INCLUSIVE SECURITY:
NOTHING FOR US
WITHOUT US

LIBERIA
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ABBREVIATIONS AND ACRONYMS

AFELL	Association of Female Lawyers of Liberia
AFL	Armed Forces of Liberia
BCR	Bureau of Corrections and Rehabilitation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPA	Comprehensive Peace Agreement
DAC	Development Assistance Committee
ECOWAS	The Economic Community of West African States
EM	Evaluation Manager
ERG	Evaluation Reference Group
ET	evaluation team
EU	European Union
EWER	early warning and early response
FTA	fixed term appointment
GBV	gender-based violence
GE	gender equality
GERAAS	The Global Evaluation Reports Assessment and Analysis System
GEWE	gender equality and women's empowerment
GoL	Government of Liberia
GRB	gender-responsive budgeting
GSSNT	Gender and Security Sector National Taskforce
HRBA	human rights-based approach
ICT	information and communication technology
IOM	International Organisation for Migration/United Nations Agency for Migration
INGO	international non-government organisation
IR	inception report
KAICT	Kofi Annan Institute for Conflict Transformation
KII	key informant interviews
KTK	Kvinna Till Kvinna
LDEA	Liberia Drug Enforcement Agency
LIS	Liberia Immigration Services
LNAP 1325	The Liberia National Action Plan for the Implementation of United Nations Security Council Resolution 1325
LNCSA	Liberia National Commission on Small Arms

LNFS	Liberia National Fire Service
LNP	Liberia National Police
LPP	Liberia Peacebuilding Plan
M&E	monitoring and evaluation
MGCSP	Ministry of Gender, Children and Social Protection
MoD	Ministry of Defence
MoJ	Ministry of Justice
MoU	memorandum of understanding
NDMA	National Disaster Management Agency
NSSRL	National Security Sector Strategy of Liberia
OECD	The Organisation for Economic Co-operation and Development
PBF	United Nations Peacebuilding Fund
POM	Programme and Operations Manual
RRF	Rights and Rice Foundation
SGBV	sexual and gender-based violence
SSI	security sector institutions
SSR	security sector reform
ToC	theory of change
TOR	terms of reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMIL	United Nations Mission in Liberia
UNRCO	United Nations Resident Coordinator Office
UNSCR	United Nations Security Council Resolution
VSLA	Village Savings and Loan Association
WAPNET	West Africa Peacebuilding Network
WPS	women peace and security

ACKNOWLEDGEMENTS

1. EXECUTIVE SUMMARY

1.1 BACKGROUND AND INTRODUCTION

The project, Inclusive Security: Nothing for Us without Us, was implemented by United Nations (UN) Women, the UN Development Programme (UNDP) and the International Organisation for Migration/UN Agency for Migration (IOM) from 10 January 2018 to 8 July 2019. The overarching goal of the project was to support the Government of Liberia (GoL) to achieve its commitments on women, peace and security (WPS) expressed in The Liberia National Action Plan for the Implementation of United Nations Security Council Resolution (UNSCR) 1325 on WPS (LNAP 1325). The project was funded by the UN Peacebuilding Fund (PBF), in the amount of US$2 million.

UN Women, UNDP and IOM worked closely with the ministries of Gender, Children and Social Protection (MGSCP), Defence (MoD) and Justice (MoJ) in coordinating project implementation. The implementing agencies worked with the civil society organisations (CSOs) Educare, Medica Liberia and Kofi Annan Institute of Conflict Transformation (KAICT) in delivering services to 10 security sector institutions (SSIs) and 12 peace huts. Services delivered under the project aimed to build the capacity of duty-bearers to be responsive to the unique security needs of women and girls, in conformity with international and national policy and legal frameworks, as well as to enable community-based women leaders to influence justice and security reform processes, especially in border areas, and to demand accountability at all levels.

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

1.2 METHODOLOGY

The evaluation started with an inception phase in which the evaluation questions were defined, and methodology developed. Next, an inception report (IR) was drafted and shared with the Regional Evaluation Specialist, WPS Specialist and members of the Evaluation Reference Group (ERG). They provided inputs to the draft and the Evaluation Team (ET) finalised the IR, which served as a guideline to this evaluation.

During the data collection and analysis phases, the evaluators used mixed research methods. Data was collected in Montserrado, Grand Cape Mount, Nimba and Grand Gedeh counties, using a desk review, focus group discussions, key informant interviews, direct observations and an online survey. A total of 193 respondents (46 men and 147 women) were reached during data collection. The ET carefully respected the UN Evaluation Group (UNEG) norms and standards in evaluation, and project results were assessed using the evaluation criteria of relevance, effectiveness, efficiency and sustainability of The Organisation for Economic Co-operation and Development (OECD).

1.3 FINDINGS

1.3.1 RELEVANCE

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

1.3.2 EFFECTIVENESS

The evaluation assessed the project's effectiveness by investigating the extent to which its objectives were achieved or are expected to be achieved by the end of the project. At the individual level, it was found that the project changed mindsets on GEWE. The evaluation found that 77 per cent of male respondents who had stereotypes regarding women in the security and justice sectors before the project, changed their mindsets after attending trainings. Findings also showed that women who received capacity-building from the project are now striving to reach or applying for top positions in SSIs.

At the institutional level, it was observed that SSIs are aware of GEWE, and that gender units are being created across these organisations in order to institutionalise gender mainstreaming in their operations. Training beneficiaries in the SSIs helped them to become active change agents in promoting GEWE, though there are still challenges hindering the representation and active participation of women at decision-making levels. A total of three gender policies and strategies were revised, at the Liberia National Police (LNP), the Liberia Immigration Services (LIS) and the Bureau of Corrections and Rehabilitation (BCR).

The project conducted a gender audit for the MoJ, which has developed an implementation plan based on the recommendations of the audit. However, development of new gender policies for two SSIs was not achieved due to a decision to focus on training before creating the gender policies. The five-year plan of the LNP was developed by the project but the target of ensuring the development of five-year strategies for increasing the participation of women in SSIs to at least 30 per cent was not fully met. In addition, within beneficiary SSIs insufficient financial resources might negatively impact the effective implementation of the gender strategies and policies being revised or intended to be developed and endorsed.

At community level, the project planned to build four peace huts. The evaluation found that six new peace huts were built, with the additional funds coming from the Swedish Embassy in Liberia. All are operational. The capacities of peace hut women were strengthened through different trainings, which led to improved knowledge on their rights, as well as conflict mitigation and resolution, successful dialogues with officers of SSIs and improved management of the Village Savings and Loan Association (VSLA). In spite of the progress made at the community level, there is an urgent need to strengthen the early warning and

early response (EWER) system and equip SSIs at county level to respond efficiently to threats posed to the security of women and communities at large.

1.3.3 EFFICIENCY

Considering the complex socio-political context of WPS in Liberia, it was expressed by stakeholders that the funds allocated to the project were limited. However, the project laid a strong foundation for promoting WPS goals in Liberia. Activities at community level around peace huts had solid and profound results using only limited funds. Capacity-building activities at the national level had good results.

There were some delays (up to two months) in disbursing funds, which impacted activities. There were also high staff turnovers within UN agencies, which other stakeholders had to adapt to. In addition, UN agencies faced challenges in using the new financial guide received in April 2019 because of differences in the budgeting and expense codes of UNDP and UN Women.

1.3.4 SUSTAINABILITY

Measures and plans have been put in place to ensure results achieved by the project are sustainable. These include the LNAP 1325, endorsed by the GoL on 9 July 2019, the Sustainability Plan of the Gender and Security Sector National Taskforce (GSSNT), financial sustainability plans of 35 peace huts, and the donor meeting planned for the end of September 2019, where the achievements of the project will be presented to potential donors. The MGSCP has already agreed to present the LNAP 1325 at that meeting.

1.3.5 GENDER EQUALITY AND HUMAN RIGHTS

The project focused on addressing root causes of gender inequalities in security sector reforms in Liberia. The budget allocated to the project was fully used to take action and implement activities

towards the advancement of gender equality (GE) and WPS in Liberia.

1.4 LESSONS LEARNED

- Recognising and enhancing the roles of community-led initiatives, such as peace huts, in peacebuilding by providing technical assistance is a fruitful and strategic approach to addressing gender inequalities

- The evaluation observed positive results in linking peace and the economic empowerment of women in the communities

- Ensuring an exit strategy for all involved partners and developing sustainability plans reinforces the viability of the positive results in the long term, which will produce impacts

- Exposure to other women and men from similar geopolitical contexts provides powerful learning experiences and results

- Capacity-building of officials from government ministries and SSIs in gender equality and WPS contributes to promoting gender-responsive institutions in a sustainable way, which should ensure the increased representation of women in the long term

- The maximum 18-month time frame set for the project by the PBF is limited for sustaining results in a peacebuilding context but provided a very strong basis and positive results that will serve for further interventions.

1.5 CONCLUSIONS AND RECOMMENDATIONS

RECOMMENDATIONS			
Conclusions	**Recommendations**	**Responsible**	**Priority**
Conclusion 1: The objectives of the joint project, **Inclusive Security: Nothing for Us without Us,** and focus on inclusive security were highly relevant to national priorities and policies of the GoL and the SSIs at the time of design. The project was also relevant to international, regional and national WPS instruments, however new risks in the border areas have been reported and specific capacity-building activities are required	**1.1** Mapping of existing structures operating in the field of peace and security in the counties is key. Mapping will serve to identify the established structures around the peace huts and aid in designing clear interventions aimed at consolidating joint efforts for peace within communities. It will also prevent duplication and ensure better use of the synergies available. The ET is aware of the very limited budget available to the security institutions; this could be a challenge in implementing this recommendation.	MGSCP, MoJ, MoD	Immediate
	1.2 Officials from the security and justice sectors in the counties need to receive capacity-building in mechanisms to prevent human trafficking and drug abuse.	UN Women, UNDP, IOM and PBF	Immediate
	1.3 At community level, particularly in the border areas, peace huts should be further equipped with the appropriate tools to deal with the new risks related to drug abuse and human trafficking.	UN Women, UNDP, IOM	Immediate
	1.4 There is a need to strengthen the existing EWER system.	GSSNT & the related SSIs	Immediate
	1.5 Representations of the GSSNT must be established at county level to support the local efforts of peace hut women.	UN agencies, MGSCP, MoJ, MoD	Md-term
Conclusion 2: The joint project laid a strong foundation for addressing the root causes of gender inequality, sexual harassment in the workplace and the low representation of women at high and middle decision-making levels in the security and justice sectors in Liberia. However, the lack of financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or developed.	**2.1** There is a need for future interventions to consolidate the results to ensure that budget and implementation plans are in place in all the security institutions that benefitted from the project. This must also be taken into account when UN agencies and partners review or revise existing gender policies, or design and support the approval of new ones. Security and justice institutions should demonstrate in a clear manner how they want to implement the policies being revised or drafted. The ET has been informed that the GoL is rolling out the gender-responsive budgeting policy. The MoJ is a pilot ministry, and the activities from its gender audit and the implementation plan developed in the framework of this project have been integrated into the 2019-20 fiscal year budget statement.	UN agencies, MGSCP, MoJ, MoD	Short term
Conclusion 3: Available evidence indicates that the joint project has significantly contributed to grounding gender equality and human rights principles in the security and justice sectors at individual, community, institutional and national levels. However, some challenges have been observed at the institutional level.	**3.1** There is a need to equip supervisors of officials trained on GE and WPS to ensure their active support within institutions. This might also help to prevent skill loss due to staff turnover.	UN Women, UNDP, IOM & implementing partners	Short term
Conclusion 4: Capacity-building of various actors from the justice and security sectors provides strong and sustainable foundations that help to ensure better representation of women at middle and high decision-making levels within justice and security institutions.	**4.1** In order to attract more (young) women to the security sector, there is a need to support SSIs with a campaign aiming to improve their image in the country and to develop programmes that target young women from universities who might be interested in joining the security sector.	MGSCP and MoD	Long-term
	4.2 There is a need to organise more South-South exchanges with female security officers from countries in the region and share best practices at the institutional level.	UN Women, UNDP and IOM	Mid-term

Conclusion 5: Intervention focusing on peacebuilding and economic empowerment of women in communities is an innovative approach and strategy that prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.	**5.1** Activities around the VSLA should be further strengthened and sustainability plans must be implemented.	UN Women, UNDP, IOM and peace huts	Immediate
Conclusion 6: The project was catalytic in building capacities of officials on GE and human rights and in enhancing synergies with government ministries, security institutions and peace hut women, as well as in collaborating with strategic partners such as the Swedish Embassy in Liberia and the Standing Police Capacity of the UN Police. However, the project failed to build strong synergies with international NGOs (INGOs) working in peace and security in Liberia.	**6.1** There is a need to conduct mapping of all actors operating in the peace sector in Liberia in order to better utilise all possible synergies. UN agencies could support the MGSCP, MoJ and MoD in developing mapping to identify the various elements at national and community levels.	UN agencies, MGSCP, MoJ, MoD	Short term
Conclusion 7: The project approaches, strategies and practices were innovative and the achievements will contribute to enhancing the sustainability of its results. However, the sustainability plans should have been developed at the project design stage.	**7.1** PBF should ensure that sustainability plans and an exit strategy are from now on systematically part of project documents and proposals before they are approved.	PBF	Immediate
Conclusion 8: Experienced project staff and a solid monitoring plan and budget were in place and ensured the high quality of the project's results. However, some elements challenged the delivery of some outputs.	**8.1** Recruit a monitoring and evaluation (M&E) specialist.	UN Women	Short term

2. CONTEXT, BACKGROUND AND PROJECT DESCRIPTION

2.1 PROJECT BACKGROUND, CONTEXT AND OBJECTIVES

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

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

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

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

As one of its underlying principles the UNMIL Transition Plan urged that activities envisaged under the plan should be gender-sensitive in areas such as capacity development, policymaking, security legislation, leadership, recruitment and promotion. The plan stressed that the specific role of women in the security sector should be in consonance with UNSCR 1325[6].

In 2018, with support from the PBF, UN Women, in partnership with UNDP and IOM, launched the project, Inclusive Security: Nothing for Us without Us, to support the GoL in achieving its commitments enshrined in the LNAP 1325 after UNMIL's withdrawal.

The project began on 10 January 2018 and ended on 8 July 2019 and was implemented with a budget of US$2 million.

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

Additionally, the project aimed at enhancing women's involvement in rolling out decentralised peacebuilding efforts, such as early warning structures,

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

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

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

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

5   These included the US Government, the Government of Sweden and UN agencies.

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

7   Ministry of Justice (MoJ), Ministry of Defence (MoD), Ministry of Gender, Children and Social Protection (MGCSP) and the Gender and Security Sector National Taskforce (GSSNT).

8   CSO partners include Educare, Female Lawyers Association of Liberia, etc.

9   UN agencies' proposal for the project — Inclusive Security: Nothing for Us without Us. http://mptf.undp.org/factsheet/project/00108312

county and district security councils, and cross-border dialogues[10].

The project had two inter-linked outcomes:

- Duty-bearers are responsive to the different security needs of women and girls in conformity with international and national policy and legal frameworks, including LNAP 1325.

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

The project was implemented in Montserrado, Grand Cape Mount, Bomi, Lofa, Nimba, Grand Gedeh and Maryland counties and collaborated with GoL ministries, SSIs, peace huts and CSOs.

2.2 THEORY OF CHANGE OR PROGRAMME THEORY

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

10 UN agencies' proposal for the project — Inclusive Security: Nothing for Us without Us. **http://mptf. undp.org/factsheet/ project/00108312**

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

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

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

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

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

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

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

Inputs, Funds, Expertise, Trainings, Advocacy, Partnerships and Networking
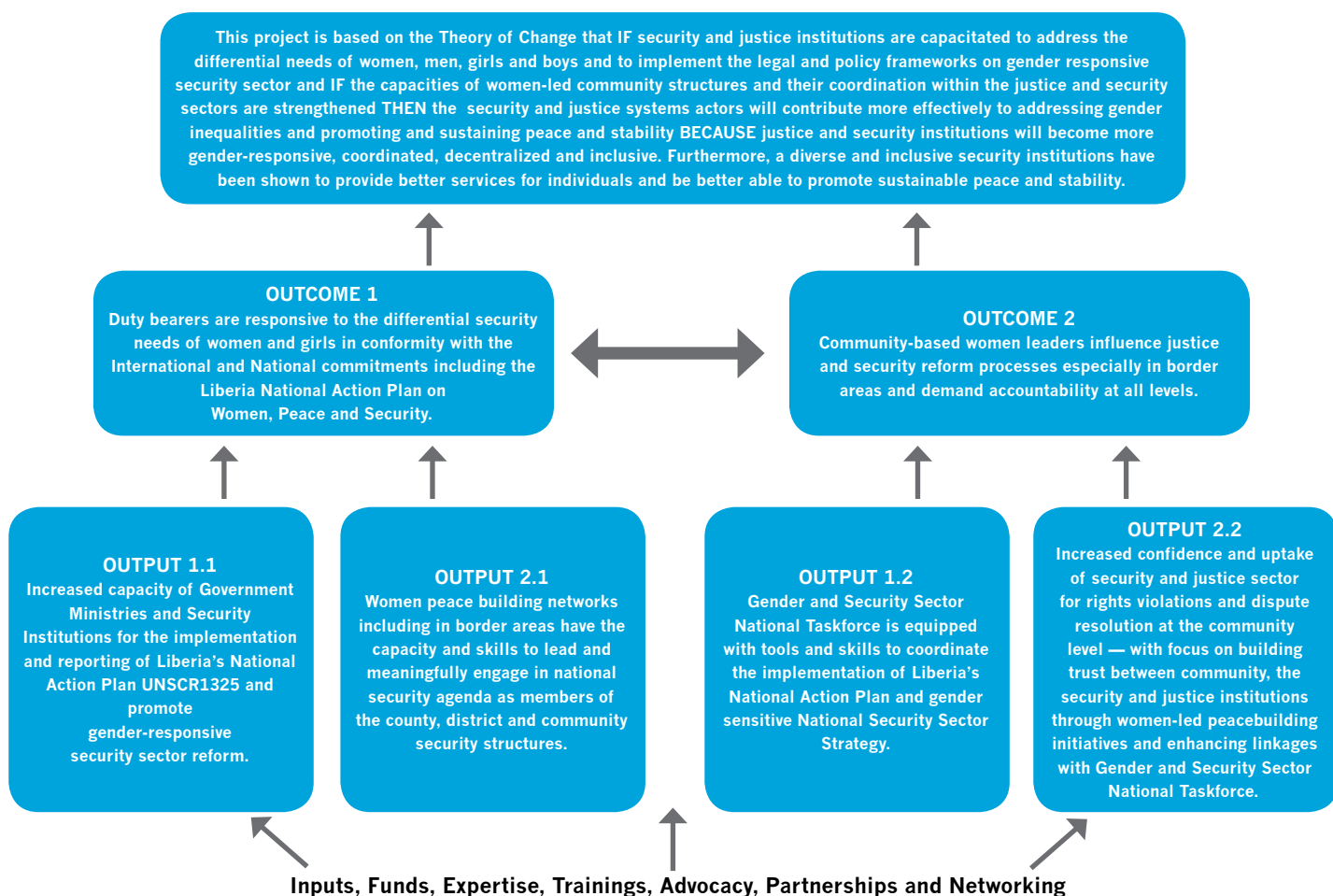
FIGURE 1: PROJECT'S THEORY OF CHANGE

2.3 LOGICAL FRAMEWORK (LOGFRAME) OF THE PROJECT

The outcomes, outputs and output Indicators are highlighted in the following matrix. The quantitative and qualitative indicators are very well formulated based on the SMART approach, which requires indicators to be specific, measurable, achievable, realistic and time bound.

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

OUTCOME 1		
Duty-bearers are responsive to the different security needs of women and girls in conformity with international and national commitments, including LNAP 1325		
Outputs	**Indicator per Outcome/Output**	
Output 1.1: Increased capacity of officials in government ministries and security institutions for the development, implementation and reporting of Liberia's LNAP 1325 and to promote gender-responsive security sector reform.	**Outcome Indicator 1** 1a: Existence of a comprehensive, costed successor LNAP 1325 ***Baseline:*** LNAP 1325 has expired ***Target***: Valid LNAP 1325	
	Output Indicator 1.1.1 Number of officials of ministries, security institutions and CSOs with skills, knowledge and tools to develop, implement and report on WPS policy and other legal frameworks ***Baseline (07/2017):*** 25 officials ***Target (07/2019):*** 75 officials	
	Output Indicator 1.1.2 Number of security institutions with endorsed gender policies and yearly implementation plan ***Baseline:*** 2 institutions have an endorsed gender policy (needs to be reviewed) ***Target:*** 5 institutions (2 to be reviewed, 3 to be drafted and endorsed)	
Output 1.2: The GSSNT is equipped with tools and skills to coordinate implementation of LNAP 1325 and a gender sensitive NSSRL.	**Output Indicator 1.2.1** Percentage of members of the GSSNT with improved knowledge on relevant GEWE issues across security institutions ***Baseline:*** 25% of members of the GSSNT ***Target:*** 80% of GSSNT ***DEF:*** the GSSNT has 35 members **Performance indicator 1.2.1.A (UN Women)** A. GSSNT Secretariat established, and its operational capacities and gaps identified B. ICT equipment and transportation services delivered Baseline 2017: No ICT equipment and transportation services available to secretariat staff; Target (12/2018): YES	
	Output Indicator 1.2.2 Number of ministries and security institutions that develop a 5-year strategy to increase to a minimum of 30% the representation of women in the security sector, including in key decision-making positions. ***Baseline (12/2017):*** Zero ministries, agencies and commissions have a five-year strategy to increase to a minimum of 30% of women ***Target (12/2018):*** 3 ministries and 6 security institutions have a strategy to increase to a minimum of 30% the representation of women in the security sector	

OUTCOME 2	
Community-based women leaders influence justice and security reform processes, especially in border areas, and demand accountability at all levels	
Outputs	**Indicator per Outcome/Output**
Output 2.1: 12 women peacebuilding networks in border areas have the capacity and skills to lead and meaningfully engage in the national security agenda as members of the county, district and community security structures	**Outcome Indicator 2a:** Extent to which security sector structures engage community-based women's organisations in reform processes *Baseline (12/2017):* zero *Target (06/2019):* Coordination mechanism between security institutions and 12 peace huts is established and functional
	Outcome Indicator 2b: Per cent of peace huts in the targeted zone, indicating improved coordination, reporting and response mechanisms with security sector structures *Baseline (12/2017):* N/A *Target (06/2019):* 30% of all 12 peace huts coordinating with SSIs
	Output Indicator 2.1.1 Number of functional peace huts trained on conflict prevention management and resolution and use of the referral pathway *Baseline (2016):* 8 functional peace huts trained *Target (12/2018):* 12 peace huts trained in GBV, WPS, land rights, LNAP 1325, their dialogues' agendas, conflict mediation, negotiation, advocacy, etc.
Output 2.2: Increased confidence and uptake of security and justice system for rights violations and dispute resolution at the community level – with focus on building trust between communities and the justice system through women-led peacebuilding structures that have linkages with the GSSNT	**Output Indicator 2.2.1** Number of dialogues involving security forces and peace hut women in targeted zones *Baseline (12/2016, 12/2017):* 10 *Target:* 48 dialogues involving security forces and peace hut women in targeted zones
	Output Indicator 2.2.2 Number of peace huts trained on early warning and on reporting the occurrence of SGBV as per local security procedures *Baseline (01/2018):* TBD *Target (12/2018):* Women of 12 peace huts trained

3. BACKGROUND AND PURPOSE OF THE EVALUATION

3.1 EVALUATION OBJECTIVES AND SCOPE

The main aim of this evaluation was to examine the project's progress and results, as well as the extent to which it promoted gender equality in the security sector and enhanced the capacity of SSIs for effective implementation of the WPS agenda.

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

Lastly, the evaluation aimed at generating substantial evidence for informed future policy choices and best practices, and identified findings, challenges, lessons learned, conclusions and recommendations that will help to improve future joint programming and strengthen organisational learning and accountability.

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

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

National level: Analysing successes, opportunities missed, and constraints encountered.

In addition to the above levels, the ET also assessed the extent to which interventions had an impact at individual and institutional levels.

3.1.1 EVALUATION CRITERIA

The evaluation was guided by the standard and criteria of the Organisation for Economic Co-operation and Development (OECD), the Development Assistance Committee (DAC) evaluation criteria and the Global Evaluation Reports Assessment and Analysis System (GERAAS) criteria list, i.e., a focus on relevance, effectiveness, efficiency, sustainability, and human rights and gender equality. The objectives of the evaluation were to:

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

- Assess the effectiveness and efficiency of the project in achieving impact and results

- Assess the sustainability of the project and the results in advancing gender equality

- Assess the quality of the inter-agency coordination mechanisms that were established at country level

- Determine whether a human rights-based approach and gender equality principles were adequately integrated in the project

- Identify and validate important lessons learned, best practices and strategies for replication, and provide actionable recommendations for the design and implementation of future interventions

- Identify and validate innovative approaches in all aspects of the project, and document and analyse possible weaknesses in order to improve the next steps of UN Women, IOM and UNDP Liberia in the area of WPS

- Assess whether the project included an aadequate risk management and mitigation strategy.

3.1.2 EVALUATION QUESTIONS

In line with recommendations of the UNEG and the UN Women Evaluation Handbook (2015) stating that, generally, three to five key questions related to each of the selected criteria will provide a more focused evaluation, the ET found that UN Women, IOM and UNDP proposed many evaluation questions for each criteria in the terms of reference

(TOR). These needed to be reframed by the evaluators in order to ensure that the answers were in-depth and of high quality.

The ET therefore carefully assessed the questions proposed by the agencies according to whether or not the evaluators had the necessary resources and information available and also had access to the remote communities, particularly because the field visits were planned for the rainy season.

Several of the proposed evaluation questions were reformulated or combined where necessary, and the ET identified those questions that were in-depth and conducive to providing focused answers, which are shown in Annex 4.

3.1.3 EVALUATION MATRIX

The evaluation matrix, which is in Annex 4, was developed by the ET based on the TOR of the Final Evaluation. To measure the achievements of the joint project, the evaluation used a system based on colour and a percentage rating scale. This helped to assess output, performance and outcome indicators in the project's results matrix. The ET assessed the extent to which the planned target was achieved and the extent to which expected results have been met.

11 https://genderevaluation.
unwomen.org/-/media/
files/un women/gender
evaluation/handbook/
evaluationhandbook-
web-final-30apr2015.
pdf?la=en

COLOUR	PERCENTAGE	MEANING
GREEN	75-100%	Indicators and target are successfully met and the results are fully achieved.
ORANGE	25-75%	Indicator and target are partly met. The expected results are not yet achieved or the process of achieving them is ongoing.
RED	0-25%	Unsatisfactory - Indi cator/ target/ output not met and expected results not achieved.

TABLE 1: EVALUATION ASSESSMENT SYSTEM

3.1.4 EVALUATION METHODOLOGY

The evaluation was conducted in accordance with UN Women's evaluation policy, the evaluation chapter of the agency's Programme and Operations Manual (POM), the GERAAS evaluation report quality checklist, UN System-Wide Action Plan Evaluation Performance Indicators (UN-SWAP EP) and UN Women Evaluation Handbook.

A gender-responsive evaluation methodology was used by the ET in line with UN Women requirements and UNEG[12] participatory approaches, ensuring inclusion of all relevant stakeholders. The evaluators used mixed research methods in data gathering and analysis (sequential implementation, implying collecting both quantitative and qualitative data in phases), so that the formulated evaluation questions could be effectively answered.

The ET also adopted an inclusive gender equality and human rights-based approach (HRBA) by examining processes and results, as well as by designing an appropriate system-based methodology to understand the various linkages in the results chain – strategies, outcomes and ToC – and verifying the assumptions behind the two outcomes of the project.

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

The ET used the following mixed methodologies:

- Desk review and analysis of strategic frameworks, policies and project documents

- Field visit to the counties of Bo Waterside, Malema, Ganta, Tiappa, Tiama and Zai

- Observations

- Seven focus group discussions with 154 respondents (29 males and 125 females)

- In-depth interviews (semi-structured and face-to-face) with 27 key informants (11 males and 16 females)

- Online Interviews with 12 trained officials from SSIs and ministries (six males and six females).

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

3.1.5 LIST OF STAKEHOLDERS AND INVOLVEMENT IN THE EVALUATION

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

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

12 http://www.unevaluation.org/document/detail/1914.

LEVEL ONE	LEVEL TWO	LEVEL THREE
Stakeholders involved in the joint project management coordination (Board)	Stakeholders such as security structures operating at national level	CSOs implementing the project activities at local and community levels & various beneficiaries
UN Women, IOM, UNDP, the Ministers of Defence, Justice and Gender, Children and Social Protection, CSO representatives and the Chairlady of National Peace Hut Women of Liberia	MoJ, MoD, MGCSP, Ministry of Internal Affairs, line ministries in charge of implementation of the LNAP 1325, KAICT, The Liberia Peacebuilding Office	Rights and Rice Foundation (RRF), Educare, Medica Liberia, Association of Female Lawyers of Liberia (AFELL), peace hut network and the PBF. · Direct & indirect beneficiaries

3.1.6 INVOLVEMENT OF STAKEHOLDERS IN THE EVALUATION AND STAKEHOLDER'S ANALYSIS MATRIX

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

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

A validation workshop was organised on 25 July 2019; all stakeholders were invited to attend and provide input.

Lastly, the ET focussed on following the key principles of the UN Development Group Results-based Management Handbook (accountability, national ownership and inclusiveness). The following stakeholder analysis matrix highlights the categories of stakeholders, their roles in the intervention and how the ET involved them in the evaluation process.

TABLE 2:
STAKEHOLDERS AND THEIR DEGREE OF INFLUENCE

FIGURE 2:
LIBERIA'S COUNTIES

WHO	WHAT Role in the project	WHY Purpose of involvement in the evaluation	PRIORITY Level of importance in the evaluation	WHEN Stage of their involvement in the evaluation	HOW Extent to which they participated
MoJ, MoD, MGCSP	MGCSP has a mandate to promote gender equality and women's empowerment; MoJ has a mandate to ensure compliance with and respect for the rule of law; MoD is responsible for national defence and governance of the military. Collectively, these ministries were included in the project in order to ensure that ongoing peace and security reforms and initiatives are responsive to the different needs of women and girls.	MGCSP, MoJ and MoD were included in the evaluation in order to assess the project's relevance of the project, effectiveness, efficiency and sustainability. The ET had face to face meetings and group discussions with their representatives.	These ministries were actively involved in the evaluation as they serve as the GoL's points of contact for the project.	The three ministries were engaged during data collection and will be reviewing the evaluation report, particularly its findings and recommendations.	Stakeholders from these ministries served as key informant interviewees during data collection and will also use the evaluation findings for programme and policy development and implementation.
PBF	PBF provided funds for implementing the project.	PBF was actively involved in the evaluation in order to assess the effectiveness, efficiency and sustainability of the project from the donor's perspective.	PBF's inclusion in the evaluation was highly important for the purpose of assessing the project's performance and compliance with the terms of the project's agreement.	PBF was engaged at all stages: inception, data collection, reporting and validation.	PBF staff took part in key informant interviews, participated in reviewing the findings, presentation meetings, commented on reports and provided input to the evaluation report.
UN Women, IOM and UNDP	The project was implemented by UN Women, IOM and UNDP. These agencies also took the lead in its design and implementation.	UN Women, IOM and UNDP were engaged during the evaluation in order to assess the project's achievements, implementation challenges and lessons learned.	Their involvement was extremely important for the purpose of assessing the context in which the project was designed and implemented.	UN Women, IOM and UNDP were engaged at all stages of the evaluation.	They participated in inception meetings, data collection and supervised the evaluation. They provided input to the evaluation report and will use findings for future interventions.
RRF, Medica Liberia, Educare and KAICT	RRF, Medica Liberia, Educare and KAICT served as sub-implementing partners.	They were engaged to assess the relevance, the effectiveness and efficiency of the project activities.	Their involvement was highly important because of their roles in building the capacities of beneficiaries and security institutions.	They were involved at all stages of the evaluation.	They participated in data collection as key informant interviewees, attended presentations and provided input to the preliminary findings.
Liberia National Fire Service (LNFS), AFL, Liberia National Commission on Small Arms (LNCSA), BRC, LIS, Liberia Drug Enforcement Agency (LDEA)	The SSIs were primary beneficiaries under the project and benefited from capacity-building trainings and other institutional strengthening support at the national level.	They were included in the evaluation for the purpose of assessing the quality and impact of services and products that they received under the project.	The perspectives of these institutions were extremely important for assessing the strengths and weaknesses of project activities at the national level.	Representatives of the SSIs were engaged during data collection.	They participated in focus group discussions and an online survey on the impacts of trainings and support services that they received under the project.
Peace huts	The peace huts were direct beneficiaries of the intervention aimed at enabling women to influence justice and security sector reforms at community level.	Peace huts were actively involved in the process in order to gather evidence on the strengths and limitations of the capacities of women to influence justice and security sector reforms within their communities.	The inclusion of peace huts in the evaluation was extremely significant for identifying elements of impacts and assessing the sustainability of the intervention at the community level.	Peace huts were engaged during data collection and validation of the evaluation report.	Peace huts participated in focus group discussions and the validation session.

3.1.7 FIELD VISIT AND GEOGRAPHIC SCOPE

The field visit to Liberia took place from 16 June 2019 to 6 July 2019 (20 days).

During this field visit, the ET conducted various interviews and focus group discussions, as detailed in the evaluation matrix in Annex 4. Visits were organised in the following counties: Montserrado (the seat of the capital, Monrovia), Cape Mount (located in the south-west), Nimba (north) and Grand Gedeh (south-east). The selection of those counties ensured representation of the geographic areas covered by the project. In addition, the ET held meetings in Monrovia.

3.2 LIMITATIONS OF THE EVALUATION

- The ET was expected to begin working on 21 May 2019 but project documents were made available only on 29 May 2019

- There was a lack of complete means of verification and reports at project management level were made available only after long delays

- Some activities implemented were not planned or listed in the project document and the M&E plan, which was confusing

- Some activities were still ongoing as the evaluation started

- There was limited response to the online survey

- The ET encountered very bad road conditions due to the field visit taking place during the rainy season.

4. FINDINGS: RELEVANCE, EFFECTIVENESS, EFFICIENCY, SUSTAINABILITY, GENDER AND HUMAN RIGHTS

4.1 RELEVANCE

Relevance refers to the extent to which the objectives of the joint project are consistent with evolving national needs and priorities of the beneficiaries, partners and stakeholders, and are aligned with government priorities, as well as with the policies and strategies of UN Women, IOM and UNDP.

> **QUESTION 4.1.1:** Are the activities and outputs of the project consistent with global and national WPS priorities? Do they address the problems identified? Was a theory of change applied? Were the programmatic strategies appropriate to address the identified needs of women in communities and of the justice and security sectors?

Finding 1: The project's activities, outputs and outcomes were consistent with global and national WPS priorities. The project was very relevant in addressing the identified needs and priorities of women and men operating in the justice and security sectors in Liberia, and clearly aligned with WPS instruments at national, regional and international levels

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

According to a gender audit conducted in the LNP in 2018[13], police officers demonstrated limited knowledge about mainstreaming gender in their work.

Moreover, the gender audit of the MoJ (2019) highlighted the fact that the ministry had no gender strategy although this is essential to ensuring gender equality and gender mainstreaming in every aspect of institutional work. None of the departments has a specific gender policy/strategy except the BCF, whose gender policy was developed in 2011.

Of the MoJ's workforce of about 996 employees, only 23 per cent (228) were women and 77 per cent (768) were men[14]. Seventy-two per cent of respondents reported that the MoJ has not offered opportunities to strengthen staff knowledge and skills on gender issues in their areas of expertise. At both national and community levels, specific actions are required to protect women and girls from SGBV, all types of sexual harassment at the workplace and human rights abuses. Sexual harassment in the workplace was identified by 73 per cent of respondents as the root cause

13 Gender Audit Report, 2018. p.7.

14 Ministry of Justice, Human Resource Dept., September 2018-19.

of inequalities causing challenges for women in SSIs. This is confirmed by the National Plan of Action for the Prevention and Management of Gender-Based Violence, (2006-2011), a multisectoral plan to prevent and respond to GBV in Liberia. During the country's 14 years of civil war, women and girls experienced unprecedented levels of GBV, especially sexual violence. Evidence suggests that levels of violence against women remain high during this post-conflict era. Factors that influence levels of violence in Liberia include social and cultural norms of gender inequity, lingering effects of 14 years of war, poverty, and the lack of functioning social, health and law enforcement institutions, these institutions having been devastated during the conflict.

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

In regard to the ToC

The evaluation found that the project ToC was based on a baseline survey and the findings of gender-responsive needs assessments. Analysis of the ToC revealed the project's focus on building capacity of women leaders at various levels in order for them to shape security and justice institutions.

In addition, very efficient project management and coordination mechanisms were identified. All available data was disaggregated by sex, and gender-responsive needs assessments, gender audits and gender analyses were conducted before and during the project implementation.

Finally, the evaluation found that women are now dealing with the rise of drug abuse, illicit trade and human trafficking in the border areas, which put their communities and their own security at high risk. This situation was not identified and captured by the various needs assessments conducted by the project and has to be urgently addressed in further interventions.

QUESTION 4.1.2: To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in SSIs?

Finding 2: The project was very relevant in addressing the identified root causes of inequalities that challenge women in SSIs in Liberia.

Ninety-seven per cent of respondents mentioned the bad reputation of the security sector in Liberia, including the stereotypes associated with it. They (24 per cent) underlined the prevailing traditional norms that regard the security sector as a male sector and mentioned the low literacy level of women compared to their male counterparts, which is particularly relevant when women want to apply for positions at a high decision-making level within SSIs.

Furthermore, the needs assessment underlined the crucial importance of ending impunity and of strengthening dialogue between women and local security institutions.

The evaluation found that the project successfully addressed the above identified needs and priorities by acting to reinforce the capacities of staff in the security and justice sectors, establishing the GSSNT with well-trained members from 10 security and justice institutions, and actively initiating dialogue between women leaders and security officials in the counties.

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

SGBV was also strategically well addressed by the project through the revised, technically validated and politically endorsed LNAP 1325[15,] whose budget provides a strong framework to address SGBV-related issues at various levels in the long term (2018-2023).

QUESTION 4.1.3: To what extent was the project a catalyst in scaling up peacebuilding efforts via other agencies, donors?

Finding 3: The project was a catalyst in scaling up peacebuilding efforts via other agencies and donors.

The evaluation found that the project managed to build the capacity of officials from security and justice sectors and CSOs representatives in order to initiate important changes related to inclusive security in Liberia.

The beneficiaries have the capacity to address the root causes of inequalities, both within the security and justice systems in Liberia and within their own institutions. The evaluation found that the catalytic efforts of the project generated a better understanding of inclusive security, gender equality and WPS, which is necessary to ensure sustainable peace in the communities and at national level.

Moreover, the project placed strong emphasis on the catalytic effect and managed to mobilise additional resources to finance further peacebuilding-related activities – funds from the Swedish

Embassy in Liberia were used to finance two additional peace huts.

The salaries of the WPS Specialist and the Project Officer at UN Women, who co-managed the project, were completely financed by the Swedish Embassy.

The MoJ in Liberia is financing the salary of one member of the GSSNT Secretariat and one activity related to the visit to Liberia of a Gender Advisor from the UN Department of Peacekeeping Operations. The Gender Advisor's technical support to the LNP was fully funded by the Swedish Embassy.

Lastly, the project plans to organise a fundraising event at the end of September 2019, at which project managers and strategic stakeholders will present the first positive results from the project to potential donors. The MGCSP will present the endorsed LNAP 1325, and the sustainability plans of the 35 existing peace huts will also be presented.

QUESTION 4.1.4: How suitable to the context is the range of substantive areas in which the project is engaged (i.e. promoting gender equality in the security sector and enhancing the capacity of SSIs for effective implementation of the WPS agenda)?

Finding 4: The areas covered by the intervention were relevant for Liberia in regard to the advancement of gender equality in the justice and security sectors and concerning the implementation of the WPS agenda.

The absence of comprehensive

disarmament, demobilization, reintegration and rehabilitation of former combatants means that multiple elements challenge peace efforts in Liberia, including:

• Land disputes

• Violent crime, including SGBV

15 The project successfully managed to revise LNAP 1325, which was approved on 9 July 2019 by the Government of Liberia. The focus of the revised LNAP 1325 is SGBV prevention and protection and rehabilitation of survivors.

- A high level of corruption

- Weak capacity within the judiciary and the broader security sector

- Poverty characterised by high prevalence of informal or vulnerable forms of work

- Low human capital

- Poor infrastructure.

In addition, Ebola exposed existing deficits in the security sector to respond in context of emergencies, such as limited capability of national security coordination through the National Security Council, and weak professionalism, management capacity, accountability and civilian oversight of the security agencies.

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

In the 2016-17 budget, funding for the security and justice sector was reduced to almost zero. The budget of the LNP was reduced by 5 per cent. The salary versus non-salary balance (90-10) in the justice and security sectors hampers the effective delivery of security and justice services. For example, there is limited visibility of security personnel, especially women, across the country. As a result, citizens' confidence in the security sector remains low.

QUESTION 4.1.5: How does the project reflect and align to Liberia's national plans on gender promotion, as well as to UNSCR 1325 and the UN Development Assistance Framework (UNDAF)?

Finding 5: The project was clearly aligned with Liberia's plans on gender promotion as well as with UNSCR 1325 and other WPS instruments.

The evaluation found that at national level the project is aligned with the Pro-poor Agenda for Prosperity and Development, the LPP, UNSCR 2333 on Liberia, the National Action Plan on Human Trafficking and the Revised National Gender Policy 2018-2022 and its Strategic Results Framework.

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

At International Level, the project is aligned with CEDAW (Articles 2, 3, 28 and general recommendations 30), the Beijing Platform for Action (Strategic objectives H.1, H.2. H.3; Strategic objective G.1. and A.2) and nine UNSCR resolutions: 1325 (2000); 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015) and 2467 (2019).

Lastly, there is a clear alignment of the project's objectives and approach to the key principles and priorities of the UNDAF.

Pictures of the political endorsement of LNAP 1325 on 9 July 2019, with Minister of Gender Williametta E. Saydee-Tarr.

4.2 EFFECTIVENESS

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

Finding 6: The project was effective in strengthening the capacities of duty-bearers, enabling them to become more responsive to the security needs of women and girls in conformity with Liberia's international and national commitments, including LNAP 1325 (outcome 1), and in enhancing the ability of community-based women leaders to influence justice and security reform processes, especially in border areas, and to demand accountability at all levels.

The evaluation found that the level of satisfaction with the project results is very high. Indeed, 90 per cent of the indirect beneficiaries are satisfied with the project results at community level and expect more to be done. Eighty-two per cent of direct beneficiaries are satisfied with the project results at community level and 80 per cent of the involved partners (UN agencies, ministries, security institutions and CSOs) are satisfied with the project results at community and national levels.

Seventy-nine per cent of the project beneficiaries indicated that various interventions aimed at strengthening their knowledge on gender equality and WPS-related issues were very useful.

All implementing partners (KAICT, Medica Liberia and Educare) reported that the project successfully enhanced the capacities of the project beneficiaries to integrate a gender-responsive approach in their work and within their institutions. Even if the impact is still fragile, the project strengthened the leadership and communication skills of women at community and county levels through successful training sessions and various workshops.

Under outcome 1 ("Duty-bearers are responsive to the different security needs of women and girls in conformity with international and national commitments, including LNAP 1325"), indicator 1.1a, related to the existence of a comprehensive, costed successor LNAP 1325, was successfully met. The project successfully revised the existing LNAP 1325 in consultation with 152 strategic and key partners at community and national levels. That process included a desk review of key documents, consultative meetings, group discussions and workshops.

Output Indicator 1.1.1, related to the number of officials in ministries, security institutions and CSOs with skills, knowledge and tools to develop, implement and report on WPS policy and other legal frameworks, was successfully met.

The project planned to train 75 such officials as described above but the evaluation found that Medica Liberia conducted a two-day gender mainstreaming training and a one-day consultative dialogue with the directors of the Liberia National Fire Service (LNFS). In addition, KAICT and Medica Liberia trained a total of 99 officials from ministries, SSIs and CSOs on GE, policy development and WPS.

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

DATE & DURATION	FOCUS	NUMBER OF PARTICIPANTS
Medica Liberia		
19/09/2018 - 29/12/2018 (number of days not indicated)	ICT Training	40 participants (25 women and 15 men)
21/11/2018 (2 days)	Career coaching	65 participants (100% women)
23/11/2018 (1 day)	Working session to develop GSSNT monitoring tools	37 participants (26 women and 11 men)
5/12/2018 (3 days)	Working session on developing gender policies	41 participants (25 women and 16 men)
11/12/2018 (2 days)	Review of the workplan	33 participants (23 women and 10 men)
13/12/2018 (1 day)	Champion award programme	67 participants (48 women, 19 men)
14/12/2018 (1 day)	Advisory meeting	35 participants (23 women, 12 men)
Not indicated	Review of the workplan	33 participants (23 women and 10 men)
Kofi Annan Institute		
20/07/2018 - 26/10/2018	Training on WPS	58 participants (28 men and 30 women)
28/09/2019 (1 day)	Field trip organised & conducted for participants of the Advanced Specialization Course on WPS	58 participants (28 men and 30 women)

TABLE 3: TRAININGS DELIVERED IN THE PROJECT, *INCLUSIVE SECURITY: NOTHING FOR US WITHOUT US*

The evaluation found that the participants in the above-mentioned trainings delivered by KAICT are effectively using the acquired knowledge[16].

Furthermore, the project managed to ensure exposure and facilitated networking and exchange between partners and beneficiaries. Within the framework of developing the second phase of LNAP 1325, UN Women hosted a delegation composed of members of the legislature and the Government of Mali to share experiences and best practices on the development and implementation of LNAP 1325. This was organised in collaboration with UN Women Mali and funded by the Swedish Embassy.

Lastly, within the framework of an innovative partnership between UN Women and the Standing Police Capacity of the UN Police, a Gender Advisor travelled to Liberia to conduct an assessment of the status of implementation of the gender policy of the LNP, and assisted in developing the LNP's gender strategy and its five-year implementation plan. This was the first time globally that a UN Women agency collaborated with the Standing Police Capacity of the UN Police at such a level.

Under **activity 1.1.1** and **output Indicator 1.1.2**, the evaluation found that the project provided technical support to the ministries and security institutions to develop and implement relevant policy and legal frameworks, including WPS resolution frameworks. In fact, LNAP 1325 was revised and politically endorsed on 9 July 2019. Other relevant national gender policies were also revised as planned by the project. The LNP, LIS and BCR have had their gender policies revised and approved. Ten workplans and budgets of various ministries and SSIs were also developed with the technical support of the implementing partners.

However, the project was not entirely successful in developing new gender policies as planned. Although this target was not met, the evaluation found that five institutions are now working on their own gender policies: LNCSA, AFL, MoD, DEA and the MoJ, which conducted a gender audit in June 2019 and is planning to establish a Gender

16 See impact assessment report from Kofi Annan Institute dated 19 December 2018.

Unit within the ministry. There is no clear indication when the process of developing the new gender policies for the targeted ministries and SSIs will be finalised even though UN Women will continue supporting the MoD as part of the UN Women 2019 workplan, funded by the Swedish Embassy.

Development of a communication and dissemination strategy for the revised LNAP 1325 and roll-out of outreach activities is being done by the West Africa Peacebuilding Network (WAPNET), which signed an agreement with UN Women on 5 July 2019. In addition, UNDP hired a consultancy firm to develop a documentary to highlight achievements, lessons learned and recommendations from beneficiaries of this project.

Output indicator 1.2.1, related to the percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions, was successfully met. The project planned to train 80 per cent of the 35 GSSNT members. The capacity-building activities provided by the project are listed in Table 2, where it is observed that more than 28 members attended various trainings (coaching and career development, development of GSSNT M&E tools, gender policy development, ICT, review of workplans, advisory meetings, champion awards programme and WPS and fieldwork in the counties – exchange and networking with peace hut women). GSSNT members reported that the training sessions were very useful to their work within the ministries and SSIs, and that the skills they acquired on GE and WPS contributed to strengthening their knowledge and performance.

Success stories were noted during the field visit, including promotion of some attendees to the training sessions a few months after receiving their certificates. For example, the LNFS promoted a woman to the position of Deputy Director for Administration after her attendance in various capacity-building activities. She is now working to ensure better representation of women in the organisation. Another woman became a trainer and has now been appointed to UN Sudan to train other female security officers.

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

Performance indicator 1.2.1.a. was also met. The project successfully established a GSSNT Secretariat at the MoJ, which is operational and equipped with ICT and transportation services delivered by the project.

A national consultant was recruited by UN Women to strengthen the capacity of the Secretariat and the members of the implementation structure. The ET had interviews with the GSSNT members and visited the Secretariat.

Output Indicator 1.2.2, related to the number of ministries and security institutions that develop a five-year strategy to increase to a minimum of 30 per cent the representation of women in the security sector, including in key decision-making positions, was partly met, and the process continued after the project ended. In order to achieve the target of three ministries having a strategy to increase the representation of women in the security sector to at least 30 per cent, UNDP identified gaps in the capacities of officials from ministries and SSIs that needed to be addressed through specific capacity-building activities that would equip them technically before working on the planned strategy development.

Besides various capacity-building activities provided, the project is now about to hire a consultant, who will help the partners develop individual five-year strategic plans for six security institutions, including the MoJ, MGCSP and MoD, and use the strategies developed by the gender and security

Pictures of the political endorsement of LNAP 1325 on 9 July 2019, with Minister of Gender Williametta E. Saydee-Tarr.

sector consultant in 2018 to enhance programming for each institution.

Two ministries (MoJ and MGCSP) out of three (along with the MoD) have already signed a communiqué stating their intention to put a gender strategy in place, and have officially expressed their political will to ensure the representation of women, even if the communiqué does not explicitly mention the 30 per cent quota. (The MoD did not sign because the communiqué spelled the minister's name incorrectly.) In addition, the evaluation found that the LNP developed a five-year implementation plan for its gender strategy, called Administrative Instructions on Human Rights and Gender, which was approved in 2019.

The evaluation also found that the project achieved an unexpected positive outcome in that UN Women had not specifically targeted the National Disaster Management Agency (NDMA) at the design stage but partnered with the NDMA in the implementation stage to develop a draft gender policy.

Lastly, it was observed that various institutions lack the financial means to implement revised gender strategies or new ones currently being developed. The limited budget might negatively impact the effective implementation of the gender strategies and policies, even though it was reported that UN Women is supporting the Ministry of Finance to implement the GRB policy. The MoJ is a pilot entity for the GRB, and the activities from the gender assessment and implementation plan have been integrated into the 2019-20 fiscal budget.

TABLE 4: EVALUATION ASSESSMENT SYSTEM

COLOUR	PERCENTAGE	MEANING
GREEN	75-100%	Indicators are successfully met and the results are fully achieved.
ORANGE	25-75%	Indicators are partly met. The expected results are not yet achieved or the process of achieving them is ongoing.
RED	0-25%	Unsatisfactory - Indicator/ Target/ Output not met and expected results not achieved.

MATRIX: ASSESSMENT OF OUTCOMES

As explained in the methodology section above, the evaluation used the colours green, orange and red, as well as a rating and percentage system, to evaluate the level of achievement for each indicator.

4.2.1 ASSESSMENT OF OUTCOME 1

	OUTCOME 1:	Duty-bearers are responsive to the different security needs of women and girls in conformity with international and national commitments, including LNAP 1325.		
Outputs	**Indicator per outcome and output**	**Activity, target & results**		**Status**
	Outcome indicator 1: **1a:** Existence of a comprehensive, costed successor LNAP 1325 **Baseline:** The Plan has expired **Target:** Valid LNAP 1325	**_Target:_** Valid LNAP 1325 **_Results:_** Revised and politically endorsed comprehensive & costed LNAP 1325 is available The political endorsement occurred on 9 July 2019 The following technical & awareness-raising workshops were organised: • 27-28/02/2019: Workshop on development of implementation and monitoring structure of the second LNAP 1325 (51 participants) • 9-14 May 2019: Awareness-raising workshops on CEDAW, Beijing Platform for Action and LNAP 1325 (60 participants) • 20-21/05/2019: Workshop for second phase of LNAP 1325 (25 participants) • UN Women partnered with Kvinna Till Kvinna (KTK) to support disseminating the draft LNAP 1325 & presenting it at the 8th Consultative Meeting of UN Women in Liberia Empowered Women Empower Women: Increasing Women's Political Participation in Liberia" organised by KTK		**100% met**
Output 1.1: Increased capacity of officials of government ministries and security institutions for the development, implementation and reporting of LNAP 1325 and to promote gender-responsive security sector reform	**1.1.1:** Number of officials of ministries, security institutions and CSOs with skills, knowledge and tools to develop, implement and report on WPS policy and other legal frameworks **_Baseline (07/2017):_** 25 officials **_Target (07/2019):_** 75 officials	**Number of officials of ministries, security institutions and CSOs with skills, knowledge and tools to develop, implement and report on WPS policy and other legal frameworks.** **_Target:_** 75 officials **_Results:_** 99 officials • Training of officials of ministries, security institutions and CSOs on WPS policy and other legal frameworks • Medica Liberia conducted a 2-day gender mainstreaming training and 1-day consultative dialogue with directors of LNFS • KAICT & Medica Liberia trained 99 officials from ministries, security institutions and CSOs. Based on the means of verification made available, the following trainings took place: • **Medica Liberia** • Advisory meeting 14/12/2018 (1 day) - 34 participants (23 women, 9 men and 2 not specified) • Career coaching 21/11/2018 (2 days) - 44 participants (100% women) • Champions awards 13/12/2018 (1 day) - 67 participants (46 women, 19 men and 2 not specified) • Working session on the review 11/12/2018 (2 days) - 32 participants (20 women, 5 men and 7 not specified) • Working session to develop GSSNT monitoring tools 23/11/2018 (1 day) • 36 participants (25 women, 11 men) • Working session on gender policy development 5/12/2018 (3 days) - 50 participants (27 women and 14 men and 9 not specified) • **KAICT** (based on impact assessment of 19/12/2018) • Training on WPS - 58 participants (28 men and 30 women) • Field trip organised & conducted by participants of the Advanced Specialisation Course on WPS 28/09/2018.		**100% met**
Activity 1.1.1: Provide technical support to the ministries and security institutions to develop and implement relevant policy and legal frameworks, including the WPS resolution frameworks, LNAP 1325 and related national gender policies		**_Results:_** • Mapping of existing relevant legal and policy frameworks on gender and SSR; gender and SSR toolkit/ compendium available (version approved by the MoJ available) • Dissemination strategies of project results, gender policies and frameworks: UN Women signed an agreement with WAPNET to develop the communication and dissemination strategy and roll out outreach activities. UNDP hired a consultant to produce a documentary on inclusive security in Liberia • Legal framework, including the WPS resolution frameworks, LNAP 1325 and related national gender policies • Valid LNAP 1325 available • The LNP has a revised gender policy in place that was approved and developed during the project intervention • Workplans and budgets of the ministries and SSIs available • 10 workplans and budgets were developed • Capacity-building of senior leadership and gender focal persons of security institutions on WPS policy frameworks • Monitoring tools to track progress on implementation of the frameworks; M&E tools were developed and are available.		**100% met**

	Output Indicator 1.1.2: Number of security institutions with endorsed gender policies and yearly implementation plan **Baseline:** 2 institutions have endorsed gender policy (needs to be reviewed) **Target:** 5 institutions: 2 to be reviewed, 3 to be drafted and endorsed	**Number of security institutions with endorsed gender policies and yearly implementation plan** **Target:** 5 institutions: 2 to be reviewed, 3 to be drafted and endorsed • Support the operationalization of gender offices in all SSIs **Gender policy revision** **Target:** 2 to be reviewed **Results:** 3 gender policies were reviewed (LNP, LIS and BCR) **Gender policy development** **Target:** 3 to be drafted and endorsed **Results:** 0 - No new gender policy was developed during project implementation. However, the evaluation found that 4 institutions are working on their own gender policies: LNCSA, AFL, MoD and MoJ (which conducted a gender audit in June 2019 and is planning to develop a gender strategy) and LDEA • Other, unexpected, positive outcomes: • 1 gender policy drafted (NDMA) • Gender audit of the MoJ • Since the project ended, MoD is strengthening its Gender Units and asking for support to develop its own gender plan. In addition, the deputy minister contacted UN Women for help in developing a strategy to increase the representation of women in the AFL. Increase of 3% of women in institutions. • Capacity-building of gender focal points in ministries and agencies to promote gender-responsive institutions • Training in coaching and career development (65); training in development of GSSNT M&E tools (37); training in gender policy development (41); ICT training (40); training on workplace reviews (33); advisory meeting (35); champion award programme (67) • Capacity-building of women and security sector officials was conducted in collaboration with the University of Liberia, which developed an advanced specialization course on WPS. Exposure, networking and exchange with UN Women in Mali. Gender Advisor travelled to Liberia to assist the MoD on gender strategy development.	**75% met**
Output 1.2 GSSNT is equipped with tools and skills to coordinate implementation of LNAP 1325 and a gender-sensitive NSSRL	**Output Indicator 1.2.1:** Percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions **Baseline:** 25% of members of the GSSNT **Target:** 80% of GSSNT members	**Percentage of members of the security taskforce with improved knowledge on relevant GEWE issues across security institutions** **Target:** 80% of GSSNT members trained (GSSNT has 35 members, meaning a total of 28 members) **Results:** 35 members of GSSNT were trained (107%) • Training in coaching and career development (65); training in development of GSSNT M&E tool (37); training in gender policy development (41); ICT training (40); training on workplace reviews (33); advisory meetings (35); champion award programme (67) • Performance indicator 1.2. 1.A: (UN Women) a. GSSNT Secretariat established, and its operational capacities and gaps identified • The GSSNT Secretariat was established at the MoJ. The ET visited the structure, which is operational, and met with members b. ICT equipment and transportation services delivered **Baseline 2017:** No ICT equipment and transportation services available to secretariat staff; **Target (12/2018):** YES • The ICT equipment and transportation services were delivered by the project to the GSSNT Secretariat. The ET had interviews with GSSNT members and visited the Secretariat	**100% met**
	Output Indicator 1.2.2: Number of ministries and security institutions that develop a 5-year strategy to increase to a minimum of 30% the representation of women in the security sector, including in key decision-making positions. **Baseline (12/2017):** Zero ministries, agencies and commissions have a five-year strategy to increase to a minimum of 30% of women. **Target (12/2018):** 3 ministries and 6 security institutions with a strategy to increase to a minimum of 30% the representation of women in the security sector	**Number of ministries and security institutions that develop a 5-year strategy to increase to a minimum of 30% the representation of women in the security sector, including in key decision-making positions** **Target:** 3 ministries and 6 security institutions with a strategy to increase to a minimum of 30% the representation of women in the security sector **Results:** • 0 ministries and 1 security institution (LNP) has a strategy to increase to a minimum of 30% the representation of women in the security sector • A communiqué signed by 2 ministries (MoJ and MGCSP, but not MoD) expressing a strong political will to ensure the representation of women is available, even if the communiqué does not refer to a 30% increase of women. The MoD did not sign because the communiqué spelled the Minister's name incorrectly • The LNP has a five-year implementation plan for its gender strategy, called Administrative Instructions on Human Rights and Gender, in place and approved in 2019 • Based on the target, 1 ministry and 5 security institutions lack a strategy to increase to a minimum of 30% the representation of women in the security sector in order for this indicator to be fully met. (UNDP explained that it changed the target of this indicator as it realised that the technical level and capacity of the officials were not provided. The new targets focused on trainings/capacity-building activities of the officials, and UNDP is now providing support to the institutions to draft their 5-year strategies). • UNDP plans to hire a consultant who will support the development of the 5-year strategies	**80% met**

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

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

Under **outcome 2**, the project focused on establishing mechanisms between peace huts and SSIs at the community level. Findings from interviews with peace hut women and security sector officers (in the border communities of Bo Waterside and Ganta) revealed that coordination mechanisms have been established between SSIs and peace huts, and these mechanisms are functional. However, in communities such as Malema and Tiappa these mechanisms are weak or non-existent due to the distance between the peace huts and offices of the SSIs.

Following the establishment of coordination mechanisms and the training of peace hut women on how to organise and hold dialogues with stakeholders, peace huts hosted dialogues with SSIs in order to address security threats posed to the communities. **Outcome indicator 2a** ("The extent to which security sector structures engage community-based women's organisations in the reform processes") was partially achieved. The evaluation found that dialogues were held between peace huts and SSIs aiming to address security issues affecting communities. It was learned, however, that these dialogues were mainly focused on community-level security issues and not on SSR processes.

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

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

In Ganta, peace hut women indicated that individuals who are arrested in relation to these issues often resurface in the community due to the limitations of the judicial system in prosecuting and incarcerating alleged perpetrators. The women noted that by attempting to address these threats, they expose themselves to risks as they are not equipped to deal with those complex issues.

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

While the project targeted one-third of the 12 peace huts (4) to improve their coordination with SSIs, all 6 peace huts visited during data collection indicated that their coordination with SSIs in their communities had immensely improved. Many peace huts indicated that except for the LNP, this project was the first initiative to establish a coordination mechanism between them and the LIS and LDEA at the community level. Improved coordination between peace

huts and SSIs was validated by security sector officers in Bo Waterside and Ganta.

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

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

It was observed during field visits that the peace huts were functional and well managed. Peace hut members credited this to the efforts of their leaders. The leaders, however, credited the improvements in management to the skills they acquired during the training, including via leadership training. In total, 24 peace hut leaders received leadership training in order to provide them with skills on managing peace huts. During FGDs, beneficiaries of the leadership training said that it was useful, providing them with practical skills on how to lead their colleagues. The Chairlady of the Zai Town peace hut mentioned one takeaway she got from the training, which she

continues to apply: incorporating the views of her members in decision-making.

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

Interviews showed that the capacities of peace hut women to manage and resolve conflict was further strengthened by the EWER training that was conducted by IOM.

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

Assessment of the project's performance against **indicator 2.1.1** ("Number of functional peace hut women trained on conflict prevention management and resolution and use of the referral

pathway") revealed that the indicator was successfully met.

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

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

Output 2.2, related to the increased confidence and uptake of the security and justice sectors for rights violations and dispute resolution at the community level – with focus on building trust between the community and security and justice institutions through women-led peacebuilding initiatives – and enhancing linkages with the GSSNT, was successfully met.

Some outcomes of the investment made in building the capacities of women were observed through the dialogues organised and hosted by women at the community level with SSIs. Reportedly, these dialogues provided a platform for communities to highlight a range of issues, including insecurity, for response by SSIs.

In assessing the project's performance against **indicator 2.2.1** ("Number of dialogues involving security forces and peace hut women in targeted zones"), the project met its target by facilitating the hosting of 48 dialogues between the 12 targeted peace huts and SSIs in the counties of intervention.

Members of Tiappa Peace Hut with the Evaluation Team.

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

While results at the community level were found to be strong and peace hut women were involved in the development process of the LNAP 1325, which to some extent created linkages with national actors and provided the women an opportunity to influence a national agenda on security reform, the evaluation did not find further linkages between peace huts and national actors.

Output 2.2 ("Increased confidence and uptake of the security and justice sectors for rights violations and dispute resolution at the community level – with focus on building trust between the community and security and justice institutions through women-led peacebuilding initiatives, and enhancing linkages with the GSSNT") focused on linkages between peace hut women and the ET and between peace huts and the GSSNT. It was reported that the GSSNT did outreach activities in the counties in order to inform communities of the existence of the task force and how it could be reached. How many counties were covered by those outreach activities and how many peace hut women were

targeted was not mentioned.

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

OUTCOME 2:		Community-based women leaders influence justice and security reform processes, especially in border areas, and demand accountability at all levels	
Outputs	**Indicator per outcome and output**	**Activity, target & results**	**Status**
	Outcome Indicator 2a: Extent to which security sector structures engage community-based women's organisations in the reform processes **Baseline (12/2017):** Zero **Target (06/2019):** Coordination mechanism between security institutions and 12 peace huts is established and functional	Elements identified and related to coordination mechanisms between security institutions and 12 peace huts are established and functional **Target:** Coordination mechanisms between security institutions and 12 peace huts are established and functional **Results:** 48 dialogues were held between peace hut women and SSIs. These dialogues were validated by all peace huts visited However, these dialogues were focused more on community-level security issues and not on reform processes.	**100% met**
	Outcome Indicator 2b: Per cent of peace huts in the targeted zone, indicating improved coordination, reporting and response mechanisms with security sector structures **Baseline (12/2017):** N/A **Target (06/2019):** 30% of all 12 peace huts coordinating with SSIs	**Target (06/2019):** 30% of all 12 peace huts coordinating with SSIs **Results:** The achievement was above the indicator's target of 4 (12*30% = 4). All 12 peace huts indicated that their coordination with SSIs in their communities has improved immensely Many peace huts indicated that except for the LNP, this project was the first initiative to establish a coordination mechanism between the peace huts and the LIS and LDEA at the community level	**100% met**
Output 2.1: 12 women peacebuilding networks in border areas have the capacity and skills to lead and meaningfully engage in the national security agenda as members of the county, district and community security structures	**Output Indicator 2.1.1** Number of functional peace hut women trained on conflict prevention management and resolution and use of the referral pathway **Baseline (2016):** Women in 8 functional peace huts trained **Target (12/2018):** Women of 12 peace huts trained in GBV, WPS, land rights, LNAP 1325, their dialogues agendas', conflict mediation, negotiation, advocacy, etc)	**Activity 2.1.1:** Training for women's groups and their networks in 8 existing peace huts and 4 new ones in border counties in community dialogue, security sector reform, networking, mediation, advocacy techniques and understanding of LNAP 1325 **Target:** Women of 12 peace huts trained in GBV, WPS, land rights, LNAP 1325 their dialogues agendas', conflict mediation, negotiation, advocacy, etc) **Results:** All 12 peace huts indicated that they were trained by Educare on conflict prevention management and resolution, and use of the referral pathway. In addition, it is stated in the annual report submitted to the PBO on 15 November 2018 that the capacities of 280 participants from 8 peace huts were enhanced in peacebuilding and conflict prevention and resolution **Activity 2.1.2:** Support community outreach and awareness on LNAP 1325 to enhance women's leadership and participation in peace and security 3 workshops were organised at the community level to share general information about WPS/ UNSCR 1325 • 27- 28/02/2019 • Workshop on development of implementation and monitoring structure of the second LNAP 1325 (51 participants) • 9-14 May 2019 Awareness-raising workshops on CEDAW, Beijing Platform for Action and LNAP 1325 (60 participants) • 20-21/05/2019 Workshop for second phase of LNAP 1325 (25 participants) Note: The main awareness-raising activities are ongoing. WAPNET recently signed an agreement with UN Women and is working on dissemination activities. An illustrator was recruited to work on community-friendly flyers. UNDP hired a consultant to produce a documentary on inclusive security	**90% met**

Output 2.2:	Output Indicator 2.2.1	Activity 2.2.1: Support dialogue between peace hut women and joint border security officers to improve service delivery and gender-responsiveness of security.	100% met
Increased confidence and uptake of security and justice systems for rights violations and dispute resolution at the community level—with focus on building trust between the community and the justice system through women-led peacebuilding structured linkages with GSSNT	Number of dialogues involving security forces and peace hut women in targeted zones _Baseline (12/2016, 12/2017):_ 10 _Target:_ 48 dialogues involving security forces and peace hut women in targeted zones	**Target:** 48 dialogues involving security forces and peace hut women in targeted zones **Results:** All 12 peace huts hosted dialogues with SSIs at the community level. It is reported that 48 dialogues were conducted **Activity 2.2.2:** Peace huts and their networks have their capacities strengthened and are empowered on early warning and reporting of violent occurrence as per local security procedures **Results:** Peace hut women were trained on EWER mechanisms. The ET received a report related to the mapping of early warning mechanisms, including the assessment of their strengths, weaknesses and lessons learnt The Liberia Peacebuilding Office was engaged by the IOM to conduct the Conflict Early Warning Mapping Exercise, which ran from 29 November to 11 December 2018	
	Output Indicator 2.2.2 Number of peace huts trained on early warning and reporting on the occurrence of SGBV as per local security procedures. _Baseline (01/2018):_ TBD _Target (12/2018):_ 12 peace huts trained (how many women per peace hut or only 12 women)	**Number of peace huts trained on early warning and reporting on the occurrence of SGBV as per local security procedures.** **Target (12/2018):** 12 peace huts trained **Results:** The early warning workshop was conducted in Ganta and Nimba counties on 18-22 December 2018 22 participants attended the training, with 2 representatives from each peace hut	100% met

QUESTION 4.2.2: To what extent are beneficiaries satisfied with the results?

**Finding 7:** The project's beneficiaries, implementing partners and involved UN agencies are very satisfied with the project results.

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

- 90 per cent of the indirect beneficiaries are satisfied with the project's results at community level

- 82 per cent of the direct beneficiaries are satisfied with the project's results at community level

- 80 per cent of the involved partners (UN agencies, ministries, security institutions and CSOs) are satisfied with the project's results at community and national levels.

QUESTION 4.2.3: To what extent have capacities of relevant duty-bearers and rights holders been strengthened?

**Finding 8:** The capacities of relevant duty-bearers and rights holders have been strengthened at various levels by the intervention.

Through the use of semi-structured questionnaires and analysis during the interviews, group discussions and field visits, the ET found that duty-bearers have had their capacities strengthened at various levels (institutional and individual levels). The findings demonstrate that 93 per cent of interviewees who attended various capacity-building activities have changed their mindset in regard to GE-related issues and the role of women in the justice, peace and security sectors. Two out of three beneficiaries initiated concrete changes at organisational level

in spite of the barriers some of them are facing in the change management process.

At individual level

Transformation and internal changes were observed and reported during various interviews. Women who received capacity-building are now not afraid to apply for high-level, decision-making positions within their organisations. Men who had stereotypes related to the recruitment of their female counterparts in the security and justice sectors changed their mindsets after attending various trainings (77 per cent of male respondents).

At institutional level

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

LNFS promoted women to two senior positions. Also, a Facebook account was created to strengthen the networking and learning experiences of GSSNT members, and it is operational and updated.

In spite of these successes, there are reportedly further challenges at institutional level that hinder the representation and participation of women at decision-making levels. It was reported that in some institutions, some officials who attended trainings are now facing unexpected barriers from their direct supervisors, who see them as a threat to their own position (38 per cent of respondents from a sample of trained women and men).

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

At national level

Various gender policies and strategies are being revised and developed by some ministries and security institutions. However, there is still a need to provide technical support to those institutions for the development of gender policies and frameworks. The level of financial resources necessary to effectively implement these policies will be a challenge.

At community level

The targeted four peace huts were built within the project framework with funds from PBF. Two additional peace huts were built with funding from the Swedish Embassy. The six new peace huts are all operational.

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

During the field visits, it was observed that women were meeting in the peace huts once to twice a week to discuss various issues related to the risks and threats to their own security and conflict resolution at family level. They also used the space to reflect on the financial dimension of the VSLA and the activities that will ensure the sustainability of the structures[17].

The evaluation identified an unexpected outcome at this level. It was reported

17 Sustainability plans were developed by the project for all the peace huts and financial analyses were conducted for 35 huts.

that following the project, women better understand the value of education for their girls and boys and are more committed to sending them to school, even when the schools are far away, as in remote areas, and other challenges are faced. These women want their children, girls in particular, to have more options and opportunities and wish to see them working at high decision-making levels.

Finding 9: The organisational structures, managerial support and coordination mechanisms put in place by the project effectively supported its delivery, even though a few challenges were reported at various levels.

The evaluation found that the project set up a Project Management Board composed of the three co-chairs of the GSSNT: the ministers of Defence; Gender, Children and Social Protection; and Justice. The country representatives of the three participating UN agencies, IOM, UNDP and UN Women, were also members of the board.

The representatives of UN Women and the MoJ were the two co-chairs of the board. Both of them represented the project at the PBF Steering Committee and the board also included the Chairlady of National Peace Hut Women of Liberia.

At project management level, the project was led by UN Women. A WPS Specialist was hired to coordinate, manage and supervise project implementation and to provide technical advice to UN agencies. She was also in charge of reporting to the project board on the implementation of activities, achievement of results, and financial accountability of the project. The WPS Specialist also coordinated various activities and worked closely with the GSSNT Secretariat, which consists of three technical leads from the MoJ, MoD and MGCSP, who are responsible for the coordination and roll-out of activities with the security institutions.

The WPS Specialist was assisted by a Peacebuilding Officer, who supported the management of the project and provided technical support.

The two other participating UN agencies, IOM and UNDP, had Project Managers as focal persons for the oversight and implementation of the activities that each agency was expected to contribute to.

A board meeting was organised only once during the entire project, but it was reported that various technical meetings were held and were helpful in ensuring successful project management.

Even though a risk assessment was conducted by the project management and the key partners before the project's implementation[18], a few challenges were reported.

At project management level

At the very early stage of the project's design, a few challenges in collaboration between UN agencies occurred as the funding allocated to the components was limited given the outcomes to be achieved. Low interest from UNDP in the intervention was reported by the lead agency (UN Women) until concrete linkages between UNDP's own priorities and the project intervention were found, after which UNDP considered the areas covered by the project relevant.

At government level

Project management faced challenges related to the structure of the government institutions, which are built around three levels of leadership: high-level leadership, medium-level and technical level. Because of this structure, information shared with government counterparts in one level was often not disseminated to those in other levels.

18 See project document Inclusive Security: Nothing for Us without Us. **http://mptf.undp.org/factsheet/project/00108312**, p.27.

The collaboration with the MGCSP also faced various challenges because the project was designed by the previous government and implemented by the current one. All involved UN agencies and implementing partners expected the MGCSP to be more active and to take stronger ownership of the project activities.

Finally, the risk assessment analysed the level of risk related to the delayed inauguration of the new government as "low" in relation to the occurrence of the project and "medium" regarding the severity of its impact. However, it turned out that project implementation was reportedly delayed up to six months. In hindsight, the two criteria should have been assessed as having "high" risk levels and appropriate measures put in place to mitigate the risk.

At CSO level

The coordination mechanism with CSOs worked well. The main challenges reported were related to communication, as a majority of women do not have email accounts and exchanges were mainly by phone (where connectivity and network coverage allowed).

QUESTION 4.2.5: To what extent are the project approaches, strategies and practices innovative?

Finding 10: The intervention's approaches, strategies and practices included strong innovative elements.

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

- The successful linkage at the community level of peace and the economic rights of women, through the VSLA activities provided in the peace huts

- The successful linkage between trained officials operating at national level with peace hut women operating at county level

- The sustainability plans developed during the project intervention for various security institutions, and financial analyses of 35 peace huts (which also included sustainability plans)

- The project used social media to highlight and disseminate positive results. A Facebook page was created by the GSSNT for people to connect, to make the security sector attractive to young women and men, and for the GSSNT to share its experiences and learn from other project participants.

The page is active and up to date

- The linkage between the Standing Police Capacity of UN police and UN Women Liberia. As a result of this, a Gender Advisor was sent to Liberia to conduct an audit, and also assisted in the development of a gender policy and a five-year implementation plan, this being the first cooperation of its kind globally

- The inclusion of active and retired female personnel who hold or previously held top positions in SSIs, to share their experiences with current female officers, was innovative and facilitated knowledge transfer on how to climb the career ladder in the security sector

- The exchange visit of a delegation from UN Women Mali and partners.

Finding 11: The participating UN agencies made significant contributions towards the implementation of global norms and standards for gender equality and inclusive security in Liberia.

UN Women, UNDP and IOM played crucial roles in ensuring that gender equality, human rights and inclusive security were promoted and considered by actors at various levels as fundamental for sustainable peace and justice in the country.

The project successfully managed to reinforce capacities of civil society representatives and officials operating in the security and justice sectors at national and community levels, who are now acting as change agents within their families, communities and institutions. The revision of various gender policies and strategies of ministries and security institutions, and the development of sustainability plans by SSIs and peace huts are concrete elements that contribute towards the implementation of global norms and standards for gender equality and inclusive security in Liberia.

Finding 12: The intervention built significant synergies, mainly with other programmes being implemented at country level by the UN but failed to build synergy with programmes from INGOs.

The evaluation found that the project built synergies, mainly with other relevant programmes being implemented at country level by the UN and European Union (EU). Some of the activities of this project, such as the development of the gender policy of the LNP (called the Gender and Human Rights Administrative Instruction) were cost-shared with another project funded by the PBF, which involves UN agencies such as UNDP and UN Women: the Rule of Law Project. In addition, the implementation of the EU/ UN Spotlight Initiative and UN Women's next Strategic Note should help to ensure the sustainability of the results already achieved in this project. In addition, it was reported that IOM and UNDP are both involved in a cross-border project. Some of the activities conducted in that project were used for this project.

However, the project did not manage to effectively build synergies with programmes from INGOs operating in the peace and justice sectors in Liberia. The evaluation found that the project consulted KTK and other international organisations during the development of LNAP 1325 but did not manage to build synergies with programmes from INGOs working on WPS and advancement of UNSCR 1325 in the country.

Finding 13: The evaluation found that staffing levels in UN Women, IOM and UNDP were highly appropriate for the intervention and its objectives.

All involved project staff (two men and five women) from UN Women, UNDP and IOM are very experienced (from 7 to 15 years working experience) with solid and complementary backgrounds in the fields of gender equality, human rights, migration and peacebuilding. All

are graduates with at least a Bachelor's degree and 90 per cent of them hold a Master's degree.

UNDP had worked on the previous LNAP 1325 in Liberia and appointed three very experienced staff for this project: a Team Leader with substantial expertise in governance and public institutions, who provided programme management oversight, a Gender Justice Specialist with solid expertise in gender equality, who served as the Project Manager for the joint project on behalf of UNDP, and a Programme Associate with more than 10 years' experience, who provided technical and managerial support to the project.

UN Women led the project with a highly effective team, composed of a WPS Programme Specialist with 14 years of programme, policy and managerial experience in the fields of gender equality, women's empowerment and WPS in post-conflict and peacebuilding countries, who acted as a Project Manager. She was assisted by a Gender and Peacebuilding Project Officer with 11 years' experience in project management and gender equality, and a WPS Officer with 8 years' experience.

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

4.3 EFFICIENCY

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

> **QUESTION 4.3.1:** Have resources been allocated strategically and appropriately utilised to achieve project outcomes, expected outputs and objectives?

Finding 14: The resources allocated were strategically and appropriately utilised to achieve project outcomes, expected outputs and objectives, although the evaluation found that the budget was limited to some extent in relation to the focus of the project (WPS in a post-conflict country), the numbers of SSIs and ministries, the project's duration, the changing sociopolitical context (the project was designed with a past government and implemented under a new one) and the expected results, which were very ambitious

A total project budget of US$2 million was allocated by the donor, PBF, for a duration of 18 months. With the funds allocated to each agency, the project successfully managed to provide a solid support to peace and security efforts in Liberia.

UN Women received US$965,014.57, UNDP received US$524,201.52 and IOM US$489,795.93.

FIGURE 3: FUNDS ALLOCATED TO THE PROJECT, INCLUSIVE SECURITY: NOTHING FOR US WITHOUT US
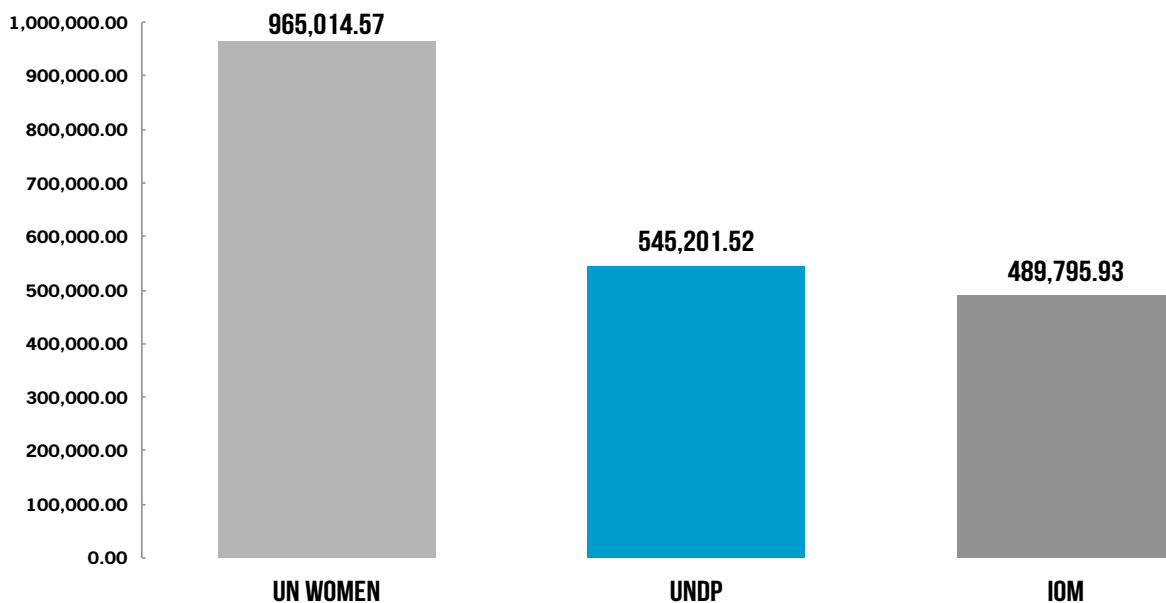
4.3.1 UN WOMEN BUDGET ANALYSIS

UN Women, which led the project, reported a delay of a few days in receiving the first instalment from PBF, and a delay of a few weeks for the second instalment. These delays did not impact the project's implementation.

However, the implementing partners of UN Women (primarily RRF and KAICT) reported delays of up to five weeks in the disbursement of funds, which impacted their planned activities.

The total budget allocated to UN Women was US$965,014.57, comprising:

For the management of activities under output 1.1 ("Increased capacity of government ministries and security institutions for the implementation and reporting of Liberia's LNAP 1325 and to promote gender-responsive SSR") a budget of US$220,885.07; output 1.2 ("GSSNT is equipped with tools and skills to coordinate the implementation of Liberia's LNAP 1325 and a gender-sensitive NSSRL") a budget of US$287,404.31 and output 2.1 ("12 women peacebuilding networks in border areas have the capacity and skills to lead and meaningfully engage in the national security agenda as members of the county, district and community security structures") a budget of US$183,402.09.

In regard to funds allocated to M&E, PBF allocated 5·7%. A budget of US$210,170.00 was planned for the project M&E and its implementation. However, the project allocated 22% of the total budget to monitoring and evaluation of activities, which enhanced the quality of the results observed by the evaluation.

The evaluation also found that UN Women financed more activities in the peace huts than planned. The agency explained that this was due to the need to strengthen the positive results they had observed during monitoring visits. Knowledge gaps of women on WPS-related issues were also identified as an area to be urgently addressed through awareness-raising on UNSCR 1325.

The evaluation found that the budget line related to equipment represented 408 per cent of the planned amount. Financial staff at UN Women explained that this was because a transfer related to the transportation service (a vehicle) was made directly to the MoJ.

The following unexpected costs were observed by the ET:

- The sustainability plans were not budgeted at the start of the project, although this was expressed as a condition for the second instalment. UN Women used the budget line for

LNAP 1325 to finance the activities related to the sustainability plans of the peace huts (see output 1.2).

- Legalization of the peace huts was not budgeted although it was part of the project document. AFELL had an agreement with the project to legalise the peace huts.

- Travel costs were increased because of the activities in the field related to the sustainability plans and the specific support to peace huts.

In regard to human resources, it was observed that three project managers were involved in different phases of the project. The project was designed by one project manager, then another project manager took over the planning phase. Finally, a WPS Specialist was recruited to lead project implementation. This did not impact the project but represents a high turnover of staff in regard to its 18-month duration.

The budget line related to staff and other personnel reveals that only 12 per cent of the planned budget was used by UN Women. On the one hand, the salaries of the Project Manager and WPS Specialist were fully paid by the Swedish Embassy. On the other hand, it was reported that budget categories used by PBF do not match the codes used by UN Women and UNDP. In the category under 'staff', the donor PBF refers to individuals hired on fixed-term appointments. However, no individual working on this project had that kind of contract, so money remains unspent in this budget line. The expense related to the salary of the Project Officer is now categorised under 'contractual services' and paid by the corresponding budget line. 88 per cent of the full amount remains in the budget line for staff and other personnel.

Three months before the project ended (April 2019), PBF shared a guideline with the UN agencies requesting that they follow specific formats and categories in their reporting. This created challenges for the agencies (mainly UN Women and UNDP).

The evaluation found that this guide should have been sent at the start of the project, and that a specific workshop on how the budget categories used by PBF could match the codes used by the UN agencies would have been helpful.

4.3.2 IOM BUDGET ANALYSIS

US$489,795.00 was allocated in total for the activities and outputs under the management of IOM for output 2.1 ("12 women peacebuilding networks in border areas have the capacity and skills to lead and meaningfully engage in the national security agenda as members of the county, district and community security structures"), US$197,093.88 was planned; output 2.2 ("Increased confidence and uptake of the security and justice sectors for rights violations and dispute resolution at the community level — with focus on building trust between the community and security and justice institutions through women-led peacebuilding initiatives, and enhancing linkages with the GSSNT") was budgeted US$260,669.39.

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

In regard to human resources, the budget line related to staff and other personnel received 30 per cent of the total budget and 63 per cent of the operations budget (40 per cent VSLA, 7 per cent overhead and the rest for training). In the budget allocated to staff, the 30 per cent was used to finance the salary of the Head of Mission, Project Manager, IT, and the Driver. Another part of this budget line was used to rent offices and to finance communications activities.

4.3.3 UNDP BUDGET ANALYSIS

US$545,201.52 was allocated to UNDP for the management and implementation of activities under output 1.1 ("Increased capacity of government ministries and security institutions for the implementation

and reporting of Liberia's LNAP 1325 and to promote gender-responsive SSR") US$314,247.82 and output 1.2. ("GSSNT is equipped with tools and skills to coordinate the implementation of LNAP 1325 and a gender-sensitive NSSRL") US$195,286.30.

According to UNDP, the budget received for the activities planned per output was manageable but not sufficient. The agency managed to implement 75 per cent of the planned activities but said that if more funding had been provided their impact would have been more significant.

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

The agency did not face any unexpected costs and the M&E budget was under the responsibility of UN Women.

In regard to human resources, a certain percentage (not clearly indicated by the Project Manager) of the budget line under staff was used to pay staff costs relating to the Chief Technical Advisor. How the expenses of the other staff members were covered by this budget line is not indicated.

QUESTION 4.3.2: Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the project team mitigate its impact?

Finding 15: Various delays were reported during project implementation and some outputs were not fully delivered as planned.

The evaluation found that the project did not experience significant delays in receiving the funds from PBF. A slight delay was reported for the first payment, which was expected to be transferred on 1 January 2018 but was received on 9 January 2018. This delay did not impact activities as the project was put on stand-by for six months due to the political transition in the country.

The second transfer was expected on 15 November 2018, but was made only in January 2019.

However, the implementing partners of UN Women and UNDP reported a few internal delays of up to two months in receiving the funds. RRF, in charge of constructing the six peace huts, reported major delays in receiving funds from UN Women. This impacted the construction of some peace huts and their timely delivery.

Medica Liberia also reported major delays in receiving funds from UNDP,

which caused some planned activities to be postponed.

Educare did not face delays in funds disbursement from IOM.

In addition to the above-mentioned delays, the evaluation found that various socio-political elements impacted the delivery of some outputs. Indeed, the project was designed in a pre-election context and implemented with a subsequent government. The political transition delayed project implementation for six months. While the project ended on 8 July 2019, implementation of some activities is just beginning, including development of five-year strategies to ensure 30 per cent representation of women in ministries and SSIs.

4.3.4 HOW DID THE PROJECT TEAM MITIGATE ITS IMPACT?

Project staff from the three UN agencies are highly experienced and all of them have worked in extremely challenging socio-political contexts, where they had to manage unexpected situations under time pressure and deal with various constraints.

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

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

QUESTION 4.3.3: Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to changing country context?

Finding 16: The monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to the changing country context were effective, even though some points for improvement were identified.

The project designed a M&E plan in the early stages, with specific activities for each outcome. A budget plan was attached to the M&E plan. M&E indicators were well formulated and based on the SMART approach.

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

The following monitoring activities were identified during the evaluation:

• Reporting by implementing partners

• Site visits

• Quality control ensured by a local engineer who assessed the quality of peace huts constructed by RRF (implementing partner)

• Regular exchanges with other involved UN agencies

• Reporting to the funder, PBF

• Dissemination of pictures

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

QUESTION 4.3.4: Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without comprising the project quality?

Finding 17: The joint project and its components were cost-effective and solid results of activitie s have been identified. The activities and outputs could not have been delivered with fewer resources without compromising the observed project quality.

The project managed to achieve consequential results that will serve as solid support to peace and security development issues in Liberia, despite a very short time frame of 18 months, the changing socio-political context, the large number of partners, the number of direct beneficiaries at various levels and a limited budget of US$2 million.

The strongest results were produced by activities at community level around the peace huts, those related to the capacity-building of women in the counties, development and enhancement of the EWER system, capacity-building related to the VSLA, and the dialogue between women and local security institutions. With the limited budget allocated to those activities (for example the VSLA received a budget of US$50,000, of which US$309,484 was allocated to activities related to capacity-building of peace hut women, dialogues with local security officials and EWER), very strong results were observed, particularly in the border areas (results of output 2.1, activity 2.1.1, output 2.2 and activities 2.2.1 and 2.2.2).

Good results were also obtained by a second component of the project: capacity-building of officials from the security and justice sectors, CSO representatives and GSSNT members on GE and WPS-related issues (although more training was requested by 71% of respondents). Networking with retired female security officers in January 2019 and a field visit of trained officials to the peace hut women, organised by KAICT, were reported as being very relevant. These results demonstrate the need to enhance local and regional networking among women operating in the justice and security sectors in the region (results of output 1.2, one element of activity 1.2.1 related to South-South exchange, and results of activity 1.1.2).

Activities implemented under outcome indicator 1 (LNAP 1325 revision, endorsement and related activities), output 1.1 (activity 1.1.1) and output 1.2 produced moderate results, although outcome 1 and related outputs and activities received the majority of funds from the allocated budget.

QUESTION 4.3.5: Has the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this?

Finding 18: The project managed to improve efficiency in terms of delivery even though some delays were reported by UN agencies and the implementing partners. Avoidance of duplication at national level was observed. However, the lack of mapping to identify existing structures operating in the WPS sector in the counties impacted the extent to which synergies could have been better utilised.

Existing synergies with other ongoing UN programmes focused on peacebuilding prevented the project from wasting the already limited human and financial resources available. Some activities related to SGBV were not directly covered by the project (with the exception of LNAP 1325 revision, which focuses on SGBV). For example, activity 1.2.1 focusing on SGBV was not implemented because the rule of law programme financed by PBF and managed by the same UN agencies already covers this dimension. The funds initially allocated to this activity were used to conduct a gender audit of the MoJ, which resulted in the MoJ planning to create a Gender Unit.

However, the evaluation found that the project did not conduct mapping at community level to identify other actors, programmes or interventions operating in the area of peace and security and collaborating with peace hut women. For instance, observatories are in place in the counties, composed of women, men and youths with a clear mandate from the communities, and to some extent the GoL, to prevent or respond to SGBV and conflicts. These observatories are receiving basic financial support from the GoL through the MGCSP. The synergies between the observatories and the peace hut women would have been helpful to the project at community level.

4.4 SUSTAINABILITY

Sustainability refers to the likelihood that project results will continue after the intervention is completed or to the probability of continued long-term benefits.

Sustainability was examined by assessing the likelihood that project results will continue to have an impact after the project's end date or the probability of long-term benefits at national and community levels.

> **QUESTION 4.4.1:** Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in gender equality and human rights after the end of the intervention? What is the likelihood that project results will be of use in the long term? How was the sustainability strategy planned and has it been proven successful?

**Finding 19:** The project's management and partners developed sustainability plans during implementation that ensure the project results will be of use in the long term.

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

The evaluation found that the project put certain elements in place to ensure that partners develop their own exit strategies and sustainability plans.

The project performed well in building the capacity of national-level stakeholders, especially members of the GSSNT, whose GEWE knowledge and capacities were enhanced. Analysis of responses from training beneficiaries showed that 91 per cent of respondents felt well equipped and have gained confidence to advance GEWE within their organisations. GSSNT members who benefited from training have started to advocate for gender mainstreaming in their institutions.

At institutional level

Strategies and plans have been revised to consolidate the results achieved by the project. Successful implementation of the revised LNAP 1325, the GSSNT strategic plan, gender polices of SSIs and associated plans will be key in sustaining the results achieved under this project. Operationalization of these strategies, policies and plans will, however, depend on the availability of the human and financial resources at the disposal of beneficiary institutions.

At community level

The evaluation observed that the integration of economic empowerment (through the VSLA) into WPS was an in-built mechanism that will continue to sustain project results in the beneficiary communities. It was observed that the peace huts identified as strongest are those having successful income-generating activities. The infusion of funds into peace huts and the accompanying capacity-building related to fund management were found to be impactful.

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

Financial sustainability plans developed for the peace huts were found to be critical to sustaining the huts' activities. During focus group discussions, 82

per cent of respondents highlighted that there is strong will among peace hut women to implement the financial sustainability plans. A number of peace huts are engaged in agricultural activities that were part of their sustainability plans.

The legalization of peace huts as a national CSO was also said to provide a strong foundation for sustaining the huts' operation. Sixty-two per cent of peace hut respondents indicated that legalization will enable the peace huts to be consulted as a strong partner at national level. Peace hut women also believe that this will enhance their visibility at national and global levels. It was mentioned by 23 per cent of respondents that the global award won by the peace hut women in New York will enhance their visibility at national and international levels.

Respondents revealed that the VSLA of peace huts will remain self-sustaining as women continue to be engaged in activities that generate income to cover the payment of their shares. They added that this will enable peace hut women to continue working together and contributing to peacebuilding and conflict resolution at the community level. Peace huts' continuous engagement in peacebuilding will also strengthen their collaboration with SSIs at the community level. About 70 per cent of respondents confirmed that strong partnerships have been developed between peace huts and SSIs through various dialogues and that these partnerships will continue to exist after the project.

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

QUESTION 4.4.2: How have partnerships (with governments, UN, donors, NGOs, CSOs, religious leaders and the media) been established to foster sustainability of results?

Finding 20: Partnerships established with the GoL, UN, donors and local CSOs during the project's design and implementation were found to be a positive factor to foster sustainability of results.

Strong and inclusive partnerships between UN Women, UNDP and IOM, government institutions and local CSOs were mentioned by stakeholders as a key success factor.

During interviews, 59 per cent of respondents noted that ongoing engagements among the multi-stakeholder partnership at national level will continue to sustain project results.

At community level, the intervention successfully managed to ensure a solid partnership between peace hut women and local SSIs. This partnership has been strengthened through effective dialogue and the mechanism of joint conflict resolution observed in the visited counties, which were found to be factors that will foster the sustainability of the results.

Lastly, the evaluation found successful the innovative partnership initiated under the project between UN Women and the Standing Police Capacity of the UN Police, which resulted in a Gender Advisor travelling to Liberia to support the LNP in conducting a gender audit that informed the revision of the LNP's gender policy and its five-year implementation plan, known as the Administrative Instructions on Human Rights and Gender.

Finding 21: The activities around the peace huts and those related to the capacity-building of women have excellent results and should be carried over into the next phase.

The evaluation found that the following have excellent results and should be carried over into the next phase:

• Activities around the peace huts at community level and those related to the capacity-building of women in the counties

• Development and enhancement of the EWER system

• Capacity-building of peace hut women related to the VSLA

• The dialogue between women and local SSIs.

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

Networking events with retired female security officers, like the event organised in January 2019 and a field visit of trained officials to the peace hut women organised by KAICT, were reported as being very useful. Such actions, along with South-South exchanges, need to be further strengthened.

Finally, the results of outcome indicator 1 (revision and endorsement of the LNAP 1325), should be consolidated and LNAP 1325 implementation included in the next phase of the project.

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

Finding 22: Linking peace to economic rights at community level, partnering with the Standing Police Capacity of the UN Police and promoting South-South exchanges were the main innovative approaches identified that can be replicated.

The evaluation observed positive results in linking peace and economic empowerment of women in the communities. The peace huts identified as strongest are also those having successful financial activities. This strategy can be strategically replicated and widened to include youth in the border areas, where they are vulnerable to using drugs and becoming involved in illegal activities. Such activities could then pose a risk to women and their activities within the peace huts.

In addition, the project managed to ensure the support of the Standing Police Capacity of the UN Police, which helped the LNP in developing a gender strategy and its five-year implementation plan. This kind of partnership could be extended to other peacebuilding projects in the country and region.

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

4.5 GENDER EQUALITY AND HUMAN RIGHTS

Gender equality and human rights refers to the extent to which gender and human rights considerations have been integrated into the project design and implementation.

Finding 23: The project is gender focused.

All objectives, strategies, approaches and activities highlighted in this report are focused on addressing the root causes of gender inequalities in SSR in Liberia.

Finding 24: The budget allocated to the project was fully used to take actions and implement activities towards the advancement of gender equality and WPS in Liberia.

UN Women, IOM and UNDP worked with GoL institutions and CSOs to achieve the objective of promoting gender equality in the security sector and enhancing the capacity of national justice and security institutions to prevent and respond to all forms of violence against women.

A total budget of US$2 million was allocated to the project by the donor PBF for a duration of 18 months. UN Women received US$965,014.57, UNDP received US$524,201.52 and IOM received US$489,795.93.

The funds were fully used to achieve the objectives of promoting inclusive security in Liberia.

Finding 25: SGBV, sexual harassment in the workplace, prevailing stereotypes on women in the security sector, as well as the lack of support from the hierarchy of some SSIs to their gender advisors or officials promoting gender equality, were identified as the main constraints to addressing GE and human rights during the project's implementation.

During the project design, it was found that the violation of women's rights was an issue in workplaces at the national level. Also, from existing evidence it was identified that women in the security sector were already a marginalised group. This influenced the formation of the GSSNT in 2016 (launched in 2018) to monitor inclusiveness in SSIs.

Through capacity-building of GSST members, the project addressed harassment as well as sexual exploitation and abuse in the workplace in order to

ensure that women work in safe spaces at the national level.

In addition, the project collaborated with the Civil Service Agency to conduct trainings on sexual harassment in the workplace. It was indicated that some women revealed during the trainings that they had been harassed but didn't report it because of lack of knowledge on reporting procedures and lack of trust in the judicial process. The trainings provided women with clear understanding

of the reporting procedures as outlined in the agency's regulations.

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

QUESTION 4.5.4: What level of effort was made to overcome these challenges?

Finding 26: The intervention built significant synergies with other projects from the UN addressing SGBV in Liberia, and ensured that the endorsed LNAP 1325 is also strategically addressing SGBV and other human rights abuses in the long term.

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

The project strategically integrated SGBV prevention and protection of women into LNAP 1325, which was revised under

the project. Lastly, the project also complements the Swedish Embassy-funded Rule of Law Project, which focuses on building a framework for data collection and reporting on SGBV.

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

QUESTION 4.5.5: Were the processes and activities implemented during the intervention free from discrimination to all stakeholders?

Finding 27: Interviews with project stakeholders and beneficiaries revealed that project design and planning integrated human rights as a key principle of the intervention.

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

5. CONCLUSIONS

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

CONCLUSION 1:

The joint project's objectives and focus on inclusive security were highly relevant to national priorities and policies of the GoL and the SSIs at the time of design. The project was also relevant to international, regional and national WPS instruments. However, new risks in the border areas have been reported and specific capacity-building activities are required to address them.

The conclusion is based on evaluation findings numbered 1,4,5,11 and 23.

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

The project successfully addressed the needs and priorities of women and men by providing actions to reinforce the capacities of officials in the security and justice sectors, establishing the GSSNT with well-trained members from 10 security and justice institutions, and actively initiated dialogue between women leaders and security officials in the counties.

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

CONCLUSION 2:

The joint project has laid a strong foundation for addressing the root causes of gender inequality, sexual harassment in the workplace and the low representation of women at high and middle decision-making levels in the security and justice sectors in Liberia. However, the lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being developed or revised.

The conclusion is based on evaluation findings numbered 1, 2, 4, 5, 6, 8, 11, 17, 21 and 23.

All the gender-responsive frameworks provide a strong basis for future programming aiming to address the root causes of gender inequality and discrimination against women in the male-dominated security and justice sectors in Liberia. Strengthening gender-responsiveness of security institutions and promoting a HRBA in planning, budgeting and monitoring are now a priority of all actors from CSOs and the GoL.

However, there is a need to ensure the implementation of the above-mentioned gender policies and strategies being developed or revised, as many justice and security institutions lack the financial means to implement those frameworks.

CONCLUSION 3:

Available evidence indicates that the joint project has significantly contributed to grounding gender equality and human rights principles in the security and justice sectors at individual, community, institutional and national levels. However, some challenges have been observed at the institutional level.

The conclusion is based on evaluation findings numbered 1, 2, 4, 6, 7, 8, 11, 26 and 27.

The evidence demonstrates that the focus of the joint project on integrating gender equality and promoting the advancement of WPS and UNSCR 1325 at all levels has been very successful in spite of the reported sociopolitical challenges the project faced in its implementation. Several gender-responsive strategies and policies, legal frameworks and LNAP 1325 were revised and endorsed. In addition, new gender policies and strategies are being developed for three ministries and six security institutions to ensure the increase to a minimum of 30% the representation of women in the security and justice sectors.

It will be important to address the institutional barriers reported by various officials from the security and justice sectors, who have drawn attention to the lack of support from some of their supervisors in their work towards the advancement of gender equality within their institutions.

CONCLUSION 4:

Capacity-building of various actors from the justice and security sectors provides strong and sustainable foundations that help to ensure better representation of women at middle and high decision-making levels within justice and security institutions

The conclusion is based on evaluation findings numbered 4, 6 and 8.

Strengthening of technical and human capacity provided by the joint project has created well-equipped officials within GoL ministries and SSIs, who are now advocating and promoting gender equality

and the advancement of WPS. They are aware of the importance of gender audits, analysis and mainstreaming in justice and security policy management. In future, the focus will be on developing new gender strategies, policies and frameworks within all ministries and security institutions, as well as ensuring that financial and implementation plans are in place.

Lastly, there is a need to attract young women and retain qualified and well experienced women in the security sector, which suffers from a bad reputation and stereotypes. In addition, SGBV and sexual harassment in the workplace, as well as the lack of support from the hierarchy of some SSIs to their gender advisors or officials promoting gender equality, need to be specifically addressed in further interventions as they were identified as the main constraints to addressing GE and human rights in the security sector.

CONCLUSION 5:

Intervention focusing on peacebuilding and the economic empowerment of women in the communities is an innovative approach and strategy that prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels.

The conclusion is based on evaluation findings numbered 4, 10, 21, 22 and 23.

The evaluation observed that the most dynamic peace huts are those having successful income-generating activities. Economic empowerment and peace were found to be impactful. Peace hut women revealed that the funds provided to the peace huts enabled them to secure loans and invest in businesses that are helping them keep their children (boys and girls) in school and support their partners in meeting other household needs.

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

youth help to reduce exclusion and maximise social mobility.

CONCLUSION 6:

The project was catalytic in building capacities of officials on GE and human rights and in enhancing synergies with government ministries, security institutions and peace hut women, as well as in collaborating with strategic partners such as the Swedish Embassy in Liberia and the Standing Police Capacity of the UN Police. However, the project failed to build strong synergies with INGOs working in peace and security.

The conclusion is based on evaluation findings numbered 3, 6, 12, 18 and 20.

Direct project beneficiaries have strengthened capacities to address the root causes of inequalities and the low representation of women in the security and justice systems at national and community levels.

The catalytic efforts of the project generated a better understanding of inclusive security in Liberia, gender equality and WPS, which are necessary to ensure sustainable peace.

In addition, the project managed to successfully collaborate with the Standing Police Capacity of the UN Police. As a result, a Gender Advisor was sent to Liberia and supported the LNP in developing its gender strategy and the five-year implementation plan.

Finally, the project ensured further funds from another donor (Swedish Embassy) but failed to collaborate with INGOs operating in WPS.

CONCLUSION 7:

The project's approaches, strategies and practices were innovative, and the achievements contribute to enhancing sustainability of the results. However, the sustainability plans should have been developed at the project design stage.

The conclusion is based on evaluation findings numbered 7, 10, 19 and 24.

Within a project duration of 18 months, the project successfully managed to initiate innovative approaches and practices, such as promoting the link between peacebuilding and economic rights of women through VSLA activities provided in the peace huts, the development of sustainability plans for various security institutions and for 35 peace huts, as well as the connection between the UN Department of Peacekeeping Operations and the LNP. These innovative approaches helped the project to achieve positive results in spite of the constraints encountered and the risks and challenges faced in a changing socio-political context.

CONCLUSION 8:

Experienced project staff and a solid monitoring plan and budget were in place and ensured the high quality of the project's results. However, some elements challenged the delivery of some outputs.

The conclusion is based on evaluation findings numbered 9, 13, 14, 15 and 16.

The M&E indicators were formulated following a SMART approach and the project management ensured the implementation of the M&E plan. Various activities were reported, such as site visits, reporting by implementing partners, regular exchanges with other involved UN agencies and dissemination of pictures. The donor, PBF, allocated 5-7 per cent to M&E but the project used 22 per cent from the total budget for the monitoring and evaluation of activities. This ensured the effective implementation of the planned M&E activities, in spite of the highly challenging context, and enhanced the quality of the project results.

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

6. RECOMMENDATIONS

This section provides recommendations that may be used for future programming. The following recommendations have been developed based on the final evaluation's findings and conclusions.

RECOMMENDATIONS			
Conclusions	**Recommendations**	**Responsible**	**Priority**
Conclusion 1: The objectives of the joint project, Inclusive Security: Nothing for Us without Us, and its focus on inclusive security were highly relevant to national priorities and policies of the GoL and the SSIs at the time of design. The project was also relevant to international, regional and national WPS instruments. However, new risks in the border areas have been reported and specific capacity-building activities are required to address them	**1.1** Mapping of existing structures operating in the field of peace and security in the counties is key. Mapping will serve to identify established structures around the peace huts and enable the design of clear interventions aimed at consolidating joint efforts for peace within communities. It will also prevent duplication and ensure better use of the synergies available. The ET is aware of the very limited budget available for the security institutions, which could be a challenge in implementing this recommendation	MGSCP, MoJ, MoD	Immediate
	1.2 Officials from the security and justice sectors in the counties need to receive capacity-building in prevention of human trafficking and drug abuse	UN Women, UNDP, IOM and PBF	Immediate
	1.3 At community le vel, particularly in the border areas, peace huts should be further equipped with the appropriate tools to deal with the new risks related to drug abuse and human trafficking	UN Women, UNDP, IOM	Immediate
	1.4 There is a need to strengthen the existing EWER system	GSSNT & the related SSIs	Immediate
	1.5 Representations of the GSSNT must be established at county level to support the local efforts of peace hut women	UN agencies MGSCP, MoJ, MoD	Mid term
Conclusion 2: The joint project laid a strong foundation for addressing the root causes of gender inequality, sexual harassment in the workplace and the low representation of women at high and middle decision-making levels in the security and justice sectors in Liberia. However, the lack of budget and financial resources could negatively impact the effective implementation of the gender strategies and policies being revised or developed	**2.1** There is a need for future interventions to consolidate the results to ensure that a budget and implementation plans are in place within all the security institutions whose capacities were strengthened by the project. This must also be taken into account when UN agencies and partners review or revise existing gender policies or design and support the approval of new ones. Security and justice institutions should demonstrate in a clear manner how they want to implement the policies being revised or drafted. The ET has been informed that the GoL is rolling out the GRB policy. The MoJ is a pilot ministry and the activities from its gender audit and implementation plan developed in the framework of this project have been integrated into the 2019-20 fiscal year budget statement	UN agencies, MGSCP, MoJ, MoD and Ministry of Defence	Short term
Conclusion 3: Available evidence indicates that the project has significantly contributed to grounding gender equality and human rights principles into the security and justice sectors at individual, community, institutional and national levels. However, some challenges have been observed at the institutional level	**3.1** There is a need to equip supervisors of officials trained with capacity on GE and WPS to ensure their active support within their institution. This might also help to prevent skill loss due to staff turnover	UN Women, UNDP and IOM & implementing partners	Short term
Conclusion 4: Capacity-building of various actors from the justice and security sectors provides strong and sustainable foundations, which help to ensure better representation of women at middle and high decision-making levels within justice and security institutions	**4.1** In order to attract more (young) women to the security sector, there is a need to support SSIs with a campaign aiming to improve their image in the country and to develop programmes that target young university-educated women who might be interested joining the security sector	MGSCP and MoD	Long term
	4.2 There is a need to organise more South-South exchanges with female security officers and relevant government officers from countries in the region and to share best practices at institutional levela	UN Women, UNDP and IOM	Mid term
Conclusion 5: Intervention focused on peacebuilding and economic empowerment of women in the communities is an innovative approach and strategy that prevents conflicts from happening and ensures sustainable peace and prosperity at family and community levels	**5.1** Activities around VSLA should be further strengthened and sustainability plans must be implemented	UN Women, UNDP, IOM and the peace huts	Immediate

Conclusion 6: The project was catalytic in building capacities of officials on GE and human rights and in enhancing synergies with government ministries, security institutions, and peace hut women, as well as in collaborating with strategic partners such as the Swedish Embassy in Liberia and the Standing Police Capacity of the UN Police. However, the project failed to build strong synergies with INGOs working in peace and security in Liberia	**6.1** There is a need to conduct mapping of all actors operating in the peace sector in Liberia in order to better utilise possible synergies at all levels. UN agencies could support the MGSCP, MoJ and MoD to develop mapping to identify the various who is working on peace and security in Liberia and where, at national and local levels	UN agencies MGSCP, MoJ, MoD	Short term
Conclusion 7: The project's approaches, strategies and practices were innovative and the achievements contribute to enhancing the sustainability of the project results. However, the sustainability plans should have been developed at the project design stage	**7.1** PBF should ensure that sustainability plans and an exit strategy are now systematically part of the project document and proposal before approval	PBF	Immediate
Conclusion 8: Experienced project staff and a solid monitoring plan & budget were in place and ensured the high quality of the project's results. However, some elements challenged the delivery of some outputs	**8.1** Recruit an M&E specialist	UN Women	Short term

7. LESSONS LEARNED AND INNOVATIONS

7.1 LESSONS LEARNED

The value of community-led alternatives to conflict resolution through the peace hut concept

Recognising and enhancing the roles of community-led initiatives such as peace huts in peacebuilding, by providing technical assistance and providing the peace huts with legal status in the country, is a fruitful and strategic approach to addressing gender inequalities and tackling the very low representation of women in the justice and security sectors.

Considering economic rights when designing and implementing interventions related to peace and security ensures solid results

The joint project demonstrated that

the link between peace actions and economic empowerment ensures solid results. The evaluation observed positive results in linking peace and economic empowerment of women in the communities. The most effective peace huts identified are also those with successful income-generating activities.

The fact that individuals (women, men and youth) are able to generate revenue to ensure that their basic needs are met provides a more peaceful environment that prevents conflict from happening and benefits families and communities.

Ensuring an exit strategy for all involved partners and developing sustainability plans reinforces the viability of the positive results in the long term, which will lead to impact

The short duration of projects and

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

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

Evidence from the joint project demonstrates that exposure to other women and men from similar geopolitical contexts provides powerful learning experiences and results. The visit of a delegation from Mali within the framework of the development of LNAP 1325 enabled all involved partners from the two countries to share best practices and provided a platform to exchange closely on key issues around UNSCR 1325 and its contextualization. Inviting former or retired high-ranking officials from the security sector to share their experiences and career development benefited women currently working in the sector and struggling with various challenges.

Capacity-building of officials from government ministries and SSIs in GE and WPS contributes to promoting gender friendly and gender-responsive institutions in a sustainable way, which should ensure the increased representation of women in the long term

The results observed after officials' capacities in GE and WPS were strengthened, as well as the response of existing institutions now willing to appoint gender focal staff or establish gender units, are concrete examples of the link between capacity-building of actors and the establishment of gender-responsive institutions.

The maximum 18-month time frame given by the donor PBF for the project is limited for sustaining results in a peacebuilding context but provided a very strong basis and positive results

that will serve for further interventions

7.2 INNOVATION

Partnership approach

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

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

Development of sustainability plans

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

Exposure between officials who received capacity-building at national level and grassroots level initiatives, such as peace huts

Officials from ministries and security institutions at national level are often not in direct contact with the realities of women and men in the communities. The skills acquired through capacity-building activities often target subsistence tasks and tend to overlook the specific and urgent needs of these women and men. Actively linking them to other peace and security actors operating at community level through this project has produced a profound impact.

ANNEX 1: TERMS OF REFERENCE OF THE EVALUATION TEAM MEMBERS

Terms of Reference – Final evaluation of the project, **Inclusive Security: Nothing for Us without Us** (jointly implemented by UN Women, UNDP and IOM)

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

BACKGROUND

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

Major socio-political obstacles persist, disallowing Liberia from attaining an inclusive security sector that can sustain peace and cater to the needs of women/ girls and men/ boys. Presently, women are grossly underrepresented in the sector, with an average of 17% across security institutions. Increased attention, resources and political will are required to reach the 30% quota for women in the security sector, as stated in Liberia's National Action Plan on UNSCR 1325, Liberia's revised national gender policy (2017-2022) and the revised 2017 NSSRL. Obstacles to reaching this quota include ongoing and systematic discriminatory practices and women's confinement to traditional roles.

Despite these challenges, gender equality and women's empowerment (GEWE) are central to peace and security in Liberia. As stated in the NSSRL (2017) ensuring gender mainstreaming at every level of security policymaking and practices is one of the national security objectives. The NSSRL provides a framework for reforming Liberia's Security Sector Institutions (SSIs) with the view to ensuring sustainable and coordinated architecture that meets the security needs of the people. Commendable efforts have taken place to reform the current security architecture, complemented by the GOL commitment to adopt international and national peace and security, human rights and gender equality policy and legal frameworks, such as the LPP, the National Defense Strategy, the National Action Plan for the Implementation of UN Security Council Resolution 1325, the National gender policy (NGP), the national Gender-Based Violence Plan of Action (GBV-PoA). In addition, Liberia ratified the Convention on the Elimination of all forms of Discrimination Against Women

(CEDAW) in 1984. These efforts largely contributed to the continued stability of the country and will ensure Liberia's transition to democracy, peace, security and development.

At present, Liberian security institutions lack the capacity to adequately respond to the different needs of women, men, girls and boys, by providing adequate and appropriate services and protection from violence and discriminatory practices. SGBV continues to be a major challenge for Liberia, with women and girls continuously facing high incidences of sexual and gender-based violence, harmful traditional practices, marginalisation and economic strangulation. Women are also affected by social inequalities, and official figures indicate significant gender disparity in employment opportunities, whereby 53% of women as compared to 74% of men are employed in Liberia[19]. Indicators also point out that 48% of women as compared to 73% of men are literate while 33% of women and 13% of men aged between 15-49 years have no education[20].

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

For Liberia, integrating gender in the security sector reform is not only a national commitment – it is underscored in international and regional normative frameworks including CEDAW (1979), the Beijing Declaration and Platform for Action (1995) United Nations Security Council resolution 1325 (2000) and the seven subsequent resolutions on women, peace and security[21]. For example, Security Council resolution 2106 (2010) calls for national security sector and justice reform processes that encourage women's participation. The recent Security Council resolution 2333 (2016) on Liberia also emphasized that persistent barriers to the full implementation of resolution 1325 will only be realised through dedicated commitment to women's empowerment, participation and human rights.

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

To address the existing challenges in the security sector, UN Women, UNDP and IOM are implementing the joint project, Inclusive Security: Nothing for Us without Us.

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

19 Liberia Demographic Health Survey 2013.

20 Ibid.

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

DESCRIPTION OF THE JOINT PROJECT

The joint project, titled Inclusive Security: Nothing for Us without Us, is funded by the United Nations Peacebuilding Fund. The project is being implemented in the following seven counties: Bomi, Cape Mount, Nimba, Lofa, Grand Gedeh, Maryland and Montserrado. The project started in December 2017 and will end in June 2019. The total budget for the project is US$2 million.

The project seeks to promote gender equality in the security sector and enhance the capacity of Security Sector Institutions (SSIs) for effective implementation of the Women, Peace and Security (WPS) agenda .In addition, the project aims to enhance women's involvement in the roll-out of decentralised peacebuilding efforts, such as early warning systems, county and district security councils and cross-border dialogues. Similarly, the project aimed to build and sustain trust between security institutions and communities, by catalysing women-led peace and security initiatives. The project beneficiaries include women and men from security institutions. Other beneficiaries are women in the peace huts in six counties and members of the GSSNT.

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

THE JOINT PROJECT WAS DESIGNED TO ACHIEVE TWO EXPECTED OUTCOMES WITH SPECIFIC OUTPUTS, AS FOLLOWS:

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

OUTPUT 1.1: Increased capacity of government ministries and security institutions for the implementation and reporting of Liberia's National Action Plan and to promote gender-responsive security sector reform.

OUTPUT 1.2: GSSNT is equipped with the tools and skills to coordinate the implementation of Liberia's National Action Plan and a gender-sensitive NSSRL.

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

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

OUTPUT 2.2: Increased confidence and uptake of the security and justice sector for rights violations and dispute resolution at the community level – with focus on building trust between the community and security and justice institutions through women-led peacebuilding initiatives and on enhancing linkages with the GSSNT.

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

for individuals and to be better able to promote sustainable peace and stability[22].

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

UN Women established a Project Management Team for project coordination, reporting and monitoring. UN Women is the lead agency responsible for liaison and coordination with other UN agencies, and the Government. UN Women was tasked with the responsibility of reporting project progress results and financial matters to the board. UN Women is also the agency that will manage this evaluation.

PURPOSE (AND USE OF THE EVALUATION)

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

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

The evaluation findings will be used by relevant stakeholders to:

• Enhance the collective capability of the Government at both the national and local levels to facilitate the implementation and monitoring of LNAP 1325 on Women Peace and Security

• Enhance leadership skills of women and their participation in key decision-making structures, with focus on the security sector

• Enhance participation of rural women in peacebuilding and security processes.

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

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

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

INTENDED USERS

The main evaluation users include UN Women, UNDP and IOM in Liberia, as well as the Peacebuilding Fund. Others include national stakeholders such as the Ministry of Justice, Ministry of Defence, Ministry of Gender, Children and Social Protection, line ministries in charge of the implementation of LNAP 1325 WPS, KAICT, RRF, Medica Liberia, Liberia Female Law Enforcement Association (LIFLEA), AFELL, and the peace hut network.

OBJECTIVES

The evaluation will be guided by the standard OECD/DAC evaluation criteria[23] and GERAAS criteria list; i.e., a focus on relevance, effectiveness, efficiency, sustainability, and human rights and gender equality.

The objectives of the evaluation are to:

• Assess the relevance of the intervention, strategy and approach in the implementation of the women's

peace and security agenda and achievement of women's rights

• Assess the effectiveness and efficiency of the project towards the achievement of impact results

• Assess the sustainability of the project

• Assess the quality of the inter-agency coordination mechanisms that were established at country level

• Determine whether a human rights approach and gender equality principles are integrated adequately in the project. Assess the sustainability of the results and the intervention in advancing gender equality

• Identify and validate important lessons learned, best practices and, strategies for replication, and provide actionable recommendations for the design and implementation of future interventions

• Identify and validate innovative approaches in all aspects of the project

• Document and analyse possible weaknesses in order to improve next steps of UN Women, IOM and UNDP Liberia in the area of women, peace, and security programming

• Adequacy of risk management and mitigation strategy. Were major risks identified correctly and accounted for?

EVALUATION QUESTIONS AND CRITERIA

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

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

• Do the project's expected results address the needs of the target groups (e.g. women in SSIs or women in peace huts, etc?

• Are the activities and outputs of the project consistent with the overall global and national WPS priorities?

• To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in SSIs?

• What were the catalytic effects on security sector reform approaches?

• What were the catalytic effects of the project in relation to the broader peacebuilding framework in Liberia?

• To what extent was the project a catalyst in scaling-up peacebuilding efforts via other agencies, donors?

• Timely intervention? How timely and urgent was the project vis-a-vis the sustaining peace context in Liberia? Did it effectively utilise windows of political opportunities?

• Are the activities and outputs of the project consistent with the intended outcomes or impacts? Do they address the problems identified? Was a theory of change applied?

• How suitable for the context is the range of substantive areas in which the project is engaged (i.e. promoting gender equality in the security sector, enhancing the capacity of the SSIs for effective implementation of the WPS agenda)?

• If the substantive areas are deemed suitable for the context, how appropriate are they for the project to undertake?

• How does the project reflect and align to Liberia's national plans on gender

promotion as well as UNSCR 1325 and the UNDAF?

- Were the programmatic strategies appropriate to address the identified needs of women in communities and the justice and security sector?

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

- What has been the progress made towards achievement of the expected outcomes and results? What results were achieved?

- To what extent are beneficiaries satisfied with the results? To what extent have capacities of relevant duty-bearers and rights holders been strengthened?

- Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results?

- Have the project's organisational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?

- To what extent are the project's approaches and strategies innovative? What types of innovative practices have been introduced? What are the unsuccessful innovative practices?

- What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security?

- To what extent are beneficiaries satisfied with the results? And how have capacities of relevant duty-bearers and rights-holders been strengthened?

- Has the joint project built synergies with other programmes being implemented at country level by the UN, INGOs and the Government of Liberia?

- To what extent was the monitoring data objectively used for management action and decision-making?

- Have the project's organisational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?

- Did the project have effective monitoring mechanisms in place to measure progress towards results? How rapidly and effectively did the projects react to the changing country context?

- How appropriate are the staffing levels of UN Women, IOM, and UNDP?

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

- Have resources been allocated strategically to achieve project outcomes?

- Were resources sufficient to enable achievement of the expected outputs?

- Have the outputs been delivered in a timely manner? What were the limitations?

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

- Has the project's organisational structure, management and coordination mechanisms been effective in terms of project implementation? Are there any recommendations for improvement?

- Has the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this?

- Has the project facilitated building of synergies with other programmes

being implemented at country level by the UN, including INGOs and the Government of Liberia?

- How effective are the project's individual entity and joint monitoring mechanisms? How was data from monitoring used for management action and decision-making?

- Were resources appropriately utilised to achieve project objectives?

- Was the project implemented without significant delays? If so, how did the project team mitigate its impact?

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

- What is the likelihood that project results will be of use over the long term? What is the likelihood that the results will be maintained for a reasonably long period once the project ends?

- Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? Which positive/ innovative approaches have been identified, if any, and how can they be replicated?

- How have partnerships (with governments, UN, donors, NGOs, civil society organisations, religious leaders, the media) been established to foster sustainability of results?

- Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in gender equality and human rights after the end of the intervention? To what extent were stakeholders involved in the preparation of the strategy?

- How was the sustainability strategy planned and has it been proven successful?

- To what extent have the project's exit strategies been well planned and successful?

GENDER EQUALITY AND HUMAN RIGHTS (GE&HR)

- To what extent have gender and human rights considerations been integrated into the project design and implementation?

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

- Were there any constraints or facilitators (e.g. political, practical, bureaucratic) to addressing GE&HR issues during implementation? What level of effort was made to overcome these challenges?

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

The questions above are a suggestion and could be changed during the inception phase in consultation with members of the Reference Group and UN agencies.

It is expected that the ET will develop an evaluation matrix, which will relate to the above questions, the areas they refer to, the criteria for evaluating them, the indicators and the means of verification. The questions will be revised by a team of evaluators during the Inception Phase.

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

The Independent Evaluation Office (IEO) is the custodian of UN Women's

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

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

Scope of the evaluation

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

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

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

National level - analysing achievements over the last months of implementation; more specifically what have been the successes, opportunities missed, and constraints encountered.

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

Evaluation design (process and methods)

The evaluation process is divided into six phases:

- Preparation

- Inception

- Data collection

- Data analyses and syntheses

- Validation

- Dissemination and management response.

The ET (the International and National Consultant) is responsible for phases two, three, four and five while phase one and phase six are the responsibility of the Joint programme Manager, the Programme Specialist on WPS and participating UN agencies (IOM/UNDP).

In addition, UN Women is a member of the UN System-wide Action Plan on gender equality and the Empowerment of Women (UN-SWAP) reporting entity and the consultants will take into consideration that all evaluations in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard.

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

- GEWE is integrated in the evaluation scope of analysis, and evaluation indicators are designed in a way that ensures GEWE related data will be collected

- GEWE is integrated in evaluation criteria and evaluation questions are included that specifically address how GEWE has been integrated into the design, planning and implementation of the intervention and the results achieved

- A gender-responsive methodology, methods and tools, and data analysis techniques are selected

- Evaluation findings, conclusions and recommendations reflect a gender analysis.

METHODOLOGY

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

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

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

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

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

Key Informant Interviews: The evaluator shall do a comprehensive stakeholder mapping in the beginning to identify the key informant interviewees. The evaluator shall carry out key informant interviews with major stakeholders. The interviews should be organised in a semi-structured format to include, for instance: Focused Group Discussions; individual interviews; surveys; and/ or participatory exercises with the community or individuals. The information from this assessment will be used as a baseline for PAPD, UNDAF and to facilitate the development of the second phase of LNAP 1325.

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

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

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

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

The evaluation should be conducted

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

STAKEHOLDER PARTICIPATION

The evaluators are expected to discuss during the Inception phase how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives. Their participation is crucial at each stage as follows: 1. Design; 2. Consultation of stakeholders;

3. Stakeholders as data collectors; 4. Interpretation and 5. Reporting, dissemination and usage of data. The list of stakeholders can be found in section III. Furthermore, a stakeholder analysis should be provided in the IR.

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

TIME FRAME

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

TASKS	TIME FRAME	RESPONS-IBLE PARTY
Desk review and inception meeting The evaluator will attend a virtual inception meeting where orientation on programme objectives will be offered, as well as on progress made. At this stage of the evaluation, the evaluator will have the chance to speak with UN Women, IOM, UNDP staff, and UN Peacebuilding Fund Secretariat in Liberia as well as with selected stakeholder representatives. The evaluator will be given key programme documents for review and the Terms of Reference of the Evaluation. The inception meeting, desk review of key programme documents (e.g. programme documentation, contracts, agreements, progress reports, monitoring reports, etc.)	21st May-4th of June	ET
Submission of draft Inception Report to the ERG The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives.	7th of June 2019	ET
Submission of Final Inception Report. The IR should capture relevant information such as proposed methods; proposed sources of data; and data collection procedures. The IR should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables and should also contain background information. The IR should be approved by the reference Group, IOM, UN Women and UNDP	14th of June 2019	ET
Data collection Data collection will include both in-country, face-to-face and/or virtual (telephone, video conferencing) interviews.	15th of June -30th of June 2019	ET
Analysis and presentation of preliminary findings to the Reference Group The evaluator will share preliminary findings and recommendations with the Reference Group at the end of the field visit. Prior to this presentation, the Consultant will share the initial findings and recommendations with the UN Women programme team.	28th of June 2019	ET
Submission of interim Evaluation Report. The report structure should follow UNEG evaluation reporting guidance. The evaluators will finalise the draft report. UN Women will review the report as part of quality assurance and will share it with the reference group for their feedback.	12th of July 2019	ET
Comments from ERG and EMG The report should be finalised on the basis of feedback from UN Women and the Reference Group. UN Women will present the draft report to stakeholders in a validation meeting. A presentation of the draft report should be done at a validation workshop facilitated by the National Consultant.	29th July 2019	ET UN Women Evaluation Manager (EM), ERG and EMG, Peacebuilding Office Secretariat, PBF

Submission of a Final Evaluation Report.
The final report will be structured as follows:
 	
I.   **Table of Contents**
II.   **List of abbreviations and acronyms**
III. **Executive summary**
IV. **Background and context**
V.   **Evaluation purpose**
VI. **Evaluation objectives and scope**
VII. **Evaluation methodology and limitations**
VIII. **Evaluation findings**
    a. Design
    b. Relevance
    c. Efficiency
    d. Effectiveness
    e. Sustainability
    f. Gender, Equity and human rights
IX. **Conclusions**
X.   **Recommendations**
XI. **Lessons learned**
XII. **Annexes**
    a. Terms of Reference
    b. Documents consulted
    c. List of institutions interviewed, and sites visited
    d. Evaluation tools (questionnaires, interview guides, etc.)
    e. Summary matrix of findings, evidence, and recommendations
    f. Evaluation brief
 	
The final report will be submitted in both hard and in soft copies
	9th of August 2019	ET

Dissemination of Report. With recommendations from the ET, UN Women will develop a dissemination and utilisation plan following the finalisation of the Evaluation Report.	9TH of August- 25th August	UN Women
Management response	25th August	UN Women

EXPECTED DELIVERABLES

The deliverables expected for this assignment are as follows:

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

- A briefing and report with preliminary findings.

- A draft evaluation report for review and feedback.

- A final evaluation report incorporating the feedback.

- A compliance note against the comments/ feedback.

- A presentation of the final evaluation report to the primary stakeholders of the evaluation.

- A power point presentation of key findings and recommendations that can be shared internally by WSSCC and UN Women with their Steering Committee and Board respectively.

- A succinct, user-friendly learning document that captures the main evaluation messages and can act as a stand-alone summary of the evaluation report for broader dissemination.

The independent consultant shall submit a draft report to UN Women within 28 days following completion of the evaluation mission. UN Women will solicit and revert promptly with collective feedback from the EMG and the Reference Group for the evaluator to finalise the report. The evaluator is required to append the following items to the final report:

TERMS OF REFERENCE

- Data collection instruments

- List of meetings/ consultations attended

- List of persons or organisations interviewed

- List of documents/publications reviewed and cited

- Any further information the independent consultant deems appropriate

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

- The consultant will submit a draft evaluation report to the UN Women EM. The evaluation report will be structured as follows:

  o Title

  o Executive summary

  o Background and purpose of the evaluation

  o Context/ Background and project description

  o Evaluation objectives and scope

  o Evaluation methodology and limitations

  o Findings: relevance, effectiveness, efficiency, sustainability, and gender and human rights

  o Conclusions

  o Recommendations

  o Lessons learned and innovations

  o Proposed management response and Dissemination Strategy

  o Annexes:

    o Terms of reference of the Evaluation

    o List of documents/publications reviewed and cited

    o Data collection instruments

    o Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)

  o Tools developed and used such as the evaluation matrix

  o List of findings and recommendations

  o Any further information the independent consultant deems appropriate

The UN Women EM will forward a copy to the members of the EMG and ERG for review and feedback.

The UN Women EM will consolidate the comments and send an audit trail of comments to the evaluator.

The consultant will finalise the report incorporating any comments deemed appropriate and providing a compliance note explaining why any comments might not have been incorporated. He/ she will submit the report in track changes along with the compliance check to the UN Women EM.

The report is considered final once approved by The EM and WCA Regional Evaluation Specialist. UN Women, UNDP and IOM will abide by the principles of independence, impartiality, transparency, quality and credibility.

The Evaluation Steering Committee will officially complete a management response within six weeks of receiving the evaluation.

The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines.

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

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

Please see Annex 3 for detailed description of deliverables.

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

MANAGEMENT OF EVALUATION

The **EM, ERG and Evaluation Management Group (EMG)** will quality assure the evaluation report on the basis of **UNEG standards and norms** (http://www.uneval.org/document/download/2148), UN SWAP Evaluation Performance Indicators and GERAAS meta-evaluation criteria.

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

Feedback to the draft inception and evaluation report

Recommendations on how to improve the quality of the final inception/evaluation report.

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

The Evaluation Reference Group (ERG) and EMG will be established and will participate throughout the entire evaluation process.

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

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

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

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

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

EVALUATION TEAM COMPOSITION, SKILLS AND EXPERIENCES

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

REQUIRED COMPETENCIES AND QUALIFICATIONS

INTERNATIONAL CONSULTANT

Education

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

Experience and Skills

The candidate should also have a minimum of ten (10) years of experience in evaluation of projects and programmes

The candidate should have a minimum of five years of experience in programme development and or implementation, with at least one year of that time in women's peace and security;

A reasonable level of expertise in assessing the value for money of programmes

Relevant experience with UN organisations, donors, national and local governments, etc. is required

Proven experience with gender-responsive evaluations is a requirement;

Fluency in English, with the ability to produce well written reports demonstrating analytical and communication skills

Good mastery of information technology required for organised presentation of information, including quantitative information and graphical presentations, and for organising information and materials is desirable

Excellent understanding and commitment to UN Women's mandate

Previous experience working with the UN

Language and other skills

Proficiency in oral and written English

Computer literacy and ability to effectively use the Internet and email

Excellent facilitation skills

Should have the ability to work with people of different cultural background irrespective of gender, religion, race, nationality and age

NATIONAL CONSULTANT

Education

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

Experience

At least 3 years of professional experience in project/ programme evaluations, specifically in the area of women's human rights

The candidate should have a minimum of 2 years of experience in programme development and or implementation

Knowledge and experience in the area of women's peace and security is an asset

Knowledge and experience of the UN System is an asset

Language requirements

Fluency in English (excellent writing, editing and communication skills)

Ethical code of conduct

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

ANNEX 2: LIST OF DOCUMENTS REVIEWED & CITED

PROJECT DOCUMENTS

- PBF SSR revised final project proposal, 1 December 2017
- SSR 2019 Annual Workplan
- M&E Plan (2019)
- Inclusive Security Annual Workplan
- M&E Plan - PBF SSR
- PBF Inclusive Security Semi-annual report (2018)
- PBF SSR Revised Final Project Proposal
- Project Summary
- PPP Inclusive Security
- PPP Inclusive Security, IOM
- TOR Final Evaluation of the Project
- Agenda Project Steering Committee Meeting
- Closing Remarks: Marie Goreth Nizigama, UN Women Country Representative, Project Board Meeting of the Inclusive Security Wednesday, 22 May 2019
- Project Board Meeting Minute
- PPP on Final Evaluation
- PPP Inclusive Security
- TOR, ERG
- Briefing Note (Project Board)
- Meeting Report (MGCSp)
- Project board's presentation PBF
- Semi-Annual Report (November 2018)
- Inclusive security AWP
- Report from Medica Liberia (October 2018, January 2019)
- Report from Educare (Sept. 2018)
- Peace huts (PH) Financial Sustainability Matrix
- Report on Capacity Needs Assessment and Capacity-Building Plan
- Peace hut construction report
- Impact Assessment Report, KAICT (2018)
- Training Workshop Report (Dec. 2018)
- Assessment Report on Early Warning and Women Peace Huts in Lofa, Grand Gedeh, Margibi and Cape Mount Counties
- Training Report on Early Warning Early Response (September 2018)
- Sustainability Funds Management Training for Peace Huts Report
- National Action Plan
- Presentation IOM Liberia CT Activities - Nov. 5, 2018
- Standard Operations Procedure (SOP) Manual
- TOR Counter Trafficking Consultant (local/National)
- GSSNT Sustainability Framework (2018)
- Baseline Study on Peace Hut Activities (2018)
- Constitution of the National Peace Hut Women of Liberia (2018)
- Desk Review of Laws on Legal Aid and Laws Discriminating Against Women in Liberia (2018)
- Mid-term Report – Advance Women, Peace and Security Course (Sept. 25, 2018)
- Final Systematization Report (January 2019)

- Kofi Annan WPS Training Field Report (September 2018)
- Ganta Community – Peace Hut Dialogue Report (September 2018)
- Community Capacity Assessment Report
- Financial Analysis and Sustainability Plans for Peace Huts (2019)
- Community Dialogue Training Report (September 2018)
- Tiappa Community – Peace Hut Dialogue Report (September 2018)
- AFL Workplan
- BCR Yearly Workplan
- LINCSA Workplan
- LNFS Workplan
- MOD Project Workplan
- MOJ Workplan
- LNP Human Rights and Gender Implementation Workplan
- LNP Administrative Instructions on Human Rights and Gender
- Mapping Peace Hut as Conflict Early Warning Mechanism to Advance Women Peace and Security at Local Level
- MGCSP Concept Note on Awareness and Publicity on SGBV
- Final Communique on Mainstreaming Gender in SSR (2018)
- Report on Validation Workshops Conducted for Second Liberia National Action Plan
- Gender Policy Outlook (Template)
- GSSNT Monitoring and Evaluation Framework
- GSSNT Monthly Reporting Template
- SSI Gender Policy Matrix
- Standing Police Academy · Weekly Activity Report from UN Women
- Inception Report – Video Documentary (July 2019)
- Sexual Harassment Training Report
- National Conference Training Report
- Concept Note – GSSNT National Conference
- TOR for Compendium Dissemination Workshop
- UNDP Mid-term Narrative Report (May 2019)

NATIONAL STRATEGIES, POLICIES AND PLAN

- National Security Strategy of the Republic of Liberia (2008)
- National Gender Policy (2010 - 2022)
- National Action Plan for The Prevention and Management of Gender-Based Violence in Liberia (Phase III—2018-2023)
- The Liberia National Action Plan on WPS
- Liberia Second LNAP 1325 on WPS, 2nd draft
- LPP
- Five-Year National Action Plan in the Fight against the Trafficking of Human Beings (2013-2018)
- Compendium (2018)
- Report on Constitution Validation and Elections Conference – National Peace Hut Women of Liberia (2018)
- AFELL, UN Women Want Women and Girls Protected (2018)
- Liberia Peacekeeping Transition Plan (December 2018)
- Government of Liberia Plan for UNMIL Transition (2016)
- Liberia SSR Snapshot (August 2018)
- Status Review – Gender and Security Sector Reform in Liberia (September 2018)

ANNEX 3: LIST OF INSTITUTIONS INTERVIEWED OR CONSULTED AND SITES VISITED

NO	SEX	INSTITUTION	POSITION	DATE OF INTERVIEW
1	F	UN Women	WPS Specialist	June 17, 2019
2	F	UN Women	Peacebuilding Officer	June 18, 2019
3	F	UN Women	WPS Officer	June 18, 2019
4	M	IOM	Programme Support Officer	June 17, 2019
5	M	PBF	M&E Specialist	June 18, 2019
6	F	PBF	Strategic Planning Specialist	June 18, 2019
7	M	PBF	Finance Officer	June 18, 2019
8	F	UNDP	Gender Justice Specialist	June 20, 2019
9	F	UNDP	Programme Associate	June 20, 2019
10	M	KAICT	Executive Director	June 19, 2019
11	F	KAICT	Outreach Coordinator	June 19, 2019
12	F	AFELL	Executive Director	June 18, 2019
13	F	Educare	Executive Director	June 19, 2019
14	M	RRF	Executive Director	June 20, 2019
15	F	Medica Liberia	Advocacy Officer	June 18, 2019
16	M	Medica Liberia	M&E Officer	June 18, 2019
17	F	Medica Liberia	Programme Assistant	June 18, 2019
18	F	National Peace Huts	Chairlady	June 17, 2019
19	F	Tiappa Peace Hut	Chairlady	June 17, 2019
20	F	NCSA	Gender Focal Point	June 21, 2019
21	M	MGCSP	Supervisor	June 21, 2019
22	F	AFL	Deputy Focal Point	June 21, 2019
23	F	LIS	Chief of Gender & Human Rights	June 21, 2019
24	F	MoJ	Gender Advisor	June 21, 2019
25	F	MoD	Gender Advisor	June 21, 2019
26	M	LNP	Gender Coordinator	June 21, 2019
27	M	BCR	Deputy Gender Coordinator	June 21, 2019
28	M	LDEA	Deputy Gender Coordinator	June 21, 2019
29	M	LNFS	Gender Coordinator	June 21, 2019
30	F	Bo Waterside Peace Hut	Chairlady	June 22, 2019
31	M	Bo Waterside Peace Hut	Member	June 22, 2019
32	M	Bo Waterside Peace Hut	Member	June 22, 2019
33	F	Bo Waterside Peace Hut	Member	June 22, 2019
34	M	Bo Waterside Peace Hut	Member	June 22, 2019
35	F	Bo Waterside Peace Hut	Member	June 22, 2019
36	F	Bo Waterside Peace Hut	Member	June 22, 2019
37	F	Bo Waterside Peace Hut	Member	June 22, 2019
38	F	Bo Waterside Peace Hut	Member	June 22, 2019
39	F	Bo Waterside Peace Hut	Member	June 22, 2019
40	F	Bo Waterside Peace Hut	Member	June 22, 2019
41	F	Bo Waterside Peace Hut	Member	June 22, 2019
42	F	Bo Waterside Peace Hut	Member	June 22, 2019
43	F	Bo Waterside Peace Hut	Member	June 22, 2019
44	F	Bo Waterside Peace Hut	Member	June 22, 2019
45	F	Bo Waterside Peace Hut	Member	June 22, 2019
46	F	Bo Waterside Peace Hut	Member	June 22, 2019
47	F	Bo Waterside Peace Hut	Member	June 22, 2019
48	M	LIS	Deputy for Operations	June 22, 2019

NO	SEX	INSTITUTION	POSITION	DATE OF INTERVIEW
49	F	Malema Peace Hut	Chairlady	June 22, 2019
50	F	Malema Peace Hut	Member	June 22, 2019
51	F	Malema Peace Hut	Member	June 22, 2019
52	F	Malema Peace Hut	Member	June 22, 2019
53	M	Malema Peace Hut	Member	June 22, 2019
54	F	Malema Peace Hut	Member	June 22, 2019
55	F	Malema Peace Hut	Member	June 22, 2019
56	F	Malema Peace Hut	Member	June 22, 2019
57	M	Malema Peace Hut	Member	June 22, 2019
58	F	Malema Peace Hut	Member	June 22, 2019
59	F	Malema Peace Hut	Member	June 22, 2019
60	F	Malema Peace Hut	Member	June 22, 2019
61	F	Malema Peace Hut	Member	June 22, 2019
62	F	Malema Peace Hut	Member	June 22, 2019
63	M	Malema Peace Hut	Member	June 22, 2019
64	F	Malema Peace Hut	Member	June 22, 2019
65	F	Malema Peace Hut	Member	June 22, 2019
66	F	Malema Peace Hut	Member	June 22, 2019
67	F	Malema Peace Hut	Member	June 22, 2019
68	F	Malema Peace Hut	Member	June 22, 2019
69	F	Malema Peace Hut	Member	June 22, 2019
70	F	Malema Peace Hut	Member	June 22, 2019
71	F	Malema Peace Hut	Member	June 22, 2019
72	F	Malema Peace Hut	Member	June 22, 2019
73	F	Malema Peace Hut	Member	June 22, 2019
74	F	Malema Peace Hut	Member	June 22, 2019
75	F	Ganta Peace Hut	Member	June 24, 2019
76	F	Ganta Peace Hut	Member	June 24, 2019
77	F	Ganta Peace Hut	Treasurer	June 24, 2019
78	F	Ganta Peace Hut	Assistant Clerk	June 24, 2019
79	F	Ganta Peace Hut	Member	June 24, 2019
80	F	Ganta Peace Hut	Member	June 24, 2019
81	F	Ganta Peace Hut	Adviser	June 24, 2019
82	M	Ganta Peace Hut	Assistant Chaplain	June 24, 2019
83	F	Ganta Peace Hut	Zone Leader	June 24, 2019
84	F	Ganta Peace Hut	Member	June 24, 2019
85	F	Ganta Peace Hut	Member	June 24, 2019
86	F	Ganta Peace Hut	Member	June 24, 2019
87	F	Ganta Peace Hut	Member	June 24, 2019
88	F	Ganta Peace Hut	Member	June 24, 2019
89	F	Ganta Peace Hut	Member	June 24, 2019
90	F	Ganta Peace Hut	Member	June 24, 2019
91	F	Ganta Peace Hut	Member	June 24, 2019
92	F	Ganta Peace Hut	Member	June 24, 2019
93	F	Ganta Peace Hut	Secretary	June 24, 2019
94	F	Ganta Peace Hut	Member	June 24, 2019
95	F	Ganta Peace Hut	Chairlady	June 24, 2019
96	F	Ganta Peace Hut	Member	June 24, 2019
97	F	Ganta Peace Hut	Member	June 24, 2019
98	M	Ganta Peace Hut	Immigration Officer	June 24, 2019
99	M	Ganta Peace Hut	Member	June 24, 2019
100	M	Ganta Peace Hut	Member	June 24, 2019
101	M	Ganta Peace Hut	Member	June 24, 2019
102	F	Ganta Peace Hut	Member	June 24, 2019

NO	SEX	INSTITUTION	POSITION	DATE OF INTERVIEW
103	F	Ganta Peace Hut	Field Officer	June 24, 2019
104	M	MoJ	Project Management Specialist	June 25, 2019
105	F	MoJ	Head of Project Mgt Unit	June 25, 2019
106	M	MoJ	Researcher and Fellow	June 25, 2019
107	F	Tiama Peace Hut	Chairlady	June 27, 2019
108	F	Tiama Peace Hut	Co-Chair	June 27, 2019
109	F	Tiama Peace Hut	Secretary	June 27, 2019
110	F	Tiama Peace Hut	Member	June 27, 2019
111	F	Tiama Peace Hut	Member	June 27, 2019
112	F	Tiama Peace Hut	Member	June 27, 2019
113	F	Tiama Peace Hut	Member	June 27, 2019
114	M	Tiama Peace Hut	Community Member	June 27, 2019
115	F	Tiama Peace Hut	Member	June 27, 2019
116	F	Tiama Peace Hut	Member	June 27, 2019
117	F	Tiama Peace Hut	Member	June 27, 2019
118	F	Tiama Peace Hut	Member	June 27, 2019
119	F	Tiama Peace Hut	Member	June 27, 2019
120	F	Tiama Peace Hut	Member	June 27, 2019
121	F	Tiama Peace Hut	Member	June 27, 2019
122	F	Tiama Peace Hut	Member	June 27, 2019
123	F	Tiama Peace Hut	Member	June 27, 2019
124	F	Tiama Peace Hut	Member	June 27, 2019
125	F	Tiama Peace Hut	Member	June 27, 2019
126	F	Tiama Peace Hut	Member	June 27, 2019
127	M	Tiama Peace Hut	Community Member	June 27, 2019
128	M	Tiama Peace Hut	Community Member	June 27, 2019
129	M	Tiama Peace Hut	Community Member	June 27, 2019
130	F	Tiama Peace Hut	Member	June 27, 2019
131	F	Tiama Peace Hut	Member	June 27, 2019
132	M	Zai Peace Hut	Youth leader	June 28, 2019
133	M	Zai Peace Hut	Adviser	June 28, 2019
134	M	Zai Peace Hut	Adviser	June 28, 2019
135	M	Zai Peace Hut	Member	June 28, 2019
136	F	Zai Peace Hut	Member	June 28, 2019
137	F	Zai Peace Hut	Member	June 28, 2019
138	F	Zai Peace Hut	Member	June 28, 2019
139	F	Zai Peace Hut	Chairlady	June 28, 2019
140	F	Zai Peace Hut	Member	June 28, 2019
141	F	Zai Peace Hut	Member	June 28, 2019
142	F	Zai Peace Hut	Member	June 28, 2019
143	F	Zai Peace Hut	Member	June 28, 2019
144	F	Zai Peace Hut	Member	June 28, 2019
145	F	Zai Peace Hut	Member	June 28, 2019
146	F	Zai Peace Hut	Member	June 28, 2019
147	F	Zai Peace Hut	Member	June 28, 2019
148	F	Zai Peace Hut	Member	June 28, 2019
149	F	Zai Peace Hut	Member	June 28, 2019
150	F	Zai Peace Hut	Member	June 28, 2019
151	F	Zai Peace Hut	Member	June 28, 2019
152	F	Zai Peace Hut	Member	June 28, 2019
153	F	Zai Peace Hut	Member	June 28, 2019
154	F	Zai Peace Hut	Member	June 28, 2019
155	F	Zai Peace Hut	Member	June 28, 2019
156	F	Tiappa Peace Hut	Chairlady	July 1, 2019

NO	SEX	INSTITUTION	POSITION	DATE OF INTERVIEW
157	F	Tiappa Peace Hut	Co-Chairlady	July 1, 2019
158	F	Tiappa Peace Hut	Secretary	July 1, 2019
159	F	Tiappa Peace Hut	Member	July 1, 2019
160	F	Tiappa Peace Hut	Member	July 1, 2019
161	F	Tiappa Peace Hut	Member	July 1, 2019
162	F	Tiappa Peace Hut	Member	July 1, 2019
163	F	Tiappa Peace Hut	Member	July 1, 2019
164	F	Tiappa Peace Hut	Member	July 1, 2019
165	F	Tiappa Peace Hut	Member	July 1, 2019
166	F	Tiappa Peace Hut	Member	July 1, 2019
167	F	Tiappa Peace Hut	Member	July 1, 2019
168	F	Tiappa Peace Hut	Member	July 1, 2019
169	F	Tiappa Peace Hut	Member	July 1, 2019
170	F	Tiappa Peace Hut	Member	July 1, 2019
171	F	Tiappa Peace Hut	Member	July 1, 2019
172	F	Tiappa Peace Hut	Member	July 1, 2019
173	M	Tiappa Peace Hut	Member	July 1, 2019
174	M	Tiappa Peace Hut	Member	July 1, 2019
175	M	Tiappa Peace Hut	Member	July 1, 2019
176	M	Tiappa Peace Hut	Town Chief	July 1, 2019
177	M	Tiappa Peace Hut	Member	July 1, 2019
178	F	Ministry of Gender	Deputy Minister for Gender	July 4, 2019
179	M	Ministry of Gender	Head of Human Rights Unit	July 4, 2019
180	M	Ministry of Gender	Administrative Assistant	July 4, 2019
181	F	UN Women	Programme Officer	July 4, 2019
182	F	MOJ	Deputy Gender Coordinator	July 2, 2019
183	F	MOJ	Support Staff	July 1, 2019
184	F	AFL	Deputy Gender Coordinator	
185	F	AFL	Office Assistant	June 28, 2019
186	M	MGCSP	Deputy Gender Coordinator	June 28, 2019
187	F	LNFS	Gender Coordinator	June 28, 2019
188	M	LNFS	Deputy Gender Coordinator	July 1, 2019
189	M	GSSNT	Consultant	July 2, 2019
190	M	BCR		June 27, 2019
191	F	MOJ		July 3, 2019
192	M	MOJ		June 28, 2019
193	M	LDEA		July 2, 2019

ANNEX 4: DATA COLLECTION INSTRUMENTS & EVALUATION TOOLS DEVELOPED AND USED

EVALUATION MATRIX

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	INDICATORS DATA	DATA COLLECTION METHODS	DATA SOURCE
RELEVANCE The extent to which the objectives of the Joint Programme are consistent with evolving national needs and priorities of the beneficiaries, partners and stakeholders, and are aligned with programme country government priorities as well as with UN Women, IOM and UNDP policies and strategies	· Are the activities and outputs of the project consistent with the overall global and national WPS priorities? Do they address the problems identified? Was theory of change applied? · To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in SSIs? · To what extent was the project a catalyst in scaling-up peacebuilding efforts via other agencies, donors? · How suitable for the context is the range of substantive areas in which the project is engaged (i.e. promoting gender equality in the security sector, enhancing the capacity of the SSIs for effective implementation of the WPS agenda)? · How does the project reflect and align to Liberia's national plans on gender promotion as well as with UNSCR 1325 and the UNDAF? · Were the programmatic strategies appropriate to address the identified needs of women in communities and the justice and security sectors?	· Alignment with national plans on gender promotion/ UNSCR and the UNDAF · Alignment with international policies and frameworks on WPS/ UNSCR 1325 · Alignment with programme country government priorities, as well as with UN Women, IOM and UNDP policies and strategies · Number of security and justice institutions with endorsed gender policies and yearly implementation plan available · Number of officials from security institutions, the justice sector and CSOs, as well as members of the security taskforce, with improved skills and knowledge on WPS, its implementation and reporting mechanism	· Desk review and research · Analysis of documents and various reports · In-depth & semi-structured Interviews with key stakeholders and security institution officials · Online survey	· UN Women, UNDP, IOM staff · Officials from ministries · National and international policies, frameworks, plans and agenda on WPS/ UNSCR 1325 · Security Council resolution 2333 on Liberia · Project documents · Revised national gender policy 2018-2022 and Strategic Results Framework · Implementing partner reports; · Websites of UN agencies and key stakeholders · Communication materials of partners and government on WPS · Joint Programme on inclusive security country programme document, 2017-18
EFFECTIVENESS The extent to which the project's objectives were achieved or are expected/ likely to be achieved.	· What progress has been made towards achievement of the expected outcomes and results? What results were achieved? · To what extent are beneficiaries satisfied with the results? To what extent have capacities of relevant duty-bearers and rights holders been strengthened? · Have the project's organisational structures, managerial support and coordination mechanisms effectively supported the delivery of the project? · To what extent are the project's approaches, strategies and practices innovative? · What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security? · Has the joint project built synergies with other programmes being implemented at country level by the UN, INGOs and the GoL? · How appropriate are the staffing levels of UN Women, IOM, and UNDP?	· Evidence that duty-bearers are responsive for the security needs of women & girls in Liberia through the existence of a comprehensive, costed successor LNAP 1325 · Evidence that community-based women leaders influence justice and security reform processes, especially in border areas, and demand accountability at all levels through their engagement and active collaboration with security sector structures · Percentage of women peace huts in the targeted zone demonstrating improved coordination, reporting and responding to security sector structures	· Analysis of project level results (applying or reconstructing project baselines if necessary) · Online survey with officials from security structures, justice and gender taskforce · In-depth interviews · Focus group discussions with women leaders at community & national levels · Analysis of training report: Advanced Course on WPS · Analysis of monitoring visit reports · Site visits to the peace huts and security sector structures · Analysis of other relevant data	· UN Women, UNDP and IOM staff · All relevant stakeholders and the websites of their organisations · Project documents · Various training reports and materials · Periodic reports, M&E plans, monitoring and progress reports · Reports from consultants; · Reports from implementing partners 2018-19 Workplan and budget documents · Board meeting minutes; ·Technical meeting minutes; · Beneficiaries

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	INDICATORS DATA	DATA COLLECTION METHODS	DATA SOURCE
EFFICIENCY The extent to which resources/ inputs (funds, expertise, time, etc.) were converted to results	· Have resources been allocated strategically and appropriately utilised to achieve project outcomes, expected outputs and objectives? · Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the project team mitigate its impact? · Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without comprising project quality? · Was the project's organisational structure, management and coordination mechanisms effective in terms of project implementation? · Has the joint nature of the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this? · Has the project facilitated building of synergies with other programmes being implemented at country level by the UN, including INGOs and the GoL? · Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results and to adapt rapidly to the changing country context?	· Joint risk assessments conducted, accompanied by shared mitigation strategies · Level and degree of involvement of partners in coordination mechanisms in place · The extent to which resources/ inputs were allocated in a timely manner and used to achieve project outcomes and objectives · The extent to which synergies available were efficiently used	· Financial analysis of budgets/ costing models · Analysis of relevant data & means of verification · Review and analysis of project documents · Review and analysis of monitoring & progress reports · Review and analysis of coordination reports/ minutes / MoU · Semi-structured interviews with UN staff and stakeholders · Online survey	· UN Women, IOM and UNDP staff · Financial reports · Monitoring and coordination reports · Reports from consultants · Reports from implementing partners · 2018-19 Workplan and budget documents - Board meeting minutes · Technical meeting minutes · Relevant stakeholders and beneficiaries
SUSTAINABILITY The likelihood of a continuation of project results after the intervention is completed or the probability of continued long-term benefits	· What is the likelihood that project results will be of use in the long term? · Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? · Which positive/ innovative approaches have been identified, if any, and how can they be replicated? · How have partnerships (with governments, UN, donors, NGOs, CSOs, religious leaders and the media) been established to foster sustainability of results? · Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in gender equality and human rights after the end of the intervention? · How was the sustainability strategy planned and has it been proven successful?	· Design and/or adoption of a new LNAP 1325 and 1325 agenda with its national budget available, including partners, roles, responsibilities, monitoring and reporting mechanisms in place. · Number of 5-year strategies in place to ensure the minimum of 30% representation of women in the security sector, including in key decision-making positions · Number of security institutions with endorsed gender policies and yearly implementation plan at community & national levels · Number of peace huts constructed and operational in the counties · Number of security structures with a financial plan for the implementation of WPS available	Documentary analysis of project documents, including MoU Monitoring and progress reports · Analysis of any studies or reviews generated by the project and stakeholders · Financial plans of security structures, if available · Site visits	· R eports from consultants · Reports from implementing partners · Beneficiaries · All stakeholders · UN Women, IOM, UNDP staff

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	INDICATORS DATA	DATA COLLECTION METHODS	DATA SOURCE
GENDER AND HUMAN RIGHTS The extent to which the project was designed, implemented and monitored to promote the meaningful participation of both rights holders and duty-bearers and to minimise negative effects of social exclusion	· To what extent have gender and human rights considerations been integrated into the project design and implementation? · To what extent are GE & human rights a priority in the overall intervention budget? · Were there any constraints or facilitators (e.g. political, practical, bureaucratic) to addressing GE & human rights issues during implementation? · What level of effort was made to overcome these challenges? · How was SGBV considered and addressed by the project? · Were the processes and activities implemented during the intervention free from discrimination to all stakeholders?	· Degree/ level to which GE & human rights principles were taken into consideration in all the project phases (Design, planning, implementing, M&E and reporting) · Evidence of GRB in place at various levels of the project intervention · Evidence of active involvement of marginalised groups during the project intervention	· Stakeholder analysis · Review & analysis of project documents · Analysis of financial reports/ budget · Semi-structured interviews and focus group discussions	· UN Women, IOM and UNDP staff · Financial reports · Monitoring and coordination reports · Reports from consultants · Reports from implementing partners · Relevant stakeholders and beneficiaries

INTERVIEW GUIDE WITH WOMEN FROM PEACE HUTS, BENEFICIARIES AND CSOS

(Project implementation at local/community level)

<table>
<tr><td colspan="3">GROUP DISCUSSION GUIDE WITH WOMEN FROM PEACE HUTS, BENEFICIARIES & CSOS</td></tr>
<tr><td colspan="3">NAME:</td></tr>
<tr><td colspan="3">Function/Institution:</td></tr>
<tr><td colspan="3">EVALUATION CRITERIA</td></tr>
<tr>
<td>Relevance</td>
<td colspan="2">
1. What are the main challenges women face in regard to peace, security and justice in your community/ county?

2. What are the root causes of inequalities, especially those causing challenges for women in the justice and security sectors?

3. Is SGBV an issue in Liberia? Was this an issue during the intervention? How has the project addressed it?

4. How were your problems and specific needs identified/ addressed by UN Women, IOM & UNDP and taken into consideration?

5. What support did you receive from UN Women, IOM and UNDP in regard to justice, peace and security from January 2018 to June 2019? Please describe.

6. To what extent have the joint project objectives aligned to gender equality and WPS priorities in Liberia?
</td>
</tr>
<tr>
<td>Effectiveness</td>
<td colspan="2">
1. Could you share with us the results achieved by the project?

2. How satisfied are you with the above-mentioned results? (Percentage). Why?

3. Are there some objectives that you feel have not been achieved? If yes, which ones and why?

4. To what extent has the project contributed to strengthening your capacity in regard to peace and security?

5. What unexpected outcomes (positive and negative) were there and for whom?
</td>
</tr>
<tr>
<td>Efficiency</td>
<td colspan="2">
1. Did you face challenges during/ before/ after the project implementation (any delay in resource disbursement; any challenge in the planning, coordination, etc). How has this impacted the activities?

2. How have UN Women, IOM and UNDP mitigated the impact?

3. How were the activities monitored by UN Women, IOM and UNDP?

4. Are there activities which were planned and not implemented? Why?

5. Did the project achieve the planned results? Which percentage?

6. From your perspective, how will the quality of those results help to achieve the project objectives and meet your expectations in regard to the involvement of women in the justice, peace and security sectors in Liberia?

7. Are you aware of other similar projects or activities being implemented in your community/ county by other UN agencies or INGOs and the Government of Liberia? Please describe
</td>
</tr>
<tr>
<td>Sustainability</td>
<td colspan="2">
1. What are the main changes you observed during and after the project's implementation?

2. What is the likelihood that the project results will be further used after the project ends. How?

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

4. Which positive/ innovative approaches have been identified, if any, and how can they be replicated?

5. How have partnerships (with governments, UN, donors, NGOs, CSOs, religious leaders and the media) been established to foster sustainable results?

6. What are the most significant changes you observed in regard to gender equality and women, peace and security in your county/ community that are linked to the joint project's interventions?
</td>
</tr>
<tr>
<td>Gender and human rights</td>
<td colspan="2">
1. How were gender equality and human rights integrated into the project activities?

2. How did the project address SGBV-related issues, and what prevention mechanisms were put in place?

3. Were there any barriers to addressing GE & human rights issues during implementation?

4. What level of effort was made to overcome these challenges?
</td>
</tr>
</table>

INTERVIEW GUIDE WITH UN WOMEN, IOM, UNDP AND PBF

(Project planning, coordination & oversight)

INTERVIEW GUIDE WITH UN WOMEN, IOM, UNDP STAFF AND PBF	
NAME:	
Function/Institution:	
EVALUATION CRITERIA	
Relevance	1. How did the project integrate the stakeholders (and marginalised groups) in the project planning? Did the project conduct a stakeholder analysis and needs assessment at the planning phase?
	2. What are the root causes of inequalities that cause challenges for women in the justice and security sectors?
	3. From your perspective, how suitable for the context was the intervention in regard to the advancement of gender equality and the WPS agenda in Liberia?
	4. How does the project reflect and align to Liberia's strategic national plans and agenda on gender promotion, UNSCR 1325 and the UNDAF?
	5. Were the programme strategies appropriate to address the identified needs of women in regard to the justice and security sectors?
	6. Is SGBV an issue in Liberia? How did the project take this into consideration?
Effectiveness	1. What progress has been made towards achieving the expected outcomes and results? To what extent were the results achieved? (as a percentage)
	2. Are you satisfied with the project results? (as a percentage). Why?
	3. How were the capacities of relevant duty-bearers and rights holders strengthened by the intervention?
	4. How did the project's organisational structures, managerial support and coordination mechanisms effectively support the delivery of the project?
	5. From your perspective, how were the project approaches, strategies and practices innovative?
	6. What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and WPS in Liberia?
	7. How has the joint project built synergies with other programmes implemented at country level by the UN, INGOs and the Government of Liberia? Please explain
	8. What unexpected outcomes (positive and negative) were there?
	9. What have been the major contributions of the different partners in achieving the outputs and outcomes?
	10. What have been the main challenges you have faced in achieving the planned outcomes and outputs?
	11. From your perspective, are there some objectives that have not been achieved? Explain

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

INTERVIEW GUIDE WITH GOVERNMENT & INSTITUTIONS

(Project implementation at national level)

INTERVIEW GUIDE WITH GOVERNMENT & ITS INSTITUTIONS	
NAME:	
Function/Institution:	
EVALUATION CRITERIA	
Relevance	1. How would you analyse the Liberian context in regard to Women, Peace and Security? 2. What are the needs and priorities in this regard at national and county levels? 3. How did the project integrate the government and its institutions in the project planning and implementation? 4. What are the root causes of inequalities, especially those causing challenges for women in the justice and security sectors in Liberia? 5. From your perspective, how suitable for the context was the project implementation in regard to the advancement of gender equality and WPS/ UNSCR 1325 agenda in Liberia? 6. How does the project reflect and align to Liberia's strategic national plans and agenda on gender promotion and 1325? 7. To what extent do the programmatic strategies address the identified needs of women in the justice and security sector? 8. To what extent are men supporting/ accepting the promotion of women in the security sector in Liberia? 9. Is SGBV an issue in Liberia? How did the project take this into consideration? 10. Are those efforts aligned with those of the GoL?
Effectiveness	1. Are you satisfied with the project results? (as a percentage). Why? 2. How were the capacities of governmental institutions strengthened by the intervention? Please describe 3. From your perspective, how were the project approaches, strategies and practices innovative? 4. What contributions are participating UN agencies making towards the implementation of global norms and standards for gender equality and inclusive security in Liberia? 5. How has the joint project built synergies with other programmes being implemented at country level by the UN, INGOs and the GoL?
Efficiency	1. Was the project implemented without significant delays and the outputs delivered in a timely manner? What were the limitations? How did the project management mitigate their impact? 2. What were the main challenges related to the joint nature of the project in general? 3. Has the project facilitated building of synergies with other programmes being implemented at country level by the UN, including INGOs and the GoL? 4. Were some activities planned and not implemented? Why? 5. Are you aware of other similar projects being implemented in Liberia by other UN agencies or INGOs and the GoL?
Sustainability	1. What is the likelihood that project results will be of use after the project ends? How will those results be further used? 2. Which components of the project should be carried over into the next phase, and are there any recommendations for their improvement? 3. How have partnerships with governments and other stakeholders been established to foster sustainable results? 4. Was a sustainability strategy planned and implemented? Please explain
Gender and human rights	1. How were gender equality and human rights integrated into the project activities? Please explain 2. How did the project address SGBV-related issues and what prevention mechanisms were put in place? 3. Did the project actively involve marginalised groups? How? 4. Were there any barriers to addressing GE & human rights issues during project planning and implementation? 5. What level of effort was made to overcome these challenges?

ONLINE SURVEY TOOL: QUESTIONNAIRE

Final Evaluation of the Joint Project, _Inclusive Security: Nothing for Us without Us_, a joint programme of UN Women, UNDP and IOM funded by PBF

Introduction

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

This Online Questionnaire has been developed as part of the final evaluation exercise to assess the extent to which the training you received from the Kofi Annan Institute and Medica Liberia were relevant to your needs and priorities. In addition, the ET would like to know how the acquired knowledge and skills have helped you in contributing to the advancement of inclusive security at organisational and national levels.

Thank you for taking the time to provide answers to the following questions and also for your support!

Please send the questionnaire back by 27 June 2019 at the latest.

The ET

Question Title

1. Your Gender: Male or Female

Question Title

2. Please state your current position and for how many years you have held this position

Question Title

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

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

Question Title

4. The training sessions you attended were organised by:

· Kofi Annan Institute
· Medica Liberia
· Other (please specify)

Question Title

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

Question Title

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

Question Title

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

Question Title

8. Did you initiate any change in your organisation related to gender equality and the promotion of women in the justice and security sectors in Liberia after attending the training provided by the Kofi Annan Institute or Medica Liberia? Please explain

Question Title

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

Question Title

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

Thank you!