rights?
- To what extent is the Joint Programme addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, etc.)?

Gender equality:
- To what extent has the Joint Programme promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples

Disability:
- Were persons with disabilities consulted & meaningfully involved in programme planning & implementation?
- How the Joint Programme ensured that persons with disabilities are included in Joint Programme activities? To what extent are activities designed to engage such persons?

KII Guide for the EU

1. How relevant do you think strengthening juvenile justice is in Libya?
2. To what extent does the Joint Programme align with the EU's priorities in Libya and the region?
3. Why did the EU decide to support this Joint Programme ?
4. To what extent was the EU involved in the design of the Joint Programme ?
5. Were your views/inputs taken into account at the design stage and are they being taken into account during implementation?
6. Is the Joint Programme matching your vision of the Joint Programme ? If not, why not?
7. How satisfied are you with the communication procedures and mechanisms with the Joint Programme and with UNDP/UNICEF/UNODC?
8. Are you satisfied with the level of coordination within the Joint Programme ? Are there any gaps or areas, which could be strengthened?
9. Do you receive narrative and financial reports in a timely manner?
10. How satisfied are you with the results achieved by the Joint Programme to date?
11. What have been the greatest results and achievements of the Joint Programme to date and what were the drivers behind these successes? Are there any specific results related to gender?
12. What have been the biggest challenges in the Joint Programme to date and how have these bean/are these being overcome?
13. To what extent were the recommendations provided in the two rounds of ROM 2022 and 2023 addressed by the Joint Programme ? Are you satisfied with how the Joint Programme has addressed these?
14. What do you perceive UNDP/UNICEF/UNODC's comparative advantages to be? Do you feel that you are getting value for money through the Joint Programme ?
15. Would you support a second phase of the Joint Programme ? If not, why not?
16. Are you satisfied with the coordination, cooperation, visibility etc.?
17. What do you think the priorities and focus of the Joint Programme should be going forward in the remaining implementation phase to end of 2024 and in a potential second phase?

Annex V List of stakeholders met

Stakeholders	Modality	Total	Women	Men
	KIIs			
Government Ministries and Entities	4	4	3	1
Beneficiaries	5	5	4	1
UNDP Staff and consultants	8	10	4	6
UNODC Staff and consultants	2	2	2	0
UNICEF Staff and consultants	3	4	4	0
Donor	1	1	0	1
Total	**24**	**26**	**17(65%)**	**9 (35%)**

Annex VI Terms of Reference

UNITED NATIONS DEVELOPMENT PROGRAMME Libya

Terms of Reference (TORs)
Individual Consultant (International)

Evaluation Consultant

Office: UNDP Libya
Description of the assignment: Final Evaluation of "Developing Juvenile Justice in Libya" Joint Programme
Joint Programme name: Developing Juvenile Justice in Libya (Joint Programme).
Type of Appointment: Individual Consultant (International)
Duty Station: Home-based
Period of assignment/services: 35 working days within the spread over a period of 3 months.
Payment arrangements: Lump Sum (payment linked to deliverables)
Expected start date: 1st June 2024.

1. Background and context

Children encounter the justice system as victims, witnesses, because they are in conflict with the law or as parties to the justice process, such as in custodial arrangements. Children in contact with the law" refers to children who come into contact with the justice system as victims or witnesses, children alleged as. accused of or recognized as having infringed criminal law, or children who are in any other situation requiring legal proceedings, for example regarding their care, custody, or protection, including cases involving children of incarcerated parents. The Joint Programme aims to support the national authorities to ensure child friendly treatment for children in contact with the law, including those deprived of their liberty, within the framework of the UN Child Rights Convention (CRC) and other relevant international and national legal instalments. The Joint Programme combines the strengths of the participating UN organizations UNDP, UNICEF and UNODC in a joint effort to ensure that children in contact with the law in Libya benefit from a child friendly justice system. The Joint programme will provide technical support in exploring alternatives to detention as well as to enhance services being delivered to children in contact with the law and their families to facilitate their rehabilitation and reintegration. The Joint programme will help set up and/or strengthen coordination mechanisms based on clearly defined roles and responsibilities of relevant stakeholders. Considering the current context and capabilities, and in consultation with Libyan stakeholders, priority areas have been identified for programmatic engagement are as follows:

Overall objective: All children in Libya have access to a child-friendly justice system that protects their basic rights, in accordance with UN Child Rights Convention (CRC) and relevant international legal instruments.

Specific objective: Children in contact with the law in greater Tripoli and other targeted locations, including those in detention, are benefiting from a child-friendly justice system.

Joint Programme Outcome 1: By 2024, children in contact with the law in Libya have benefitted from strengthened institutions that are mandated to support the delivery of Juvenile Justice

Joint Programme Outcome 2: Improved access of families and children to tailored services accelerating the rehabilitation and reintegration of children in contact with the law

Joint Programme Outcome 3: Detained children benefit from improved detention conditions and have access to rehabilitation, pre-release planning and assistance programmes, as well as reintegration services after release.

UNDP intends to hire an international consultant to evaluate the joint Programme . The objective of the evaluation is to assess the impact of the Joint Programme so far (results, achievements, constraints), to provide information on the effectiveness, relevance and value added of the support provided to National Institutions since 2021, and to receive recommendations for the design of a follow up Joint Programme for the period 2024-2026. The evaluation will also provide Joint Programme donors with an assessment of the use of their resources.

The joint Programme collaborates closely with the Ministry of Interior, Ministry of Justice, Ministry of Social Affairs, Social Solidarity Fund, and High Committee for Childhood. The total joint Programme budget is US$ 4.1 Million that contributes to the SDG 16

2. Evaluation purpose, scope, and objectives

The evaluation consultant will conduct an independent final evaluation exercise of the "Developing Juvenile Justice in Libya" with regard to its support to the national institutions in collaboration with the key stakeholders (UNDP, UNICEF, UNODC and the EU as the donor partner).

The Joint Programme , implemented since January 2021, will be evaluated based on its entire implementation period and coverage areas. This evaluation will consider the two Results Oriented Monitoring exercises conducted in 2022 and 2023. UNDP commissions evaluations to capture and demonstrate evaluative evidence of its contributions to development results. This evaluation is carried out under the UNDP Evaluation Policy[42] and the UNDP evaluation guidelines[43]. The purpose of the evaluation is to provide UNDP, Joint Programme partners and stakeholders with an overall independent assessment of the performance of the Juvenile Justice Joint Programme . This will provide evaluative evidence of the relevance, effectiveness, efficiency, and sustainability of current programme, which can be used by UNDP, UNODC and UNICEF and their partners to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners in Libya with an impartial assessment of the results of UNDP governance support in line with national priorities and corporate strategies.

In assessing the degree to which the Joint Programme met its intended outcomes and results, the evaluation will provide key lessons about successful implementation approaches and operational practices, as well as highlight areas where the Joint Programme performed less effectively than anticipated.

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[42] http://web.undp.org/evaluation/policy.shtml
[43] https://www.undp.org/accountability/evaluation

The results of the evaluation will draw upon lessons learned that will inform the donor, UNDP, UNICEF and UNODC as the key stakeholders of this evaluation to inform phase II of the Joint Programme . The evaluation will generate knowledge from the implementation of the Joint Programme and reflect on challenges and lessons learnt. It will also propose actionable recommendations for future programming related to the next phase of the justice for children Joint Programme .

The evaluation will specifically focus on the following:

An in-depth review of implementation of various Joint Programme outcomes and outputs outlined in the Joint Programme document with a view to identifying the level of achievement as well as an analysis of factors in case the set benchmarks were not fulfilled.
Review the extent to which the Joint Programme has contributed to gender equality and women's empowerment and other cross-cutting issues addressed during Joint Programme planning and implementation. Provide recommendation on how future interventions can contribute to gender transformation.
Assess the quality of partnerships, coherence and complementarity, national ownership, and sustainability vis-à-vis the strategy in the Joint Programme document, identify if there were gaps and document a lesson for future referencing.
Extent of intended and unintended changes in development (condition/outcome) between the completion of outputs and achievement of impacts
Review the oversight, reporting and monitoring structures designed to support the Joint Programme strategies
Extract the lessons learned and best practices that can be considered in planning and design of future Joint Programme phase and recommendations that can be applied Joint Programme s with the same nature, focusing in particular on strengthening the justice for children system in Libya.
Assess the impact of the Joint Programme and the benefits sustainability.

3. Evaluation criteria and key guiding questions

The evaluation questions are based on the Organization for Economic Co-operation and Development (OECD), Development Assistance Committee's (DAC) evaluation criteria, which have been adapted to the context. The following key questions will guide the end of Joint Programme evaluation:
     i.   Relevance

To what extent was the Joint Programme in line with the national development priorities, the country programme's outputs and outcomes, the respective agencies

(UNDP-UNICEF-UNODCs) mandates (and priorities within their respective country programme documents), the UNDP Strategic Plan and the SDGs?
To what extent does the Joint Programme contribute to the theory of change for the relevant country's programme outcome?
To what extent were lessons learned from other relevant Joint Programmes considered in the Joint Programme's design?
To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the Joint Programme design processes?
To what extent does the Joint Programme contribute to gender equality, the empowerment of women and the human rights-based approach?
To what extent has the Joint Programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

ii.   Coherence

How well does the intervention fit?
How compatible was the Joint Programme to other interventions in the country?
To what extent did the intervention support or undermine policies?
What synergies or interlinkages benefitted from this Joint Programme within UNDP, UNICEF and UNODC and externally? This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

iii.   Effectiveness

What factors have contributed to achieving or not achieving intended the intended outputs?
To what extent has the UNDP, UNICEF, UNODC partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?
In which areas has the Joint Programme had the most significant achievements and the least? Analyse the supporting and constraining factors in each area. How can the Joint Programme build on its successes and address areas where it fell short?
What, if any, alternative strategies would have been more effective in achieving the Joint Programme 's objectives?
To what extent have stakeholders been involved in Joint Programme implementation?

How effectively were stakeholders involved in Joint Programme implementation, including child participation? Did this involvement contribute to achieving the Joint Programme 's objectives?

How well has the Joint Programme adapted to the evolving needs of national constituents and changing partner priorities?

To what extent has the Joint Programme contributed to gender equality, women's empowerment, human rights realization, and promotion of innovative approaches?

       iv.   Efficiency

To what extent was the Joint Programme management structure as outlined in the Joint Programme document efficient in generating the expected results?

To what extent has the UNDP, UNICEF and UNODC Joint Programme implementation strategy and execution been efficient and cost-effective?

To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?

To what extent have Joint Programme funds and activities been delivered in a timely manner?

To what extent do the M&E systems utilized by UNDP, UNICEF and UNODC ensure effective and efficient Joint Programme management?

       v.   Sustainability

Are there any financial, social or political risks that may jeopardize the sustainability of Joint Programme outputs?

To what extent are there mechanisms in place to ensure the continued availability of financial and economic resources, legal frameworks, and supportive policies to sustain the Joint Programme 's achievements, particularly regarding gender equality, women's empowerment, human rights, and human development?

Do the legal frameworks, policies and governance structures and processes within which the Joint Programme operates pose risks that may jeopardize sustainability of Joint Programme benefits?

To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?

To what extent do stakeholders support the Joint Programme 's long-term objectives?

To what extent are lessons learned being documented by the Joint Programme team on a continual basis and shared with appropriate parties who could learn from the Joint Programme ?
How well-designed and well-planned are the UNDP, UNICEF, and UNODC exit strategies? What recommendations can be made to strengthen these strategies and enhance the Joint Programme 's overall sustainability?

vi.   Impact
• Evaluate the extent to which the Joint Programme generated positive or negative, intended, and unintended effects on its wider peacebuilding and democratic governance and its contribution towards the wider objectives outlined in the Joint Programme document.

Disability:
To what extent were persons with disabilities, including children, consulted and meaningfully involved in all stages of program planning, implementation, monitoring, and evaluation?
 What proportion of the beneficiaries of a programme were people with disabilities? What barriers did persons with disabilities face? What are the recommendations for better inclusion of people with disability in future similar interventions?
Was a twin-track approach adopted, combining targeted interventions for people with disabilities with mainstreaming disability inclusion across all Joint Programme activities?

Guiding evaluation questions will be further refined by the evaluator and agreed with UNDP evaluation stakeholders in the inception report.

4. [Methodology](#)

The Joint Programme evaluation will be conducted by an independent international evaluator procured by UNDP under an individual consultancy contract. The UNDP Country Office M&E Specialist shall guide and oversee the overall direction of the consultancy. The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the stakeholders and partners. Both the inception and evaluation reports are expected to mainstream gender, disability and human right issues in all key sections (e.g. Joint Programme description, scope, objective, criteria, questions, methodology (including data collection and analysis), findings, conclusions, recommendations and lessons). Evidence obtained and used to assess the results of

the support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and other means as far as the current situation allows. All analysis must be based on observed facts, evidence, and data. Citation to evidence is required in the reports and in alignment to the UNEG ethical guidelines. Findings should be specific and sufficiently elaborated to answer the evaluation questions, address the evaluation objective and be supported by information that is reliable and valid. The evaluation approach (e.g. contribution, theory of change approach or other) should be detailed in the inception and evaluation report highlighting how these approaches will lead to the required results. Likewise, the data collection and analysis methods and tools. The quality guidelines require review/ re-construction of the theory of change which will support developing the methodology and reviewing the evaluation questions. Stakeholders need to be analysed and the sampling approach should be detailed.

The evaluation will provide quantitative and qualitative data through but not limited to the following methods:

Desk study and review of all relevant Joint Programme documentation including Joint Programme documents, annual work- plans, Joint Programme progress reports, Joint Programme monitoring reports (from third party monitors) annual Joint Programme reports, minutes of Steering Committee meetings, reports of consultancies and events.
In depth interviews to gather primary data from key stakeholders (men and women) using a structured methodology.
Interviews with relevant key informants. 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
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.
Gender and human rights lens. All evaluation products need to address gender, disability, and human right issues.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, UNICEF and UNODC, key stakeholders and the evaluators

As the consultancy is homebased, the Contractor will be supported by a national consultant who will conduct several field visits. The evaluator should develop a methodology that takes this into account the conduct of the evaluation virtually and

remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the different UN agencies. Consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. Remote interviews may be undertaken through telephone or online (skype, zoom etc.).

5. Evaluation products (deliverables)

The following deliverables are expected:

Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP Programme Management Support Unit (PMSU), The Joint Programme Manager, UNDP's Governance Pillar Team Leader, UNICEF, and UNODC after the desk review, and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). It should include a detailed methodological approach, the stakeholder's analysis, cross-cutting issues considerations, the work plan and the expected limitations and mitigation measures.

Evaluation debriefings. Immediately following an evaluation, the evaluator will provide a debriefing to the same stakeholders, focusing on the main results and recommendations of the evaluation

Draft evaluation report (40 to 60 pages including executive summary). The Joint Programme manager, PMSU, UNICEF and UNODC and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within one week, addressing the content required and quality criteria.

Evaluation report audit trail. The evaluator should retain comments and changes by the evaluator in response to the draft report to show how they have addressed comments.

Final evaluation report. After receiving the consolidated comments on the draft report, the evaluator will send the final evaluation report to the Joint Programme manager, PMSU. The international consultant will be overall responsible for preparing the final report.

Presentations to the Joint Programme manager, the Joint Programme support team, UNDP, UNICEF, UNODC, donors and other key stakeholders.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and ensure

that all the required quality assessment criteria outlined in section 6 are addressed in the evaluation report. It is suggested that the evaluator quality assures his draft evaluation report against the quality check list as part of quality assurance before submitting to UNDP. Please note that all evaluation reports commissioned by UNDP go through a Meta-evaluation quality assessment process by UNDP Independent Evaluation Office (IEO) through a pool of expert quality assessment reviewers after the finalization and submission of the final report. This is important for the organization to ensure the quality and utility of the final evaluation product.

Feedback on Deliverables: All deliverables are subject to UNDP's approval before considered final. Feedback will be provided within an agreed period, and the Consultants are expected to consider comments and submit revised versions promptly.

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the limitations to the evaluation, that deliverable or service will not be paid.

Evaluation Products (Deliverables)

The consultancy should be conducted and completed within 35 days over 3 months between June and September. The key deliverables are summarized in the table below:

Deliverables	Activity	Estimated Duration to Complete (days)	Target Due dates	Responsibilities	Payments
Inception Report	Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed. Inception report on proposed evaluation methodology, work plan and proposed structure of the report. Briefing to UNDP on inception report for agreeing methodology	10	TBC	Evaluator to submit to the evaluation manager Evaluation reference group to review	20%
Data Collection and Analysis mission And drafting report	Desk review of existing documents, interviews, and preparation of guidance for national consultant Data collection and interviews in the country. Draft evaluation report 50 pages maximum excluding annexes), executive summary (4-5 pages).	15	TBC	Home based-Evaluator to undertake remotely	30% 20%

	Debriefing with UNDP. Stakeholder meeting and review of the draft report.				
Final evaluation report	Finalization of the evaluation report (incorporating comments received on the drafts) and the set of recommendations and the evaluation brief	10	TBC	Evaluator to submit to the evaluation Manager; Evaluation reference group to review the draft report and provide comments; Evaluator to address the comments	30%
	TOTAL	**35**			

Feedback on Deliverables: All deliverables are subject to UNDP's approval before considered final. Feedback will be provided within ten working days of submission, and the Consultants are expected to consider comments and submit revised versions promptly.

Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and UNEG quality check list and ensure all the quality criteria are met in the evaluation report. It is suggested that the evaluator quality assures his draft evaluation report against the quality

check list as part of quality assurance before submitting to UNDP. Please note that all evaluation reports commissioned by UNDP go through a Meta-evaluation quality assessment process by UNDP Independent Evaluation Office (IEO) through a pool of expert quality assessment reviewers after the finalization and submission of the final report. This is important for the organization to ensure the quality and utility of the final evaluation product.

6.Evaluation team composition and required competencies

The evaluation will be carried out by an international expert who will be responsible and accountable for all the deliverables.

7. Evaluation ethics

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. [44] The consultant 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. The evaluators must be free and clear of perceived conflict of interest and interested consultants will not be considered if they were directly or substantively as an employee or consultant in the formulation of UNDP strategies and programmes. In this regard each of the consultant is mandatory to sign a code of conduct and an agreement before they start working with UNDP.

Explicit statement of evaluator's independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

Evaluators will recuse themselves from evaluating: (i) any Joint Programme , program, or activity that they worked on or had line responsibility for the work on, including preparation, appraisal, administration, and completion reporting, or that they had a personal influence or financial stake in, in a previous capacity; or (ii) an entity that they had a significant decision making, financial management or approval responsibility for or personal influence or financial stake in, or in which their future employment is a significant possibility.
Evaluators will similarly recuse themselves when there is such involvement in a Joint Programme , program, activity, or entity on the part of immediate family members.

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[44] Access at: http://www.unevaluation.org/document/detail/100

They should inform the CO management of any such potential conflict of interest, or potential perception of conflict of interest, before evaluator assignments are finalized.

If a former staff member or consultant is being considered for a consulting assignment in an CO evaluation, particular care will be exercised by the concerned professional staff to ensure that the concerned person was not involved, directly or indirectly, in the subject of the evaluation during his/her past term as staff or consultant of the CO.

8. Implementation arrangements

The Evaluation Consultant will report to the Evaluation reference group composed of Member of other UNDP programme and Joint Programme s who will support the evaluation and give comments and direction at key stages in the evaluation process, review the inception report and the evaluation report. An evaluation reference group ensures transparency in the evaluation process and strengthens the credibility of the evaluation results. Detailed comments will be provided to the evaluator within the agreed timeframe. The evaluator needs to show how he/she addressed the comments.

The consultant will take responsibility, with assistance from UNDP, for conducting the meetings and the review, subject to advanced approval of the methodology submitted in the inception report. Joint Programme staff will not participate in the meetings between the consultant and the evaluation participants.

The UNDP Monitoring and Evaluation Specialist in the UNDP Programme Support Unit will act as Evaluation Manager. The evaluation manager will be responsible for the oversight of the whole evaluation process and will provide technical guidance and ensure the independence of the evaluation process, and that policy is followed.

The final report will be approved by the evaluation commissioner.

9. Time frame for the evaluation process

The evaluation is expected to start in June for an estimated duration of 35 working days. During this period the consultant will carry out desk reviews, field work including focus group discussions, interviews, consultations, and report writing.

Deliverables	Content	Estimated Duration to Complete (days)	Target Due dates	Responsibilities	% of total professional fee
Inception Report	Maximum 15 pages based on an understanding of the ToRs, initial meetings with the UNDP programme unit and the desk review, evaluators should develop an inception report. The inception report should include the following. Background and context illustrating the understanding of the Joint Programme /outcome to be evaluated. Evaluation objective, purpose and scope. A clear statement of the evaluation's objectives and the main aspects or elements of the initiative to be examined. Evaluation criteria and questions. The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met with and interview questions should be included and agreed as well as a proposed schedule for field site visits. Evaluability analysis. Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology. Cross-cutting issues. Provide details of how cross-cutting issues will be evaluated, considered and analysed throughout the evaluation. The description should specify	10	TBC	Evaluator to submit to the evaluation manager Evaluation reference group to review	20%

	how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate. Evaluation approach and methodology, highlighting the conceptual models adopted with a description of data-collection methods, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and				

		discussion of reliability and validity for the evaluation and the sampling plan and stakeholders' analysis, including the rationale and limitations. Evaluation matrix. This identifies the key evaluation questions and how they will be answered via the methods selected. A revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting). Detailed resource requirements tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting particular field offices or sites Outline of the draft/final report as detailed in the guidelines and ensuring quality and usability (outlined below). The agreed report outline should meet the quality goals outlined in these guidelines and the quality assessment requirements in section 6.				
Data Collection and Analysis	Field data collection and all interviews, recording and analysis will be delivered to UNDP and remain the property of UNDP The data from the field will be collected to the furthest extent possible through digital devices & remote surveys, virtual consultations conducted through video communication and audio conferencing and other IT collaboration tools to be used in a situation of remote work environment. Thus, UNDP will facilitate online meetings with stakeholders.	10	**TBC**	Home based-Evaluator to undertake remotely UNDP will facilitate online meetings with stakeholders.	30%

A Draft Evaluation Report	A draft report informing all key stakeholders and describing the findings and recommendations for future intervention strategies, lessons learned and best practices.	10	TBC	Evaluator to submit to the evaluation Manager; Evaluation reference group to review the draft report and provide comments; Evaluator to address the comments	20%
Final Evaluation Report	Final evaluation report incorporating additions and comments provided by all stakeholders. The content and structure of the final analytical report will outline findings, recommendations and lessons learnt covering the scope of the evaluation and will meet the requirements of the UNDP Evaluation Guidelines. The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. The report should include the following: 6. The title and opening pages should provide the following basic information: (i) name of the evaluation intervention; (ii) time frame of the evaluation and date of the report; (iii) Somalia as country of the evaluation intervention; (iv) names and organizations of evaluators; (v) name of the organization commissioning the evaluation.; (vi) acknowledgements;	5		Evaluator to submit to the evaluation manager Evaluation reference group to review	30%

	7. Joint Programme and evaluation information details on second page (as one page) A: Joint Programme Information i) Joint Programme title ii) Joint Programme ID iii) Corporate outcome and output iv) country v) Region vi) Date Joint Programme document signed vii) Joint Programme dates (start/ planned end date), viii) Joint Programme budget, ix) Joint Programme expenditure at the time of evaluation x) Funding source, xi) Implementing party, xii) B: Evaluation Information xiii) Evaluation type (Joint Programme evaluation), xiv) Final/ midterm review/ other xv) Period under evaluation (start/ end), xvi) Evaluators name, xvii) Evaluator email address, xviii) Evaluation dates (start/ completion). 8. Table of contents, including boxes, figures, tables and annexes with page references. 9. List of acronyms and abbreviations. 10. Executive summary (four-page maximum): A stand-alone section of two to three pages that should: i) Briefly describe the intervention of the evaluation the Joint Programme ii) Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses, iii) Describe key aspect of the evaluation approach and methods, iv) Summarize principle findings, conclusions and recommendations, v) Include the evaluators' quality standards and assurance ratings. 11. Introduction should include i) Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did, ii) Identify the primary audience or				

	users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results, iii) Identify the intervention of the evaluation the Joint Programme , iv) Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.			
	12. Description of the intervention should provide the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should: i) Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address, ii) Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy, ii) Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, iii) Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation, iv) Identify and describe the key partners involved in the implementation and their roles, v) Identify relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind, vi) Describe the scale of the			

| | | intervention, such as the number of components (e.g., phases of a Joint Programme) and the size of the target population for each component, vii) Indicate the total resources, including human resources and budgets, viii) Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes, ix) Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

13. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions, i) Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed, ii) Evaluation objectives. The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions, iii) Evaluation criteria. The report should define the evaluation criteria or performance standards used.46 The report should explain the rationale for selecting the particular criteria used in the evaluation, iv) Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by | | | | |

	the evaluation and explain how the answers to these questions address the information needs of users. 14. Evaluation approach and methods. The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. All aspects of the methodology described need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report. The description on methodology should include discussion of i) Evaluation approach and ii) Data sources: the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions, iii) Sample and sampling frame. If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment				

		groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results, iv) Data-collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness, v) Performance standards:48 the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales), vi) Stakeholder participation in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results, vii) Ethical considerations: the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' available at http://www.uneval.org/search/index.jsp?q=ethical+guidelines.), viii) Background information on evaluators: the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation, ix) Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations			
	15.	Data analysis. The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and			

		stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn. 16. Findings should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the Joint Programme or programme design that subsequently affected implementation should be discussed. Findings should reflect a gender analysis and cross-cutting issue questions. 17. Conclusions should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment.				

| | 18. Recommendations. The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the Joint Programme exit strategy, if applicable. Recommendations should also provide specific advice for future or similar Joint Programme s or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects.

19. Lessons learned. The report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

20. Report annexes. Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report should include. i) TORs for the evaluation, ii) Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate, iii) List of | | | | |

	individuals or groups interviewed or consulted, and sites visited, if any, iv) List of supporting documents reviewed, v) Joint Programme or programme results model or results framework, vi) Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators, vii) Code of conduct signed by evaluators.				
	TOTAL	**35**			

G.   Duty Station

The consultancy will be home-based, and consultant shall set up a schedule to engage with the Joint Programme team through video conferencing or other remote communication tools.

10. [Application submission process and criteria for selection](#)

Academic Qualifications:
Master's degree in governance, political science or law, legislative studies, related fields, such as conflict studies, peace building, human rights, or other related field combined with capacity building work and institutional needs assessment. Beyond educations and experiences that shouldn't have directly or indirectly involved the development and implementation of the Joint Programme . Qualified candidates are expected to submit their CV with traceable referees. Please note that UNDP has the right to ask for pervious work sample if needed in the recruitment process.

Experience:
At least 10 years of professional experience in the areas of Results-Based Programme Evaluation and Quality Assurance. A strong record in designing and leading assessments/evaluations.
Proven experience in conducting evaluations at programme and/or outcome levels in related fields with international organizations or UNDP Joint Programme s; previous experience in undertaking evaluations of government executed Joint Programme s for electoral assistance Joint Programme s.
Technical expertise, including working experience in developing countries, in governance including local and international, public administration, conflict management and peacebuilding. Experience in conducting evaluations in conflict-affected or fragile contexts will be an advantage.
Extensive conceptual and methodological skills and experience in applying qualitative and quantitative research/ evaluation methods.
Experience in gender analysis and mainstreaming in evaluation or research activities
Experience in other cross-cutting areas such as disability issues, rights-based approach, and capacity development.
Excellent analytical and drafting skills; and IT literate, especially in Microsoft Package
Experience of programme formulation, monitoring and evaluation
Experience in conducting evaluations related to child friendly justice or child protection will be an advantage.

Corporate Competencies:
Demonstrates integrity by modelling the UNs values and ethical standards.
Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results.
Promotes the vision, mission and strategic goals of the UN/UNDP
Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability with a demonstrated ability to work in a multidisciplinary team.

Functional Competencies:
Familiarity with the UN System and mandates,
Ability to work with minimal supervision, taking own initiative and control to implement tasks
·   Knowledge of issues concerning institutional/capacity assessment and organization development,
Thorough knowledge of results-based management and strategic planning processes.
Excellent communication skills (written and spoken English); good presentation skills (good public speaker); Excellent interpersonal skills and the ability to communicate with policy makers and counterparts.
Ability to deal with multi-stakeholder groups.
Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality assessment and research products in a timely manner.

Application submission process and criteria for selection

Application Submission Process and Selection Criteria: Application Process
Interested qualified and experienced individual consultants must submit the following documents/information to demonstrate their qualifications and interest:

Letter of Confirmation of interest and availability using the template provided by UNDP
Most Updated Personal detailed CV including past experience in similar assignment and at least 3 references.
UN P11 Form ("CV Form");
A detailed methodology on how the candidate will approach and conduct the work and
Two samples of evaluation reports done/authored within the past two years.
Inception Report, Final Evaluation

Note: Applicants must not have worked in the design or implementation of this Joint Programme or in an advisory capacity for any of the interventions, directly as consultants or through service providers.

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals.

Technical proposals (total score: 70 points)

Criteria	Max score	Weight
Criteria 1: Technical capacity of the applicant: **Education**: Master's degree in governance, political science or law, legislative studies, related fields, such as conflict studies, peace building, human rights, or other related field combined with capacity building work and institutional needs assessment. **Experience**: Minimum 10 years of relevant professional experience of Joint Programme evaluation, preferably in the field of law, with proven knowledge of evaluation methodologies. Proven experience in data collection, instrument development and data analysis, both qualitative and quantitative, is essential. Demonstrated understanding of issues related to gender other cross-cutting areas such equality, disability issues, rights-based approach, and capacity development. Excellent report writing skills and English language proficiency.	35 10 15 5 5	50%

Criteria 2: Proposed methodology, approach, and workplan: Clarity and relevance of the proposed methodology to achieve the deliverables of the ToR. Realistic and complete work plan Clarity about how gender considerations will be factored into the evaluation. Analysis of risks that can impact the evaluation. Clarity on the quality assurance process that will be in place for this assignment.	35	50%

b. **Financial Proposal (total score: 30 points)**

The financial proposal will specify a total lump sum amount, and payment terms shall be in line with those mentioned in the deliverable table.

Financial proposals will be assessed based on completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technically qualified candidates who have obtained a minimum 70 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price applying the formula:

Marks Obtained = Lowest Priced Offer (Amount) / Offer being considered (Amount) X 30 (Full Marks)

11. TOR Annexes

These provide links to supporting background documents and more detailed guidelines on evaluation in UNDP:
Intervention results framework and theory of change.
Key stakeholders and partners.
Documents to be reviewed and consulted.
Evaluation matrix template.
Inception Report Content Outline ·   Outline of the evaluation report format.
Code of conduct forms.
Evaluation Report Quality Criteria Checklist (will be provided by UNDP)

All relevant documentation and literature will be given to the consultants in soft copy once the evaluation begins, including the following:

Joint Programme Documents

Initial Joint Programme Document and amendments of Joint Programme document
MPTF HQ progress reports for year 2021, 2022 and 2023
Joint Programme monitoring reports including TPM reports, spot checks and Audit Reports
Steering Committee and donors meeting minutes
UNCT annual reports
UNDP Evaluation Guidelines

List of stakeholders and relevant institutions with contact details will be provided
UNDP (staff to be interviewed 5 approx.)
UNICEF (staff to be interviewed 3 approx.)
UNODC (staff to be interviewed 3 approx.)
•   DONORS (staff to be interviewed 2 approx.)

Documents produced by donors and counterparts UN System:
   • UNDP Country Programme Document
   • United Nations Sustainable Development Framework (UNSDCF) 2023-2025

TOR annexes

Intervention results framework and theory of change.
   ▪ **Key stakeholders and partners.**
   ▪ **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
      o   Vision 2030 documents
      o   Ministry strategy
      o   Monitoring plans and indicators

- o   Partnership arrangements (e.g., agreements of cooperation with Governments or partners)
- o   Joint Programme Document and Budget Revisions
- o   Minutes of all meetings
- ▪ **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Table 5. Sample evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

- ▪   **Schedule of tasks, milestones, and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
- ▪   **Required format for the evaluation report.** The final report must include, but not necessarily be limited to, the elements outlined in the template for evaluation reports (see annex 4 below).
- ▪   **Dispute and wrongdoing resolution process and contact details** (annex A)
- ▪   **Pledge of ethical conduct in evaluation.** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.
- ▪   **UNDP Evaluation Guidelines**

Annex VII Signed Ethical Pledge

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG
United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders — whether powerless or powerful — with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration** of risks and benefits from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Joanna Brooks   Mohammed Ezzway 1st September 2024

(Signature and Date)