United Nations
Human Rights

OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS

Evaluation of the Support to National Peacebuilding Priorities in Enhancing the Capacity of Human Rights Institutions and Entities in Liberia

(Project funded by the Peacebuilding Fund/Peacebuilding Support Office)

Final Evaluation Report

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December 2019

An external Consultant has prepared this report. The views expressed herein therefore do not necessarily reflect the official opinion of OHCHR.

Evaluation Team

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Abbreviations and Acronyms

CO	Country Office
CS	Civil Society
CSO	Civil Society Organization
CSO Platform	Civil Society Human Rights Advocacy Platform
DAC	Development Assistance Committee
DEXREL	Donor and External Relations
ESC(R)	Economic, Social and Cultural (Rights)
EU	European Union
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
FOTCD	Field Operations and Technical Cooperation Division
GEHR	Gender Equality and Human Rights
GJRP	Global Justice and Research Project
HP	Harmful Practice(s)
HRPS	Human Rights Protection Services
INCHR	Independent National Commission on Human Rights
KII	Key Informant Interview
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex and queer
LMPTF	Liberia Multi-Partner Trust Fund
LNBA	Liberia National Bar Association
MOGCSP	Ministry of Gender, Children and Social Protection
MOJ	Ministry of Justice
NHRAP	National Human Rights Action Plan
NHRI	National Human Rights Institution
OECD	Organization for Economic Cooperation and Development

OHCHR	Office of the United Nations High Commissioner for Human Rights
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PPMES	Policy, Planning, Monitoring and Evaluation Services
RAL	Reporters' Association of Liberia
RRF	Results and Resources Framework
RUNO	Recipient United Nations Organization
RWHR	Regional Watch for Human Rights
SDG	Sustainable Development Goal
SGBV	Sexual and Gender Based Violence
SOGIR	Sexual Orientation and Gender Identity and Rights
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TRC	Truth and Reconciliation Commission
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNMIL	United Nations Mission in Liberia
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review
YAL	Youth Aid Liberia

Executive Summary

This evaluation report presents key findings, conclusions, lessons learnt and recommendations for a project on 'Support to national peacebuilding priorities in enhancing the capacity of human rights institutions and entities', implemented by Office of the United Nations High Commissioner for Human Rights (OHCHR), Liberia between April 2018 to September 2019 with support from Peacebuilding Fund.

After a 14-year deadly civil war (1989-2003) and a massive presence of United Nations Mission in Liberia (UNMIL) for another 14 years (2003-2017), the OHCHR implemented the project to strengthen national capacities in human rights protection, promotion, respect, monitoring and reporting while carrying out these activities itself in Liberia.

The purpose of the project was to address concerns of human rights promotion and protection by national actors and mechanisms in Liberia following the departure of UNMIL. The concerns included the limitations in Independent National Commission on Human Rights (INCHR), civil society organizations (CSO), the Human Rights Division of the Ministry of Justice (MOJ) to effectively implement their mandates. The project carried out a range of capacity building initiatives to address the above concerns and provided support to strengthen the human rights protection system in the United Nations Country Team (UNCT).

The evaluation conducted in the months of November and December 2019 using qualitative and quantitative tools in 11 out of 15 Counties came up with the following key findings:

Relevance

The project has been found relevant to address the unfinished business of promoting and protecting human rights in Liberia after the exit of UNMIL in 2017. The invitation extended by the Government of Liberia to the United Nations (UN) for the establishment of OHCHR Country Office in Liberia is a telling example that the OHCHR presence and support was in line with the national human rights and peacebuilding priorities. The human rights situation in the country is still not satisfactory and the office needs to deliver its mandate in the next four years (2020-2023) as agreed in the MoU signed by the Government of Liberia and the UN OHCHR. In the meantime, OHCHR will build national capacities and support Liberia in meeting its national, regional, and international human rights obligations and commitments, including reporting to the regional and international mechanisms.

Effectiveness

The evaluation found that the project was able to particularly strengthen the INCHR capacity to take the lead role in human rights monitoring and reporting. Strengthening of national capacities to some extent was achieved through mentoring and collaboration with INCHR and

CSOs and providing advice to the government on human rights issues. Although there is much to be done, the office demonstrated good results within a short period of time. It was evident in the level of confidence consulted beneficiaries put on INCHR and CSO Platform for human rights protection and promotion. OHCHR contribution in human rights issues within the UNCT is also well appreciated. As a result of its effective work, the office has been able to secure additional funding for and role in projects of Liberia Multi-Partner Trust Fund (LMPTF), Peacebuilding Fund (PBF), Swedish Embassy and Spotlight Initiative of the government, European Union (EU), UN and CSOs.

Efficiency

Setting up of the Country Office (CO) and implementing the project went together and this impacted on the efficiency of the project implementation. At the initial stage, the project implementation was quite slow partly due to the transition in the government, delays in staff recruitment and administrative procedures to go through United Nations Development Programme (UNDP) system. Although an acceleration plan was prepared and 6 grants were awarded to CSOs and activities were implemented expeditiously towards the end of the project, the overall efficiency of the project was less than expected. Nearly 75% of project budget was utilized.

Sustainability

The evaluation noted that the strengthened capacity of national institutions, legal reforms made so far and increased awareness on human rights will sustain even after the project exits. OHCHR is working in the country for next four years and the initial gains made from the project will be protected and further strengthened in the coming days. OHCHR has been able to capacitate the media as its key interlocutor and that engagement is also likely to sustain as the trained journalists will continue bringing in human rights issues in their work. Although there was no exit strategy for the project itself, OHCHR has planned to prepare towards the end of its mandate that expires in 2024.

Initial impact

A project of less than two years in human rights cannot produce any significant impact. However, the project has been able to till the field to sow seeds and reap in the next four years. Some key impacts include OHCHR presence to deter violence in recent political protests. It has also started discussions around the human rights and business - a sensitive area to enter.

Gender equality and human rights

OHCHR, as a human rights champion within the UN system, has integrated human rights in all its activities from planning, implementation to reporting. Similarly, the gender dimensions are also well taken care of in the implementation of project activities.

Conclusions

OHCHR presence in Liberia has been well received by the state and non-state actors at this point of time. At present, OHCHR is involved in monitoring, promoting, mentoring and reporting in addition to capacity building of national actors. It is also addressing the issues around the rights of lesbian, gay bisexual, transgender, intersex and queer (LGBTIQ) persons through the Sexual Orientation and Gender Identity and Rights (SOGIR) project and undertaking a research on the impact of the declining economy on human rights in Liberia. In some years' time, the national actors are expected to take up the responsibility on their own and work independently. However, OHCHR may need to step up for the protection of the rights of people with albinism, addressing harmful practices, advocating for legal reforms to address domestic violence, corruption and implementation of TRC recommendations.

Lessons

Capacity building with enablers such as human, financial and physical resources are effective.

Building capacity is good but it's not sufficient to cause changes if the capacity building is not complemented with enabling factors, such as resources and incentives.

Concerted efforts of national and international actors can secure results from human rights advocacy.

Collaboration is a difficult task, especially between supposedly antagonist and competing institutions but that is crucial to bring intended changes more smoothly.

Interventions at the policy and practice levels are mutually reinforcing and enriching.

Working at the policy and grassroots levels offer different insights and one should not be left out at the cost of the other. This approach ensures informed interventions at both levels - policy advocacy is informed by grassroots evidences and grassroots activities integrate information on policy settings.

Institutional and strategic continuity matter in project planning and implementation.

The project was designed by UNMIL and implemented by OHCHR, which somehow left gap in the planning and implementation of the project.

The recommendations are divided into three broad categories - for national stakeholders (INCHR, CSO Platform and state institutions), OHCHR (Country Office and Headquarters) and funders (PBF/PBSO in this case).

Recommendations to national stakeholders

Coordinated efforts should be increased in promoting human rights culture in the country.

Coordination among the INCHR and CSOs through a coordination and sharing mechanisms to strengthen human rights culture in the country is important.

New avenues for resource mobilization should be sought.

Resources for the national stakeholders to act effectively can be explored through innovative resource mobilization strategies.

Joint advocacy should be initiated for more national resources for human rights work.

The national stakeholders, including INCHR and CSO Platform should advocate for more national resources to be invested in human rights work.

INCHR and CSO should increase their field presence.

INCHR and CSO Platform are recommended to expand their presence at the community levels through human rights monitors or network members.

Engagement with relevant institutions should increase.

It is recommended that the law enforcement institutions and other relevant institutions, e.g. business enterprises should be engaged by INCHR and CSO Platform for the protection of people's rights.

Recommendations to OHCHR

Continue building capacity of INCHR and CSO Platform on human rights monitoring and areas identified through training needs assessment.

Build capacities of INCHR and CSO Platform based on the needs assessment. Organize ToTs, use local resource persons in training, provide necessary support to use the acquired skills and monitor the results of capacity building.

Put more energy and resources at the national level but don't sacrifice sub-national and community interventions.

The office should invest more energy and resources at the national level to structural reforms. At the same time, the mandate should be exercised by carrying out monitoring, promotion and reporting activities at the sub-national and community levels.

Bring together national actors including INCHR and CSOs for collaboration.

OHCHR should facilitate collaborative forums among the MOJ, INCHR, CSO Platform, associations of business enterprises, security institutions on specific issues, such as business and human rights, human rights situation in detention centres, gender equality, etc.

Strengthen project management capacity.

OHCHR should assign dedicated staff members for project planning, monitoring, reflection and reporting. OHCHR may also consider to create an online sharing forum where knowledge resources, experiences, issues, advices and good practices are shared among project staff members working around the world.

HQ - backstop and delegate.

OHCHR Headquarter should continue providing technical backstopping and guidance to CO. At the same time, it should delegate more administrative and financial decision making authorities to CO.

Recommendations to PBF/PBSO

Assess institutional capacity.

PBF/PBSO may consider conducting institutional capacity assessment of RUNOs based on set guidelines, before making funding decisions.

Increase cross-learning.

It is recommended that PBF practically increases its efforts to improve cross-learning and coordination among RUNOs by organizing quarterly sharing and coordination meetings.

Keep a closer eye.

Without micro-managing the projects implemented by RUNOs, PBF should keep track of project progress more closely so that the bottlenecks are detected at an early stage and addressed.

1. Background and Context

Background

1.1.   The Republic of Liberia is a west African country that suffered a 14-year civil war (1989 - 2003) mainly ignited by identity factors and fueled by corruption, poverty, inequality[1] and control over productive resources. During the war, as many as 250,000 Liberians lost their lives and a wide range of rights violations against women, children and civilian population - sexual abuses, forceful recruitment in armed forces, economic crimes and massacres - was perpetrated by all factions of the war.[2] As highlighted in the Liberia stakeholder report for the UPR regarding impunity for past human rights violations[3], very little has been done to address those harms and this has further undermined the ability of vulnerable groups in Liberia to enjoy their human rights.

1.2.   In accordance with the UN Security Council resolution 1509, United Nations Mission in Liberia (UNMIL) was established in 2003 to assist the implementation of a ceasefire and peace agreement.[4] In the peace agreement between the Government of Liberia, the Liberians United for Reconciliation and Democracy, the Movement for Democracy in Liberia and the Political Parties, the signatories committed to the guarantee and respect of international human rights principles enshrined in the international instruments including the Universal Declaration of Human Rights.

1.3.   Article XII of the peace agreement highlighted the importance of human rights and clearly stipulated to seek technical, financial and material support from the United Nations Human Rights to monitor and strengthen the observance of human rights in Liberia. In addition, Article XXXI of the agreement required the Government of Liberia to pay particular attention to the issues of rehabilitation of vulnerable groups or war victims (e.g. children, women, elderly and disabled).[5]

1.4.   UNMIL, in collaboration with the national, regional and other international actors, provided support to the Government of Liberia for fourteen years (2003-2017) to implement the peace agreement and to address the root causes of the conflict for sustainable peace and development.

1.5.   Before completing the mission in 2018, UNMIL in consultation with key national, regional and international stakeholders developed the 'Liberia Peacebuilding Plan, 2017'

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[1] http://www.peacebuildingdata.org/research/liberia/results/civil-war/root-causes-civil-war
[2] Truth and Reconciliation Commission, Liberia, 2009: 251; Volume II: Consolidated Final Report, Section 10.2 (*paraphrased*)
[3] https://www.hrw.org/news/2019/10/03/liberia-stakeholder-report-united-nations-universal-periodic-review-regarding
[4] http://unscr.com/en/resolutions/1509
[5] https://peacemaker.un.org/liberia-peaceagreementlurdmodel2003

which clearly articulates that the peacebuilding priorities of the Government of Liberia shall be based on human rights principles.[6]

1.6.   In July 2018, while presenting the state report on International Covenant on Civil and Political Rights to the Human Rights Committee, the Committee Experts expressed concerns regarding discriminations against women, girls, persons with albinism, and lesbian, gay, bisexual, transgender and intersex (LGBTI) persons among others. They also raised concerns regarding accountability for conflict-related crimes.[7]

Context

1.7.   Although significant progress was made towards improving the human rights situation in Liberia during the UNMIL presence in Liberia, the root causes and consequences of the conflict were not fully addressed. Coinciding with the exit of UNMIL from Liberia in 2018, the Office of UN High Commissioner for Human Rights (OHCHR) established a country office in 2018 at the request of the Government of Liberia.

1.8.   From 9 April 2018, OHCHR Liberia implemented a project on 'Support to national peacebuilding priorities in enhancing the capacity of human rights institutions and entities' with support from the Peacebuilding Fund (PBF). PBF is the UN Secretary General's fund to provide timely, catalytic and risk-tolerant support for post-conflict peacebuilding or situations with imminent risk of conflict.

1.9.   The OHCHR is one of the responsible UN agencies participating in the implementation of the Liberia Multi Partner Trust Fund/ Peace Building Project in Liberia. OHCHR is the leading UN entity on human rights and is mandated by the General Assembly to promote and protect all human rights for all people. OHCHR also plays a crucial role in safeguarding the integrity of the three interconnected pillars of the United Nations – peace and security, human rights and development.[8]

Project in brief

1.10.   The PBF project implemented by OHCHR Liberia for a period of 18 months (April 2018 - September 2019) had two **outcomes:** i) Strengthened capacity of government, INCHR and civil society and community based organizations in human rights protection and promotion through increased human rights accountability

Summarized 6 Project Outputs:
1.1: Strengthened <u>state</u> human rights protection mechanisms and systems;
1.2: Increased capacity of <u>INCHR</u>;
1.3: Increased <u>CSO</u> monitoring, reporting, advocacy, collaboration on human rights;
2.1: <u>OHCHR</u> monitoring, documentation and reporting of human rights in Liberia;
2.2: <u>OHCHR</u> leadership in human rights mechanisms in the UNCT work;
2.3: OHCHR capacity in Liberia

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[6] https://unmil.unmissions.org/sites/default/files/liberia_peacebuilding_plan_-_2(
[7] https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=23
[8] From the Terms of Reference

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mechanisms, monitoring, reporting and advocacy for a sustained peace, reconciliation and conflict prevention; and ii) Human rights culture enhanced through continued provision of independent field monitoring, mentoring, advisory services and technical assistance to national institutions/actors and the UNCT for a sustained peace after UNMIL's closure.[9]

1.11.   The Outcomes and Outputs of the project are uniquely formulated to reflect that the support and collaboration of the UN with the state entities, national human rights institution and CSOs for the protection and promotion of human rights in Liberia would continue through the establishment and functioning of OHCHR Country Office in Liberia.

1.12.   The total budget for the 18-month project was US$ 2,600,890.00 (US$ 2 million from PBF and US$ 600,890 from OHCHR). For the project implementation, a team of 13 staff members (a Project Manager - P5, a Project Technical Advisor - P4, a Project Officer - P3, 3 International UN Volunteers, 3 national Human Rights Officers, 1 Administrative/Finance Assistant, 1 Security Assistant and 2 Drivers) was provisioned and most of them were filled gradually.

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[9] From the Project Document

2. Evaluation Methodology

Purpose of the evaluation

2.1.   The purpose of the evaluation is to ensure accountability and learning by examining the project progress and results against the agreed project targets.

2.2.   While the evaluation intends to fulfil the donor requirements (accountability), it is also meant to reflect on successes and failures of the project implementation (learning) for future refinement in approaches towards consolidation of peacebuilding through promotion and protection of human rights.

Evaluation scope

2.3.   In terms of timing, the evaluation covers a period of 18 months, starting from 9 April 2018 to 8 October 2019. This includes two 3-month no cost extensions.

2.4.   In terms of level of interventions, the evaluation covers the results of both the community and national level activities. For the evaluation of community level activities, participants from 11 out of 15 counties were consulted. Four (Bong, Grand Bassa, Montserrado and Nimba) out of 15 counties were visited and respondents from 10 counties (Bomi, Gbarpolu, Grand Bassa, Grand Kru, Lofa, Maryland, Montserrado, Nimba, River Gee, and Sinoe) were consulted for feedback on the human rights situation and the work of OHCHR/INCHR.

2.5.   In terms of the parameters, the evaluation assessed the results against the targets of the results and resources framework (RRF). It also tried to get answers to some key questions, using OECD/DAC criteria of **relevance, effectiveness, efficiency, impact** and **sustainability.** An additional criteria of **gender equality and human rights** was also applied as required by the UN.

Evaluation design and methodology

2.6.   The overall evaluation design entails planning, implementation and utilization (Prof. Dr. Wolfgang Meyer, 2015). As part of planning, the OHCHR and PBF defined the evaluation objectives in the ToR and the consultant identified the information needs based on the theory of change (ToC), RRF, project document and initial consultations with the stakeholders; derived criteria for evaluation from the ToR and developed the study tools.

2.7.   The tentative study design and tools were shared with the OHCHR and PBF teams as part of an inception report for their feedback and suggestions. The inputs and suggestions were then incorporated in the revised report, the tools were updated accordingly and used.

2.8. The evaluation design also considered the audience of the report, its possible use and the context in which the project was implemented.

2.9. As directed by the ToR, the evaluation design was a mix of three broader frameworks - formative, process and outcome evaluation. For example, some elements of formative design (e.g. feasibility, appropriateness and acceptance of the activities), some elements of process design (e.g. inputs, activities and outputs) and some elements of outcome design (e.g. short, medium and long term results in individuals, organizations and institutions) are mixed in the entire exercise. However, this evaluation design does not have much elements incorporated from the impact evaluation framework.

2.10. In addition, the evaluation design also considered the gender equality and human rights aspects, contribution/attribution of the project to the change trajectory and to the intended and unintended results.

2.11. It is also important to note that the evaluation design was non-experimental due to the short duration of the project, limited time and resources available for the evaluation exercise. There was no comparison made between intervention and control groups. However, some external views were entertained in the form of consultation in the evaluation exercise.

Evaluation tools

2.12. In order to evaluate the results of the project as holistically as possible, qualitative and quantitative tools were used although more focus was on the qualitative ones. The following tools were used for the evaluation exercise:

- **Desk review of documents:** A number of documents, particularly the project document, RRF, progress reports, reports from grantees, documents produced by the government entities, INCHR and CSOs were reviewed. In addition, reference documents provided and referred by OHCHR Geneva were also reviewed to enrich the exercise and align it with the accepted UN standards;

- **Focus group discussions (FGDs):** A total of 5 FGDs were conducted with 33 participants in four counties (Bong - 1, Grand Bassa - 1, Montserrado - 1 and Nimba - 2). The guiding questions for FGDs are given in 'Annex D: Evaluation tools' and the list of persons participating in the FGDs is give in 'Annex C: List of persons consulted' of this report.

- **Key Informant Interviews (KIIs):** A total of 16 KIIs were conducted with key stakeholders of the project including representatives of CSOs, INCHR, government, OHCHR Liberia, OHCHR Geneva and Peacebuilding Fund. The guiding questions for KIIs are given in 'Annex D: Evaluation tools' and the list of persons participating in the KIIs is give in 'Annex C: List of persons consulted' of this report.

- **Evaluation survey:** In order to complement the information obtained from other sources, a questionnaire was administered among 44 participants representing 10 counties. The questionnaire was divided into two sections, namely, the human rights situation in general in Liberia and the experience of working with OHCHR or INCHR. The questionnaire is given in 'Annex D: Evaluation tools' and the detailed findings are given in 'Annex E: Survey tables' of this report.

- **General consultations:** In order to enrich the evaluation exercise with some guidance and far off views from external actors (those who are not funders, implementers or beneficiaries), some consultations were conducted with them. The list of externally consulted people is given in 'Annex C: List of persons consulted' of this report.

Evaluation activities

2.13. Initial review of project document, RRF, project reports and background information was [10]done home-based. Some documents were retrieved from the public domain and others were referred to by the evaluation management team (OHCHR, PBF).

2.14. Interactions with beneficiaries of project activities, key stakeholders, grantees, project steering committee members and external actors were conducted for an informed assessment of the results.

2.15. Field visits were carried out to four out of 15 counties of the country. In terms of the number of counties covered, it was 26.66% of total counties but the covered four counties have 62.00% of Liberia's total population. Therefore, those four counties were sampled for the study purposively.

Limitations of the evaluation

2.16. Although almost all of key stakeholders were consulted during the evaluation exercise, it was not possible to reach all counties and all beneficiaries due to limited time and resources.

2.17. The evaluation survey was conducted among the project beneficiaries only which may not represent the general perception of masses in relation to the human rights situation in Liberia.

2.18. The evaluation was conducted around the international human rights day (10 December) and towards the end of the year (in November and December) which posed challenges in scheduling the interactions and meetings with stakeholders.

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[10] Population census of Liberia, 2008

3. Key Findings

3.1. Key findings of the evaluation exercise are summarized around the six broad categories of evaluation areas.

Relevance

3.2. The evaluation found that the project interventions, especially the capacity building activities, such as training, mentoring and joint monitoring missions for NHRI and CSOs were received by the relevant institutions as relevant initiatives. Prior to the OHCHR presence in the country, Human Rights Protection Services (HRPS) under the UNMIL was present in all 15 counties and providing monitoring, reporting and capacity building support to the national institutions. The establishment of Civil Society Human Rights Advocacy Platform - a joint grouping of CSOs working on human rights - was facilitated by UNMIL. OHCHR continued collaboration with the CSO Platform in human rights protection, promotion, monitoring and reporting.

3.3. The presence of OHCHR was highly appreciated by the members of communities, especially women and marginalized groups. In the focus group discussions, the participants stated that when UNMIL was preparing to close, they (especially women, girls and marginalized groups in the communities) felt that they were losing their guardian but with the coming of OHCHR in the country, they regained confidence that their rights would be protected.

3.4. In terms of the people's perception about human rights situation in the country, there seemed little progress in the past two years. The scores of the evaluation survey showed that before the arrival of OHCHR in the country, the human rights situation was at 2.88, which reached to 2.97 now. (Score interpretation is 1: worst, 2: bad, 3: neutral, 4: good and 5: excellent).

3.5. Another evidence of the relevance of the project activities was that OHCHR secured additional funding from Swedish Embassy, PBF and Liberia Multi-Partner Trust Fund to address the human rights issues of women, girls and other vulnerable groups. The PBF and LMPTF representatives mentioned that the work of OHCHR was quite relevant for the country, especially to protect the rights of women, girls and marginalized groups and to deter violence in political scuffling. Probable support leads from Germany and Ireland are also reportedly secured by OHCHR.

3.6. The government entities openly appreciated the support of OHCHR in addressing their needs to prepare for the National Human Rights Action Plan (NHRAP), treaty body reports and Universal Periodic Review (UPR) reports. The OHCHR support was used in the form of technical advice, resources for consultation workshops and for participation in the Human Rights Committee meeting in Geneva. However, the

government entities highlighted the need of capacity needs assessment and realization of identified needs and provision of logistical support (e.g. vehicles to the Ministry).

3.7. While implementing the project, OHCHR demonstrated and proved its worth in advising the government and UN Country Team on human rights issues. As a result, OHCHR is leading the Human Rights Working Group, one among five pillars of Spotlight initiative, one among four pillars of UN Sustainable Development Cooperation Framework (UNSDCF) and a joint project with UNDP and UN Women on transitional justice, rights of women/girls and civic engagement.

Effectiveness

3.8. The project had two key outcomes - i) Strengthened capacity of government, INCHR and civil society and community based organizations in human rights protection and promotion through increased human rights accountability mechanisms, monitoring, reporting and advocacy for a sustained peace, reconciliation and conflict prevention; and ii) Human rights culture enhanced through continued provision of independent field monitoring, mentoring, advisory services and technical assistance to national institutions/actors and the UNCT for a sustained peace after UNMIL's closure. To the large extent, the project was able to achieve these outcomes despite it was a new office.

3.9. The project provided support to the preparation of NHRAP, which is a strategic human rights commitment of the nation. Similarly, the support provided to the INCHR and CSOs in terms of capacity building, training, collaboration and mentoring was seen as crucial by the relevant partners and they are gradually taking lead in human rights monitoring, protection, promotion, advocacy and reporting. However, lack of enabling factors was observed to use those national capacities. For example, the INCHR doesn't have adequate 'Human Rights Monitors' for all districts and the CS Human Rights Advocacy Platform doesn't have space and staff for many county and district chapters.

3.10. On the part of OHCHR, it did its best to provide training to key personnel at the national and sub-national levels but the flow of knowledge and skills to the district, community and settlement levels faced some challenges due to limited resources available to the national partners. At the same time, the stakeholders at the national and sub-national levels need to be provided with knowledge and skills on emerging and evolving human rights issues nationally, regionally and globally.

3.11. The evaluation found that the major focus of OHCHR team was in implementing the activities stipulated in the project document - relatively late. Independent monitoring and evaluation of the project implementation was good and the PBF observed some field activities. The reports from the project activities and grantees were collected timely and regular meetings with the grantees were organized as part of monitoring. The

information gathered from the reports and meetings was effectively used to shape follow-up actions.

3.12. It was observed that OHCHR was actively participating in programs and projects that intended to address sexual and gender based violence (SGBV) and harmful practices (HP). For example, the OHCHR participation in the Liberia Spotlight Initiative, which is supported by the Government of Liberia, the UN, EU and civil society organizations is a key involvement in addressing the SGBV and HP.

3.13. Through a grantee, EHUD Foundation, OHCHR implemented a daunting task of promoting human rights in businesses. A rough-cut documentary video and reports prepared by EHUD Foundation were made available to the evaluator and they show that the discourse around business and human rights is faced with multiple challenges in a low-income country such as Liberia. At the minimum, the beginning of discussions around business and human rights is an encouraging step.

3.14. Currently, the OHCHR Country Office in Liberia is well positioned to provide technical support to the state entities, NHRIs, UNCT, development partners and civil society on human rights issues. Strategic partnerships have strengthened its visibility and recognition among key stakeholders. The office has also gained significant experience in implementing project activities now.

The Project's Theory of Change (ToC):

IF harmful and discriminatory traditional practices are eradicated and IF traditional justice systems, institutional and legal frameworks undermining human rights of citizens and especially women and children are strengthened and made human rights responsive and IF national institutions including security agencies, INCHR and civil society organization and United Nations institutions are capacitated to promote, protect and monitor human right violations, THEN the culture of human rights will be embedded amongst Liberians and institutions BECAUSE citizens including women, youth, children and other marginalized groups can claim their rights and justice while institutions will have the capacity and the tools to ensure the enforcement of international and national human rights commitments and legal frameworks.

3.15. The project's Theory of Change (ToC) envisions empowered right holders, willing, committed, capacitated and able duty-bearers and a favourable operational environment (including traditions, organizations, institutions) for the fulfilment of people's rights.

3.16. The ToC well explains the causality of social changes and human behaviours. However, it is an idealistic expectation to achieve the intended results within a period of 18 months. As a matter of fact, the traditions and traditional institutions have

taken decades, if not centuries, to form and they are likely to take same amount of time to change.

Efficiency

3.17. The evaluation found that the resources for project outcomes were appropriately allocated but not fully utilized. Since the project was designing was initiated by UNMIL in collaboration with the OHCHR headquarters, the implementation faced some challenges. When the OHCHR Country Office was established, there was a transition in the government, not only at the political level but also at the bureaucratic level. This posed additional challenges to the Country Office to build rapport and expedite implementation of project activities. No acceleration plan was prepared and implemented until towards the end of the project.

3.18. Nearly 75% of the total project budget was utilized in spite of two 3-month no-cost extensions granted. This financial delivery indicates that either the resource allocation was not realistic or the utilization was not optimal. For example, the total budget for 'Transfer and Grants to Counterparts' was US$ 460,730 but the expenditure was US$ 329,993 in total for both 1st and 2nd transfers of 275,034.4 and 54,958.6 respectively to the grantees. Five out of six grantees could utilize 100% of grants but one could utilize less than 80% only.

3.19. During the evaluation, it was found that most of 6 grants provided to the CSOs efficiently utilized the resources and implemented the stipulated activities on time. However, the grantees expressed that without physical resources, such as vehicles, the implementation suffered some delays. At times, the vehicles were not available for hires and on some occasions, the hired vehicles denied to go to less secure and remote places. The grantees attributed these challenges to the gaps in understanding of the country situation by the Grants Committee in Geneva. Some grantees even expressed dissatisfaction over the disallowance by OHCHR of some already incurred expenses as per the grants agreements.

3.20. Required human resources were hired in the new Country Office late and some turnovers took place, which affected the delivery of results. In addition, the administrative arrangements, for example, to procure goods and services through UNDP also seemed to have delayed the achievement of project results. OHCHR itself is relatively more centralized system with minimum delegation of responsibilities to CO. Whereas the technical guidance and support provided by the headquarters is well appreciated, the lack of decision-making authority on administrative and financial issues at the CO level has delayed the achievement of results to some extent.

3.21. The project enabled the CO to demonstrate its presence and as a result of which it has been able to partner with other UN agencies, such as UN Women and UNDP on a

LMPTF project and with the UN team on a Spotlight Initiative. The Government of Liberia, Embassy of Sweden and UN sister organizations, to name some, have the confidence to work with OHCHR on human rights issues in the country.

Sustainability

3.22. During the final evaluation, it was observed that the Human Rights Monitors from INCHR were able to organize interactions with the stakeholders with minimum supervision from OHCHR. Apart from that, the INCHR representatives were well received by the communities and state stakeholders. These are notable indicators that the national human rights institution has secured competence, visibility and acceptance among the stakeholders. However, it should be noted that only this project cannot be attributed for the increased capacity on INCHR as there are other actors as well in the scene.

3.23. Similarly, the Civil Society Human Rights Advocacy Platform has also enhanced capacity to carry out human rights monitoring and reporting functions with minimum supervision. However, the technical capacity without financial and physical resources cannot be considered as a sustainable result.

3.24. The state has taken into account some human rights concerns, although not as much as advocated for, in the newly adopted domestic violence and land reform laws, etc. These can be taken as stepping stones for further advancement of human rights concerns for women, girls and other vulnerable groups.

3.25. The capacity building and mentoring components of the project are taken as useful elements by the national stakeholders.

3.26. The engagement with the media, particularly with the radio stations, has been useful to spread awareness on human rights. If the radio journalists are further encouraged and enabled to further run talk-shows with human rights defenders and state authorities on emerging human rights issues, preferably in local dialects/languages, to produce and broadcast awareness jingles in local dialects/languages and to continue phone-in programs with survivors or witnesses of human rights violations. This would promote a human rights culture and help reduce human rights violations in the country.

3.27. In terms of exit strategy, the project did not have an exit strategy per se as the Country Office had initially secured a six-year mandate until the end of 2024. However, the Country Office, which was established with the support from the project, has been promoting the national human rights actors (NHRIs and civil society) to promote, monitor and report human rights in the country.

Initial impact

3.28. As a short-term and initial project, big impacts cannot be expected. People's confidence regarding the human rights situation in the country is stable. Regarding the situation of housing and jobs for common Liberians, the evaluation survey participants expressed dissatisfaction.

3.29. Many participants of FGD and KII made a mention of the presence of OHCHR monitors to be crucial to deter the violence during the June protest, which was organized on June 7, 2019 in Monrovia, Liberia by the opponents of the Liberian President George Weah. The protest was called by a Patriot Front alleging the authorities of corruption, misuse of public funds by the administration, violation of press freedoms, failure to adequately fund health and education programs and economic decline. According to news reports,[11] thousands of Liberians joined the protest but they remained peaceful mainly because of the presence of national and international human rights monitors, mainly those from the UN Human Rights.

3.30. Discussions on human rights in business have begun receiving attention although there are apparently some challenges. For example, the evaluation found that the state authorities were not much aware of their responsibilities to protect, respect and ensure access to remedy for rights of people involved in business enterprises.[12] Similarly, the business enterprises expressed that the discussions on human rights in business as hindrances to their work. The employees on the other hand were also not aware about some basic human rights issues, such as workplace safety, forced labor, sexual harassment, discrimination, health, well-being, protection, and environmental degradation, etc. Furthermore, the employees feared revenge and losing their jobs for making complaints.

Gender equality and human rights

3.31. The evaluation found that gender equality and human rights dimensions were given due consideration in the implementation of project activities. The participation of women and girls in the project activities was deliberately encouraged and gender disaggregated data was collected in the reports.

3.32. As a leading human rights agency within the UN system, OHCHR has been integrating human rights based approach in all activities it carries out. In implementing project activities, OHCHR paid adequate attention to ensure human rights for all and particularly for women, girls and people with disability. Female participants of the trainings expressed that they felt equally empowered as men from their involvement in OHCHR activities.

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[11] See https://www.reuters.com/article/us-liberia-protest/thousands-protest-in-liberia-against-corruption-economic-decline-idUSKCN1T82ER
[12] UN Human Rights (2011): Guiding Principles on Business and Human Rights

3.33. Apart from the participation of women, girls and vulnerable groups, OHCHR included human rights and gender equality contents in the training sessions.

3.34. The evaluation found that the work of OHCHR has contributed to the adoption of domestic violence and land reform laws in Liberia with some concerns of women, girls and other vulnerable groups addressed.

4. Conclusions

4.1. The presence of the UN in human rights monitoring, promotion, protection and reporting has been highly appreciated and valued by the national actors, especially by the civil society and Independent National Commission on Human Rights (INCHR). The Government of Liberia also takes it positively that the OHCHR presence has been crucial to prevent violence in mass protests, mob violence, etc.

4.2. The national actors have been gradually taking the lead role in monitoring and reporting on the human rights situation in the country. However, the limited capacity of INCHR and CSO Platform has remained as a challenge for them to effectively function. The presence of INCHR, CSO Platform, human rights media persons and human rights defenders in all 108 districts is crucial to better monitor the human rights situation nationwide and to make a headway towards achieving them.

4.3. Capacity building, mentoring, experience sharing and providing foundational resources for national stakeholders in human rights are concluded as the most essential to-do activities by the national stakeholders.

4.4. There have been some legislative reforms in addressing the human rights concerns in the country. Rape is criminalized through the Rape Law and the recently enacted Domestic Violence Act criminalizes some acts of domestic violence. Land reform law tries to empower women and vulnerable groups making land entitlement possible for them.

4.5. OHCHR is addressing the issues around the rights of lesbian, gay bisexual, transgender, intersex and queer (LGBTIQ) persons through the Sexual Orientation and Gender Identity and Rights (SOGIR) project and undertaking a research on the impact of the declining economy on human rights in Liberia. People have concerns about control of corruption and the pace of implementing the TRC recommendations. It was also expressed by CSO representatives that the pre-trial detentions are reportedly longer than allowed by the law. The prison conditions are perilous and human rights in business are neglected. Joint efforts of state and non-state actors on these issues are imperative.

4.6. Sustainable peace and development are the overarching priorities of the Government of Liberia and the United Nations and other development partners have committed to contribute to the accomplishment of these priorities as they form the basis of sustainable development goals (SDGs).

5. Lessons Learnt and Recommendations

Lessons Learnt

5.1. **Capacity building with enablers such as human, financial and physical resources are effective.** Capacity building efforts for the national entities and institutions on human rights protection, promotion, monitoring and reporting have been good but in the absence of adequate enablers, such as human resources, financial resources, physical resources and incentives the built capacities could not be fully utilized.

5.2. **Concerted efforts of national and international actors can secure results from human rights advocacy.** Collaboration and coordination among multiple actors are more effective, especially in advocacy for promotion, protection and respect of rights. Working together has inherent challenges but the results are worth it. The partnership between OHCHR, INCHR and CSO Platform has been effective in the project to advocate for legislative reforms to protect and fulfil vulnerable people's rights.

5.3. **Interventions at the policy and practice levels are mutually reinforcing and enriching.** Systemic interventions are necessary to ensure human rights friendly systems, policies and institutions. At the same time, human rights awareness at the individual level is equally important. Cascading human rights knowledge from top to bottom and distilling inputs from each individual to policy reforms are two-way interventions in human rights and they are likely to give better results.

5.4. **Institutional and strategic continuity matter in project planning and implementation.** When the project was designed, UNMIL proposed expected results and activities influenced by its legacy and experiences of 14 years in Liberia. When OHCHR came in to implement them, it had a different institutional set up and working modality. For example, the UNMIL would provide grants to the national stakeholders on its own whereas OHCHR needed to get approval from the Grants Committee to provide grants.

Recommendations to national stakeholders

5.5.1. **Coordinated efforts should be increased in promoting human rights culture in the country.** Coordination among the INCHR and CSOs is crucial to promote a human rights culture in the country. Set-up coordination and sharing mechanisms to strengthen efforts in advocacy, monitoring, protection, promotion and realization of people's human rights in the country.

5.5.2. **New avenues for resource mobilization should be sought.** Resources have been identified as a key constraint for the national stakeholders to act effectively. Innovative

resource mobilization strategies should be formulated and implemented to address the resource constraints.

5.5.3. **Joint advocacy should be initiated for more national resources for human rights work.** Resources invested on human rights are sensitive. Therefore, the national stakeholders, including INCHR and CSO Platform should advocate for more national resources to be invested in human rights work. And, advocate for inclusion of human rights in formal education curriculum.

5.5.4. **INCHR and CSO should increase their field presence.** INCHR, as a national human rights institution, people have high expectations from it. It should therefore increase its field presence. Similarly, the CSO Platform is also a trusted human rights actor in the country and is recommended to expand its network to the community level. Capacity building activities at the field level should be increased and human rights defenders should be issued identifications to facilitate their work at the local levels.

5.5.5. **Engagement with relevant institutions should increase.** It is recommended that the law enforcement institutions, especially the security institutions should be engaged by INCHR and CSO Platform in discussions related with the protection of people's rights. Similarly, engagement with the business enterprises should also be increased by INCHR and CSO Platform to promote human rights in business.

Recommendations to OHCHR

5.6.1. **Continue building capacity of INCHR and CSO Platform on human rights monitoring and areas identified through training needs assessment.** As in the past, capacity building component of the project needs to be continued with more focus on the needs assessment, ToT, use of local resource persons as far as possible, creation of enabling environment, port-training follow-ups and impact assessment. Endeavor to provide logistical support, e.g. vehicles, equipment, communication and mobilization costs to national stakeholders as far as possible.

5.6.2. **Put more energy and resources at the national level but don't sacrifice sub-national and community interventions.** Continue with policy advice, capacity building, mentoring and systemic interventions as expected from the office. The office should invest more energy and resources at the national level to structural reforms. At the same time, the mandate should be exercised by carrying out monitoring, promotion and reporting activities at the sub-national and community levels. The work at national, sub-national and community levels are important to make informed decisions.

5.6.3. **Bring together national actors including INCHR and CSOs for collaboration.** Ideally, national institutions are expected to collaborate for human rights protection and promotion. However, the state and non-state actors are different in nature, they have different domains and they operate differently. Similarly, various non-state actors often

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compete with each other and find it difficult to collaborate among themselves. In such a situation, OHCHR should facilitate such a collaboration by creating sharing forums, e.g. among the MOJ, INCHR, CSO Platform, associations of business enterprises, security institutions on specific issues, such as business and human rights, human rights situation in detention centres, gender equality, etc.

5.6.4. **Strengthen project management capacity:** OHCHR has a proven expertise in human rights work, at the same time, it needs to strengthen its project management capacity by assigning dedicated staff members for project planning, monitoring, reflection and reporting. OHCHR may consider to create an online sharing forum where knowledge resources, experiences, issues, advices and good practices are shared among project staff members working around the world.

5.6.5. **HQ - backstop and delegate:** OHCHR Headquarter should continue providing technical backstopping and guidance to CO. At the same time, it should delegate more administrative and financial decision making authorities to CO and hold them to account, e.g. on grants-making, recruitment, procurement, etc.

Recommendations to PBF/PBSO

5.7.1. **Assess institutional capacity:** Although PBF is a risk tolerant instrument, it must conduct institutional capacity assessment of RUNOs based on set guidelines, if available, before making funding decisions. If there are capacity gaps, necessary measures can be devised to address those gaps.

5.7.2. **Increase cross-learning:** It is recommended that PBF practically increases its efforts to improve cross-learning and coordination among RUNOs by organizing quarterly sharing and coordination meetings. This will reduce duplication of efforts and resources and increase efficiency.

5.7.3. **Keep a closer eye:** Without micro-managing the projects implemented by RUNOs, PBF should keep track of project progress more closely so that the bottlenecks are detected at an early stage and addressed.

6. Annexes

A. Terms of Reference

Final Evaluation of the Project 'Support to Peacebuilding priorities in enhancing the capacity of human rights institutions and entities'

(Implemented by OHCHR Liberia Country Office)

Title:	International Evaluation Consultant
Project:	End-term evaluation OHCHR Liberia Project: **Support to Peacebuilding priorities in enhancing the capacity of human rights institutions and entities'**
Type of Contract:	SSA
Post Level:	P3 (international consultant); NOB (national consultant NOB)
Languages Required:	English
Starting Date	
Duration of Contract:	40 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:	(20 May to 2 July 2019)

I.   Background

The Office of the United Nations High Commissioner for Human Rights (OHCHR) is one of the responsible UN agencies participating in the implementation of the Liberia Multi Partner

Trust Fund/ Peace Building Project in Liberia. The Office of the High Commissioner for Human Rights (UN Human Rights) is the leading UN entity on human rights. The General Assembly entrusted OHCHR with a unique mandate to promote and protect all human rights for all people. The United Nations human rights programme aims to ensure that the protection and enjoyment of human rights is a reality in the lives of all people. UN Human Rights also plays a crucial role in safeguarding the integrity of the three interconnected pillars of the United Nations – peace and security, human rights and development.

UN Human Rights provides assistance in the form of technical expertise and capacity-development in order to support the implementation of international human rights standards on the ground. It assists governments, which bear the primary responsibility for the protection of human rights, to fulfil their obligations and supports individuals to claim their rights. Moreover, it speaks out objectively on human rights violations.

In a bid to strengthen human rights protection and promotion in Liberia; the Office of the United Nations High Commissioner for Human Rights in Liberia in the framework of the PBF project on; 'Supporting national peacebuilding priorities in enhancing the capacity of human rights institutions and entities' seeks to engage the services of a consultant to evaluate the impact of the project. It is upon this background that OHCHR Liberia Country Office seeks to hire the services of a national consultant to conduct end of project evaluation.

The project to achieve the following two priority outcomes and six outputs:

> **Outcome 1 Strengthened capacity of government, INCHR and Civil Society and Community based Organizations in human rights protection and promotion through increased human rights accountability mechanisms, monitoring, reporting and advocacy for a sustained peace, reconciliation and conflict prevention**
>
> **Output 1.1:** Strengthened state human rights protection mechanisms and systems to meet international human rights treaty obligations and particularly address SGBV, HTP and discrimination against marginalized groups.
>
> **Output 1.2:** Increased capacity of INCHR to support the realization of human rights, the achievement of national strategic objectives, and the integration of rights based approaches within government national strategies including for national reconciliation and sustained peace.

Output 1.3: Increased CSO human rights monitoring, reporting, advocacy, and collaboration with INCHR, as well as engagement with government for effective human rights accountability

Outcome 2. Human rights culture enhanced through continued provision of independent field monitoring, mentoring, advisory services and technical assistance to national institutions/actors and the UNCT for a sustained peace after UNMIL's closure.

Output 2.1: Human rights situation in Liberia monitored documented and reported upon including responses of national capacities to address and realise human rights observance in Liberia

Output 2.2: OHCHR leads Human Rights Working Groups (HRWG) including Protection of Civilians (PoC) strategy and Rights up Front for the UNCT and provides guidance on the integration of human rights based approaches in UNDAF programming to support government peace building priorities, AfT and treaty obligations for sustainable peace, reconciliation and conflict prevention

Output 2.3: OHCHR expertise and qualified staffing fulfils the implementation of Outcomes 1&2.

II.   Purpose (and use of the evaluation)

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

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

The evaluation findings will be used by relevant stakeholders to:

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

The findings of this evaluation will also be used by the UN to further refine its approaches towards consolidation of peacebuilding through promotion and protection of human rights. The results of the evaluation will be publicly accessible through LMPTF –reporting system to inform global learning.

Intended users

The main evaluation users OHCHR and UNCT in Liberia. Furthermore, national stakeholders such as the Ministry of Justice, Ministry of Defense, Ministry of Gender, Children and Social Protection, the legislature,judiciary, Kofi Annan Institute of Conflict Transfrmation, the independent National commission for human rights, Law Reform Commission.

III.   Objectives of the assignment

The evaluation will be guided by the standard OECD/DAC[13] evaluation criteria a.e., a focus on relevance, effectiveness, efficiency, sustainability, and Human Rights and Gender Equality.

The objectives of the evaluation are to:

a. Assess the **relevance** of the intervention, strategy and approach in the implementation of the project;
b. Assess the **effectiveness** and **efficiency** of the project towards the achievement of impact results;
c. Assess sustainability of the project;
d. Assess the quality of the inter-agency coordination mechanisms that were established at country level;
e. Determine whether **human rights approach and gender equality** principles are integrated adequately in the project. Assess the sustainability of the results and the intervention in advancing gender equality.
f. Identify and validate important lessons learned, best practices and, strategies for replication and provide actionable recommendations for the design and implementation of future interventions.
g. Identify and validate innovative approaches in all aspects of the project
h. Document and analyze possible weaknesses in order to improve next steps in terms of consolidation peacebuilding, human rights promotion and protection

IV.   Methodology

The end of project evaluation is expected to include both qualitative and quantitative analysis. The evaluation will be based on the evaluation design matrix/framework, tools to ensure that information is gathered from both primary and secondary sources of information. The

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

consultant should draw on varied methodologies to inform the documentation of good practices, lessons learnt and success stories stemming from the project.

It is envisaged that the evaluation will be based on information gathered from a variety of sources as follows:

a) Desk review of key documents: To commence prior to the visit to the sampled institutions and continued during the evaluation process.
b) Conduct Focus Group discussions and brainstorming sessions with key beneficiaries of OHCHR human rights programmatic actions including trainings.
c) Carry out Key Informant Interviews (KII) with human rights directorates and focal points of the different institutions, and other stakeholders to generate information, impact stories and to triangulate the findings.
d) Conduct regional Field visits/missions (15 counties will be selected based on the criteria of geographic representation), the field visits will form part of the information source for documentation different aspects of OHCHR country engagement activities with a view of identify good practices, lessons learned and short term impacts of its capacity building and training activities.
e) Triangulation of information from various information sources: Triangulation of information and findings will be an important part of the process.

This project has the following Theory of Change:

IF harmful and discriminatory traditional practices are eradicated and IF traditional justice systems, institutional and legal frameworks undermining human rights of citizens and especially women and children are strengthened and made human rights responsive and IF national institutions including security agencies, INCHR and civil society organization and United Nations institutions are capacitated to promote, protect and monitor human right violations, THEN the culture of human rights will be embedded amongst Liberians and institutions BECAUSE citizens including women, youth, children and other marginalized groups can claim their rights and justice while institutions will have the capacity and the tools to ensure the enforcement of international and national human rights commitments and legal frameworks.

The Results and Resources Framework (RRF) of the project is included in annex 1.

OHCHR established a Project Management Team for project coordination, reporting and monitoring.

Project governance, coordination and oversight: While the implementation, coordination and reporting of each project is the responsibility of the Lead Agency, the overall accountability and oversight of the entire PBF portfolio is the responsibility of the Resident Coordinator supported by the PBF Coordinator. The Project will be implemented directly by OHCHR recruited personnel with administrative support from UNDP. The P5 as head of the OHCHR

country office is the overall responsible and accountable to manage the implementation of the project in accordance with the objectives and will serve as chairperson of the Project Board. The Project Board [composed of OHCHR, INCHR, the CSO Platform and the RC] will be established to ensure overall supervision of the project and will be responsible for making strategic policy and management decisions any time guidance is required, including approval of annual work plan.

V. Evaluation questions and criteria

The evaluation should be guided but not limited to the evaluation questions listed below. The assignment entails end of project evaluation. The assignment is expected to be conducted in line with standardized Evaluation criteria also referred to as the **(**DAC criteria) to assess the work done by the office in terms.

Relevance: The extent to which the objectives of the project 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 OHCHR policies and strategies.

- ✓ Assess relevance of OHCHR's programmatic interventions in contributing to changes in the human rights context and realization of human rights; extent to which human rights training have been able to address capacity needs of targeted audiences (measure the effects of the HRs training on the learner's organization/group and/or the broader community in the longer term connected to the learner's involvement in a human rights training, determining contributions to broader social change).
- ✓ To what extent has the project been catalytic in addressing some of the root causes of inequalities, especially those causing challenges for women in Security Sector Institutions?
- ✓ Are the activities and outputs of the project consistent with the intended outcomes or impacts? Do they address the problems identified? was Theory of change applied?
- ✓ How does the project reflect and align to Liberia's national priorities?
- ✓ Does the project meet needs of the target groups?
- ✓ What is the significance of the intervention as far as local and national commitments and priorities are concerned?

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

- ✓ What has been the progress made towards achievement of the expected outcomes and results? What results were achieved?
- ✓ To what extent are beneficiaries satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- ✓ Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results?

- ✓ Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?
- ✓ To what extent are the project approaches and strategies innovative? What types of innovative practices have been introduced? What are the unsuccessful innovative practices?
- ✓ What contributions are participating UN agencies making towards the implementation of international and regional human rights standards and safeguards against SGBV and HPs?
- ✓ Has the project contributed to building synergies with other programmes being implemented at country level by United Nations, International NGOs and the Government of Liberia?
- ✓ To what extent was the monitoring data objectively used for management action and decision making?
- ✓ How effective have OHCHR engaged with national partners in implementing the range of substantive areas in which the project focuses (i.e. accountability for SGBVs, business and human rights etc.)?
- ✓ Have the project's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project?

- ✓ Did the project have effective monitoring mechanisms in place to measure progress towards results, how adaptably and rapidly did the projects react to changing country context?
- ✓ To what extent, if any, have delays in developing and implementing the project objectives been attributable to actions or inactions by OHCHR?
- ✓ Evaluate and provide evidence of contributions of OHCHR support to the Office's expected results on promotion and protection of human rights in line with relevant international human rights standards (drafting and adoption of new policies, plans and programmes in line with recommendations from human rights bodies (including the Universal Periodic Review, Special Procedures and Treaty Bodies).
- ✓ Examine extent of application of rights based approaches and gender mainstreaming in programme implementation and its impact on promotion of gender equality

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

- ✓ Have resources been allocated strategically to achieve project outcomes?
- ✓ Were resources sufficient to enable achievement of the expected outputs?
- ✓ Have the outputs been delivered in a timely manner? what were the limitations?
- ✓ Is the joint project and its components cost-effective? Could activities and outputs have been delivered with fewer resources without comprising project quality?
- ✓ Has the project's organizational structure, management and coordination mechanisms effective in terms of project implementation? Are there any recommendations for improvement?

- ✓ Has the project improved efficiency in terms of delivery, including reduced duplication, reduced burdens and transactional costs? If so, what factors have influenced this?
- ✓ Has the project facilitated building of synergies with other programmes being implemented at country level by United Nations, including International NGOs and the Government of Liberia?
- ✓ How effective are the project's individual entity and joint monitoring mechanisms? How was data from   monitoring used for management action and decision making?
- ✓ Were resources appropriately utilized to achieve project objectives?
- ✓ Was the project implemented without significant delays? If so, how the project team mitigated its impact?

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

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

> **Gender Equality and Human Rights (GE&HR)**

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

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

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

The PPMES is the section which provides overall policy guidance to OHCHR evaluation function, in compliance with OHCHR Evaluation Policy. OHCHR Evaluation policy is also aligned to the United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System which seeks to guide evaluation managers and evaluators. All evaluations in OHCHR evaluation standards.

Scope of the evaluation

The evaluation will cover the implementation period of the project, thus, April 2018- June 2019 (18 months including a NCE period of 3 months).

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

- Community level - assessing how the project initiatives, particularly by implementing partners on the ground, have created favorable conditions for consolidation of peace efforts, human rights promotion and protection in all the 15 countries.
- National level - analyzing achievements over the 18 months of implementation, more specifically what have been the successes, opportunities missed, and constraints encountered.

The geographic scope of the evaluation will be decided in consultation with the evaluation team during the inception phase. The project targeted 15 project counties. Challenges that might hinder the data collection process at county level is the bad condition of roads during rainy season.

VI. Evaluation design (process and methods)

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

The evaluation team (the International and National Consultant) is responsible for phases two, three, four and five while the Phase one and phase six are the responsibility of the OHCHR P. 4 or P.3 technical Officer, Human Rights Officer.

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 emerging human rights and gender issues in the implementation of the program.

VI.   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 OHCHR at the inception of the evaluation

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

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

- **Review of Documents**: The evaluators shall familiarize themselves with the programme through a review of relevant documents, including, but not be limited to: project Work Plan, Annual progress reports, Project procurement and financial reports, Minutes of Project Management meetings, Policy briefs, studies and any other technical reports, etc.
- **Key Informant Interviews**: The evaluator shall do a comprehensive stakeholder mapping in the beginning to identify the key informant interviewees. The evaluator shall carry out key informant interviews with major stakeholders. The interviews should be organized in a semi-structured format to include for instance. Focused Group Discussions; individual interviews; surveys; and/or participatory exercises with the community or individuals. The information from this assessment will be used as a baseline for PAPD, UNDAF and to facilitate the development of the First phase of NHRAP
- **Field visits**: During site visits, the evaluator will carry out interviews with the community, making sure that the perspective of the most vulnerable group is included in the consultation.

The evaluation team should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for

example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

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

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

The evaluation should be conducted in accordance with OHCHR evaluation Policy, evaluation strategic plan, OHCHR gender and diversity policy and the United Nations System-Wide Action Plan Evaluation Performance Indicators (UN-SWAP EP). OHCHR will provide all the policy documents.

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception phase how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives. Their participation is crucial at each stage as follows: 1. Design; 2. Consultation of stakeholders; 3. Stakeholders as data collectors; 4. Interpretation and 5. Reporting, dissemination and usage of data. The list of stakeholders can be found in section III. Furthermore, a stakeholder analysis should be provided in the inception report.
It is important to pay particular attention to the participation of rights holders—in particular women in the Security Sector Institutions and rural women. The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame

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

Tasks	Time frame	Responsible party
Desk review and inception meeting The evaluator will attend a virtual inception meeting where	20 May- 24 May 2019	Evaluation Team

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 OHCHR 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.)		
Submission of draft Inception Report to the evaluation reference Group The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives.	27-31 May 2019	Evaluation Team
Submission of Final Inception Report. The inception report should capture relevant information such as proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables and should also contain background information. The inception report should be approved by the PBSO Secretariat and OHCHR Senior Management	3 June 2019	Evaluation Team
Data collection Data collection will include both in-country, face-to-face and/or virtual (telephone, video conferencing) interviews.	5 June -20 June	Evaluation Team
Analysis and presentation of preliminary findings to the OHCHR project team The evaluator will share preliminary findings and recommendations with the project team at the end of the field visit. Prior to this presentation, The Consultant will share the initial findings and recommendations with the OHCHR programme team.	20-24 June 2019	Evaluation Team
Submission of interim Evaluation Report. Report structure should follow UNEG evaluation reporting guidance.	26 June 2019	Evaluation Team

The evaluators finalize the draft report. OHCHR will review the report as part of quality assurance and will share it with the reference group for their feedback.		
Comments from Technical Coordination Committee The report should be finalized on the basis of feedback from OHCHR and the TCC. OHCHR will present the draft report to stakeholders in a validation meeting. A presentation of draft report should be done at a validation workshop facilitated by the National Consultant. A presentation of draft report should be done at a validation workshop facilitated by the National Consultant.	27 June 2019	Evaluation Team OHCHR M&E Technical Coordination Committee and Peace Building Office Secretariat

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
	28 June 2019	Evaluation Team

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		
Dissemination of Report With recommendations from the evaluation team OHCHR will develop a dissemination and utilization plan following the finalization of the Evaluation Report.	1 July 2019	OHCHR
Management response	5th July 2019	OHCHR

IX. Expected deliverables

The deliverables expected for this assignment are as follows:

1. A detailed inception report, including a work plan that will respond to the TOR with clear links between the proposed evaluation approach and evaluation questions. The inception report should capture relevant information such as proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables and should also contain background information.
2. A briefing and report with preliminary findings.
3. A draft evaluation report for review and feedback
4. A final evaluation report incorporating the feedback.
5. A compliance note against the comments/ feedback
6. A presentation of the final evaluation report to the primary stakeholders of the evaluation.
7. A power point presentation of key findings and recommendations that can be shared internally by OHCHR and Steering Committee and Board respectively.
8. A succinct, user friendly learning document that captures the main evaluation messages and can act as a standalone summary of the evaluation report for broader dissemination.

The independent consultant shall submit a draft report to OHCHR within 28 days following completion of the evaluation mission. OHCHR will solicit and revert promptly with collective

feedback from the Evaluation Group and the Technical Coordination Committee- LMPTF for the evaluator to finalize the report. The evaluator is required to append the following items to the final report:

- Terms of Reference
- Data collection instruments
- List of meetings/consultations attended
- List of persons or organisations interviewed
- List of documents/publications reviewed and cited
- Any further information the independent consultant deems appropriate

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

1. The consultant will submit a draft evaluation report to Country Representative who is the overall accounting officer for review and comments with inputs from OHCHR Monitoring and Evaluation.

The evaluation report will be structured as follows:

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

Annexes:

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

2. The OHCHR Country Representative will forward a copy to the members of the Project Steering Board for review and feedback.

3. The OHCHR Evaluation will consolidate the comments and send an audit trail of comments to the evaluator.
4. The consultant will finalize the report incorporating any comments deemed appropriate and providing a compliance note explaining why any comments might not have been incorporated. He/she will submit the report in track changes along with the compliance check to the OHCHR M&E Officer.
5. The report is considered final once approved by Country Representative, Monitoring and Evaluation Officer, OHCHR. The evaluation process will comply with the principles of independence, impartiality, transparency, quality and credibility.
6. The project Steering Committee will officially complete a management response upon reception of the evaluation.
7. The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines.

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

	Deliverables
1	**Final Inception Report.** A detailed inception report, including a work plan that will respond to the TOR with clear links between the proposed evaluation approach and evaluation questions.
2	A briefing and report with preliminary findings and Power Point Presentation of **preliminary findings** presented to the Project steering board
3	**Interim Evaluation Report.** Report structure should follow UNEG evaluation reporting guidance.
4	Power point Presentation of draft report. A presentation of draft report should be done at a validation workshop facilitated by the National Consultant
5	A power point presentation of key findings and recommendations and a succinct, user friendly learning document that captures the main evaluation messages and can act as a standalone summary of the evaluation report for broader dissemination and Approved Evaluation Report14. Submitted in both hard and in soft copies

Please see Annex 2 for detailed description of deliverables.

All the deliverables, including annexes, notes and reports should be submitted in writing in English.

Upon receipt of the deliverables and prior to the payment of installments, the deliverables and related reports and documents will be reviewed and approved by OHCHR. OHCHR will

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[14] A given version of the report is considered final when it meets quality standards for approval.

approve the deliverables when it considers that the deliverables meet quality standards for approval. The period of review is one week after receipt.

X.   Management of evaluation

The Project Steering Committee, technical coordination Committee and OHCHR project team will quality assure the evaluation report on the basis of UNEG standards and norms, <u>UN SWAP Evaluation Performance Indicator</u>, OHCHR evaluation policy and strategic plan.

To enhance the quality of this evaluation, OHCHR Liberia will coordinate with PPMES colleagues in HQ and LMPTF-PBF Secretariat/PBSO will provide:

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

The Human Rights Officer-Monitoring and Evaluation will review feedback and recommendations from the OHCHR Evaluation Specialist and share with the team leader, who is expected to use them to finalize the inception/ evaluation report.

OHCHR Project team will undertake the following responsibilities: Ensure oversight of the evaluation methodology , review draft reports; ensure that the deliverables are of quality; participate in meetings as a key informant interviewees; manage the evaluation by requesting progress updates on the implementation of the evaluation workplan, approve deliverables, organize meetings with key stakeholders, and identify strategic opportunities for sharing and learning. The ultimate responsibility for this evaluation rests with OHCHR. The Evaluation will comply with OHCHR Evaluation Policy.

XI.   Evaluation team composition, skills and experiences

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

Required competencies and qualifications

<u>International Consultant</u>

Education

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

Experience and Skills

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

Language and other skills:

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

XII.   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.

Relevant Documents

The following documents have been identified as relevant information sources for the evaluation:

- Project document;

-2018/2019 Work Plan and Budget Documents ;
-Board meeting minutes;
-Technical meeting minutes;
-Monitoring Reports;
-Annual reports;
-Reports from international monitoring and evaluation ;
-Reports from implementing partners;
-Implementing Partner reports; and
-UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human
 Rights Index: http://uhri.ohchr.org/en
-UN Statistics – Gender Statistics: http://genderstats.org/
-UNDP Human Development Report – Gender Inequality Index:
 http://hdr.undp.org/en/content/gender-inequality-index-gii
-World Bank – Gender Equality Data and Statistics: http://datatopics.worldbank.org/gender/
-Organization for Economic Co-operation and Development (OECD) Social Institutions and
 Gender Index: http://genderindex.org/
-http://ebrary.ifpri.org/cdm/ref/collection/p15738coll2/id/129719

I. Annexes

1. UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system
   http://www.uneval.org/document/detail/100
2. UNEG Norms for Evaluations: http://unevaluation.org/document/detail/21
3. UNEG Standards for Evaluation: http://unevaluation.org/document/detail/22
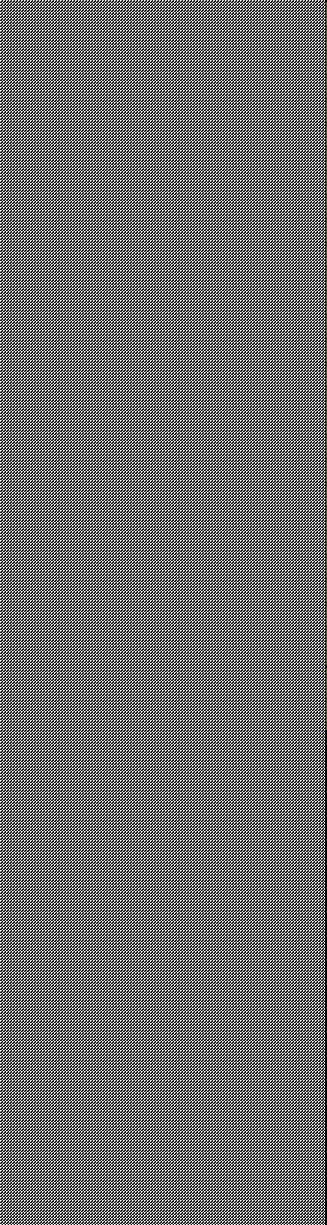
Annex 1. Annex B: IRF Results Framework
Annex 2: Proposed list of deliverables and level of effort

Annex 1. IRF Results Framework

<table>
<tr><td colspan="10">Country name: LIBERIA</td></tr>
<tr><td colspan="10">Project Effective Dates: 9 January 2018-9 July 2019</td></tr>
<tr><td colspan="10">PBF Focus Area: (4.1) Strengthening of essential national state capacity - Human Rights Capacity Development</td></tr>
<tr><td colspan="10">IRF Theory of Change: -

IF harmful and discriminatory traditional practices are eradicated and IF traditional justice systems, institutional and legal frameworks undermining human rights of citizens and especially women and children are strengthened and made human rights responsive and IF national institutions including security agencies, INCHR and civil society organization and United Nations institutions are capacitated to promote, protect and monitor human right violations, THEN the culture of human rights will be embedded amongst Liberians and institutions BECAUSE citizens including women, youth, children and other marginalised groups can claim their rights and justice while institutions will have the capacity and the tools to ensure the enforcement of international and national human rights commitments and legal frameworks</td></tr>
</table>

Outcomes	Outputs	Indicators	Means of Verification	Year 1 (2018)				Year 2 (2019)				Milestones
Outcome 1: Strengthened capacity of government, INCHR and Civil Society and Community based Organisations in human rights		**Outcome Indicator 1 a.** INCHR ability to engage state human rights protection mechanisms enhanced. Baseline: INCHR	Desk review of meetings minutes Review of resolutions	x	x	x	x	X				**5 Resolutions fully implemented** **Easy access to various meeting records**

protection and promotion through increased human rights accountability mechanisms, monitoring, reporting and advocacy for a sustained peace, reconciliation and conflict prevention.		has 20 monitors deployed throughout the country Target: 10 round table meetings with the Legislature; 10 working sessions with the Law enforcement and the judiciary	Follow up meetings									
		Outcome Indicator 1c # of pertinent policies, legislations and human rights protection mechanism developed by the state	Attendance records, training materials developed	X	X	X	X	X				**Implementation strategy developed**

		Baseline: Domestic Bills passed Target: 50 CSOs, 100 Public Defenders and prosecutors sensitized on the application of the Bills										
	Output 1.1 Strengthened state human rights protection mechanisms and systems to meet international human rights treaty obligations and particularly address SGBV, HTP and discrimination against marginalised groups.	**Output Indicator 1.1.1a # of Treaty Body reports produced and submitted by Liberia** **Baseline: CRC, CEDAW, ICCPR and CRPD already**	**Minutes of stakeholder's meetings** **Feedback check list**	**X**	**X**	**X**	**X**	**X**				**Submission of one treaty reports(CRPD)**

		drafted							
		Target: 3 other treaty reports produced							**NHRAP 2019-2023 launched**
		Output Indicator 1.1.1b							
		# of training provided to the NHRAP Steering Committee							
		# of review made on the draft NHRAP 2019-2023							
		Baseline: NHRAP Steering Committee trained							
		Target:							

	NHRAP 2019-2023 developed and launched											
Activity 1.1.1 Provide technical support to the revision and implementation of the NHRAP and UPR and the drafting of a new five-year NHRAP 2019-2023, as well as treaty **reports.**		Feedback check list	**X**	**X**	**X**	**X**	**X**				NHRAP 2019-2023 launched
Activity 1.1.2 Continue engagement and technical support with Justice Systems for improved access to and effective functioning of justice especially for discriminated and marginalised categories and cases of SGBV and HTP.		Review of court records and feedback check list Stakeholders meetings	**X**	**X**	**X**	**X**	**X**				Diversion Programme for Juveniles justice implemented
Activity 1.1.3 Provide technical advice to the Human		Review of training documents and	**X**	**X**	**X**	**X**	**X**				Accountability Framework for National Security

	Rights Accountability Mechanisms of National Security Institutions.		budget										Institutions developed
	Activity 1.1.4 Strengthen national mechanisms for effective implementation of business and human rights standards through technical support to the business and human rights forum.		Media coverage report Visibility material published	X	X	X	X	X					Business Policy for economic actors developed
	Activity 1.1.5 Strengthen INCHR's capacity in engaging with and providing technical guidance to the Legislature on law reforms and bills and human rights advocacy and accountability		Recruitment records Procurement records	X	X	X	X	X					Suggestion for amendment drafted
	Output 1.2 Increased capacities of INCHR to support the realisation of human	**Output Indicator 1.2.**	Media coverage report										Revised PAPD is synchronised with NHRAP

rights, the achievement of national strategic objectives, and the integration of rights based approaches within government structures, and national reconciliation for sustained peace.	Revision of PAPD in accordance with human right based approach Awareness campaign on PAPD Baseline: Government PAPD structures established at county level Target: Revised PAPD draftedReplace the above with th is new indicator **Output 1.2:** INCHR and relevant government structure's capacities are strengthened to integrate rights based approaches	Awareness campaign materials published (radio talk show, T-shirts, stickers, etc) Perception survey on human rights compliance and INCHR efficiency			Draft NHRAP developed. 5 Treaty Reports submitted Training and communication strategy developed and used Implementation of the Strategic Roadmap for National Healing Peacebuilding and Reconciliation. Application and effective use of the Complaint Handling

		to promote human rights, national reconciliation and sustain peace													Database
															Shadow reports on marginalized groups are developed and submitted
		Baseline: Government PAPD coordination structures at national and county level steering committee.													
															Training manual developed and used
		Target: Capacities of 50 County level technical personnel strengthened on human rights standards and rights based approaches and peace.													

Activity1.2.1 Hold technical advisory sessions with INCHR on the engagement with government and specifically the MoJ HRD on the revision and implementation of the NHRAP, UPR and meeting Treaty Body obligations.		INCHR Independent reports Periodic reports	**X**	**X**	**X**	**X**	**X**			5 Treaty Reports submitted
Activity 1.2.2 Develop targeted training sessions for INCHR collaboration with civil society for strategic advocacy engagement with government through the county level PAPD		Workshop Report Minutes of PAPD County pillar meetings	**X**	**X**	**X**	**X**	**X**			Training and communication strategy developed and used
Activity 1.2.3 Hold technical **working sessions to** support INCHR in its assigned transitional justice responsibility		INCHR Annual Report Transitional Justice Workshop	**X**	**X**	**X**	**X**	**X**			Implementation of the Strategic Roadmap for National Healing Peacebuilding and

	within the Strategic Roadmap for National Healing Peacebuilding and Reconciliation.		Report												Reconciliation.
	Activity 1.2.4 Provide technical support and guidance to INCHR field monitoring and reporting on human rights and collaboration with civil society.		Training Reports Campaign activity reports Minutes reports	X	X	X	X	X							Application and effective use of the Complaint Handling Database
	Output 1.3 Increased CSO human rights monitoring, reporting, advocacy, and collaboration with INCHR, as well as engagement with government for effective human rights accountability.	**Output Indicator 1.3.1a** # of CSO training on human rights protection for marginalised, minorities, and vulnerable categories **Baseline: 0** **Target:** 50 CSOs and HR Defenders trained													

		Output Indicator 1.3.1b **# of shadow reports workshops** **Baseline: 0** **Target:** 5 shadow reports drafted										
	Activity 1.3.1 Conduct technical advisory sessions and targeted trainings on shadow reporting, lobbying and advocacy engagement with government on major human rights issues of concern as well as the implementation of the NHRAP, UPR and Treaty obligations for		**Workshop Reports** **Notes to File** **Treaty Body Reports**	**X**	**X**	**X**	**X**	**X**				**Shadow reports on marginalized groups are developed and submitted**

	CSOs.													
	Activity 1.3.2 Provide working sessions with CSOs on field work on advancing human rights for vulnerable and marginalised groups and engagement with government through the county level PAPD		**Regional Consultation Reports** **Notes to File** **Research Survey**	**X**	**X**	**X**	**X**	**X**						**Strategic response mechanisms developed and made effective**
	Activity 1.3.3 Developing technical expertise of CSOs and human rights defenders to promote human rights and support marginalized and vulnerable groups seek redress and accountability for human rights violations.		**Training Report** **CSO Action plans**	**X**	**X**	**X**	**X**	**X**	**X**					**Road map for elaboration of county development plans prepared.**
Outcome 2: **Human rights culture enhanced through continued**		**Outcome 2 Indicator:** Institutional mechanisms increasingly	**Monitoring reports**											**Monitoring Tool developed and used**

provision of independent field monitoring, mentoring, advisory services and technical assistance to national institutions/ actors and the UNCT for a sustained peace after UNMIL's closure		address emerging human rights concerns, protect and promote a culture of respect human rights. Baseline: 10 field monitoring **Target:** Conduct 5 additional field monitoring visit													
	Output 2.1 **Human rights situation in Liberia monitored documented and reported upon including responses of national capacities to address and realise human rights observance in Liberia.**	**(This outcome indicator should be deleted and replaced with the output indicator proposed below Output 2.1** **Output 2.1** Proportion of	**Note to files** **monitoring reports**											**Launch of one thematic reports**

		human rights violation cases monitored, documented, reported and responded to by national authorities. **Baseline: INCHR Report 2017** **Target: One thematic Report on SGBV**											
	Activity 2.1.1 Thematic weekly monitoring and reporting of human rights situation in Liberia.		**Monitoring reports** **Note to files**	**X**	**X**	**X**	**X**	**X**					**Recommendation report developed**

	Activity 2.1.2 Effective field monitoring/ reporting with follow up and corrective action with national actors to address human rights issues/concerns		**OHCHR Country Reports**	**X**	**X**	**X**	**X**	**X**					**Recommendation reports implemented**
	Output 2.2 OHCHR leads Human Rights Working Groups (HRWG) and provides guidance on the integration of human rights based approaches in UNDAF programming to support government peace building priorities, ~~PAPD~~ and treaty obligations for sustainable peace, reconciliation and conflict prevention.	**Output indicator 2.2:** Human Rights working group capacity strengthened to provide guidance on integration of rights based approaches in UNDAF and PAPD programming to advance sustainable **peace, Reconciliation and conflict**	Minutes of monthly HRWG meetings UNCT Reports Note to file										Terms of Reference for the HRWG developed and approved by UNCT Road map for mainstreaming HRBA in PAPD implementation at county level developed. Extent of alignment of PAPD , UNDAF with human rights standards and recommendations from treaty bodies/UPR and

		prevention.													SDGs.
		OHCHR participation in UNCT meetings, UNDAF drafting													
		Conducting HRBA training													
		Baseline: Previous UNDAF and AfT													
		Target: UNDAF and PAPD aligns with human rights standards and SDGs													
	Activity 2.2.1 Chair the Human Rights Working Group (HRWG), and engage UNCT on the human rights issues promoting sustainable peace,		Minutes of monthly HRWG meetings	X	X	X	X	**X**						National Protection of Civilians Platform working document developed

	national reconciliation, rule of law and conflict prevention.												
	Activity 2.2.2 Support the UNDAF One Programme in achieving the human rights objectives of improving the lives of the people of Liberia, particularly the most vulnerable, in alignment with national peacebuilding priorities.		UNCT Reports Notes to File	X	X	X	X	**X**					5 UPR recommendations implemented
	Output 2.3 OHCHR expertise and qualified staffing fulfils the implementation of Outcomes 1&2.	**Output Indicator 2.3.1a.** Implementation of OHCHR country work plan Baseline: 0 Target: 13 OHCHR Country Office staff	Periodic reports Staff Performance appraisal Financial Budget reports Note to File Training materials										End of year report 2019 INCHR , CSOs, relevant government institutions and UNCT members trained in different HR thematic issues Periodic and end of IRF project reports developed.

		Output Indicator 2.3.1b. # of working sessions, capacity building training held Baseline: HRPS activities Target: INCHR, CSOs, relevant government institutions and UNCT Members trained										
	Activity 2.3.1. OHCHR staff provide technical expertise, advisory and targeted working sessions, capacity building training workshops and lead regional consultations to ensure the complete implementation of Outputs 1.1 to 1.3 and Outputs 2.1 to 2.2	**Activity level indicators highlighted against activities 2.3.1 and 2.3.2, should be deleted because they are wrongly captured as output indicators They are actually**	Note to File Training materials	X	X	X	X	**X**	**X**			INCHR, CSOs, relevant government institutions and UNCT members trained in different HR thematic issues

		activity level indicators											
	Activity 2.3.2. Management of the OHCHR field presence office		OHCHR Reports Budget reports	X	X	X	X	**X**	**X**				Periodic and end of IRF project reports developed

Annex 2: Proposed list of deliverables and level of effort

		Proposed list of deliverables			
Evaluation Phase	**Description of deliverables**	**Short description of the process expected**	**Disbursement percentage upon submission of deliverables**	**Estimative numbers of days**
Inception Phase 1: **Evaluation tools** Inception report and work plan, desk review	**Inception Report** Submission of inception report that should include the following: • Inception report to include a methodology plan, evaluation matrix (data collection plan, questionnaires, work plan and timeline) • Itinerary for the mission, along with any instructions • Presentation of inception report **Indicative deadline: 3 June 2019** Upon receipt of the deliverables and prior to the payment of the first installment, the deliverables and related reports and documents will be reviewed and approved by OHCHR. The period of review is one week after receipt.	• Reach an agreement on objectives, measures, procedures, deliverables, timeline, and work plan • Desk review of programme documents • During the inception phase, we will decide if and where to hold a presentation on the inception report, preliminary briefing, and final report.	15%	10
Implementation Phase 2: Data collection	**A briefing and report with preliminary findings and Power Point Presentation of preliminary findings presented to the OHCHR project team** • Mission to interview stakeholders in Liberia • Fortnightly progress updates on the work plan	• Findings are generated based on the analysis of data collected • Data collection, including set-up meetings for key informant interviews with government officials, and communities in Senegal, Niger and Cameroon. If stakeholders are unavailable, employ alternative means to interview them. • Data analysis ^56	10%	20

	• Preliminary findings presentation • Facilitate a workshop with major stakeholders to present the preliminary findings **Indicative deadline :**20 June 2019	• Validation of findings • Manage logistics to ensure adequate involvement of programme staff, key partners, senior management, and community leaders and members.		

Drafting report phase 3: Analysis and report drafting	**Interim Evaluation Report and brief.**
	
	   o Draft report
	   o Draft evaluation brief
	
	Indicative deadline: 24 June 2019
		• Analyse data collected from the field and documents	25%	10

Feedback Phase 4: Stakeholder review of report	**Power point Presentation of interim report.** A presentation of draft report should be done at a validation workshop facilitated by the National Consultant. • Facilitate a workshop to present the interim Evaluation report • Compile comments from partners • Submit a revised report in track changes with a compliance note addressing the 360-degree feedback submitted within 8-10 days after receiving the feedback **Indicative deadline: 25 of June 2019**	• Give at least 15 working days to solicit feedback on the interim report • Revise and submit the final report based on feedback	5%	1
Completion Phase 5: Completion & dissemination phase	**Final Evaluation Report.** • Submit revised Evaluation Report • A succinct, user friendly learning document that captures the main evaluation messages and can act as a standalone summary of the evaluation report for broader dissemination • A power point presentation of key findings and recommendations that can be shared internally by with their Steering Committee and Board	• Finalize all deliverables in close collaboration with the Evaluation Technical Committee	45%	6

	respectively **Indicative deadline:** 28 June 2019			
		•		

	Management Structure and Responsibilities The roles and responsibilities are arranged in line with the Joint Evaluation modality	
	Partner	**Responsibilities**
Evaluation Technical team	• OHCHR Country Representative- Overall oversight and accounting officer • Technical Human Rights Officer- project coordination supported by technical staff (HROs P.3 and IUNVs) • OHCHR M& E officer • PBO Monitoring and Evaluation Specialist (John)	Finalizes the TOR; contracts and manages the evaluation team; ensures deadlines and milestones are met; supports data collection activities; consolidates and solicits feedback that will feed into the key deliverables; provides the following lists: key informants in HQ, region offices, and country offices, sub grantees; provides key programme documents, and list of locations for site visits; accountable for its robustness; meticulously reviews all deliverables based on their role in the evaluation, provides substantive comments and approves on the context of the joint programme; ensures the quality and independence of the evaluation are in alignment with UNEG standards and principles; ensures evaluation questions, findings, and recommendations are in alignment with the OECD/DAC evaluation criteria; endorses the evaluation dissemination process; contributes to the management response; and provides logistical support for mission; provides logistical support in Geneva for the presentation of the inception report and the final report; participates in meetings on: progress updates on the work plan, preliminary findings briefing, key informant interview, and final report presentation

Project Steering Committee	• Representatives from:
	  o Government line ministries
	  o Project Steering Committee
	  o INCHR
	  o Academic
	  o Programme participants
	  o Development partners
	  o Donors
	  o UNCT
	  o Civil society
	  o OHCHR
		Plays a key role based on their expertise providing their perspective as an external individual on the way the programme has rolled out; shares views on the feasibility of the recommendations; makes recommendations on the dissemination of the findings of the evaluation; makes recommendations on the implementation of the management response; and participates in meetings as a key informant interviewee

External consultants	Independent National and International Consultant	Carries out the external evaluation; prepares evaluation reports, including the inception report, work plan, bi-weekly progress updates, preliminary results briefing, final report, and holds a dissemination presentation. The independent consultant(s) will report to the

		Evaluation Manager in Liberia

B. List of documents reviewed

S. N.	Name of documents	Source
1.	Project document	OHCHR Liberia
2.	Results and resource framework (RRF)	OHCHR Liberia
3.	Monitoring and evaluation report of the project	OHCHR Liberia
4.	OHCHR guidance on preparing an evaluation report	OHCHR Geneva
5.	National Human Rights Action Plan of Liberia (2013-2018)	Public domain
6.	OECD social inclusion and gender index for Liberia	Public domain
7.	UN Evaluation Group Code of Conduct for evaluation in the UN System	ToR link
8.	UNEG norms for evaluation in the UN System	ToR link
9.	UNEG standards for evaluation in the UN System	ToR link
10.	PBF guidance note on gender marker scoring	Public domain
11.	Human rights indicators - A guide to measurement and implementation	OHCHR Geneva
12.	Project progress report and other reports submitted to PBF	OHCHR Liberia
13.	Reports from INCHR and other grantees	OHCHR Liberia
14.	Copies of shadow reports	MoJ
15.	OHCHR Annual Report, 2018	OHCHR
16.	Note to file on progress review with six grantees	OHCHR
17.	INCHR project update	OHCHR
18.	2018 Human Rights Situation Report	INCHR
19.	Project board meeting minutes	OHCHR
20.	INCHR coordination meeting minutes	OHCHR

C. List of people consulted

S. N.	Name	Position, organization	Contact details	Date, place and mode of interaction
1.	Kutaka D. Togbah	Director Human Rights Protection Division, MoJ	0886567610 0776107835 kutakat2005@gmail.com	2/12/2019 Monrovia KII
2.	Albertha T. Quaye Bettie	Deputy Director Human Rights Protection Division, MoJ	0886640317 0776640317 alberthabettie@yahoo.com	2/12/2019 Monrovia KII
3.	Adama K. Dempster	Secretary General, Civil Society Human Rights Advocacy Platform	0777100101 adama.dempster78@gmail.com	2/12/2019 Monrovia KII
4.	Paul K. Karnue	Sec/Supt. Ministry of Internal Affairs, Nimba	0776278461 pkkarnue2018@gmail.com	4/12/2019 Sanniquellie FGD
5.	Darius Dan Wehyee	Executive Director/CSO EARS-SED Inc., Sanniquellie, Nimba	0775338894 0886449818 ears2004@gmail.com	Ibid
6.	Victor Y. Zigben	County Supervisor, MoGCSP, Nimba	0777432791 0886432791 victoryzigben@gmail.com	Ibid
7.	Allen P. Lablah	Programme Director, Radio Sehwai	0775919451 0880654603 lallenpaye@yahoo.com	Ibid
8.	Nana Y. Wilson	Human Rights Monitor/Officer, INCHR, Nimba	0777493713 0886493713 nanawilson2016@gmail.com	Ibid
9.	Adolpus Mehn	Field Officer, SAYD, Nimba	0777237213 0880857064 mehnadolpus79@gmail.com	Ibid
10.	Janet G. Flomo	CSO Human Rights Platform, Nimba	0777747853 0886276785 janetgflomo@gmail.com	Ibid
11.	Kpana D. Watson	INCHR, Nimba	0770187587 0886840369 kpanawatson@gmail.com	Ibid
12.	Csp. Foster F.	Deputy Policy	0886553319	Ibid

	Varney	Commander, LNP, Nimba	varneyfoster18666@gmail.com	
13.	Stanley Tozoe	Admin. Assistant to CEO, Ministry of Education	sngorlone@gmail.com	Ibid
14.	Josephus G. Toe	Civil Society Human Rights Advocacy Platform, Social Worker, Ganta	0776146461 0886746347	5/12/2019 Ganta FGD
15.	Beatrice N. Sehkpor	Investigator, Women and Children Protection Section, LNP, Ganta	0777709822 0886969459	Ibid
16.	Sgt. Sensee Kowo	Deputy Police Commander, Ganta Police Department	0770800743 0886613997	Ibid
17.	ACP Frederick D. Nepuy	General Police Commander, LNP, Bong County	0770800725 0886519730	5/12/2019 Bong KII
18.	Cpl. Mlevin M. Geeplay	Police Support Unit, Bong	0776143462	Ibid KII
19.	Janet Siryee Mulbah	Deputy Supt. Adm. Gbarnga Central Prison, Bong	0777960464 0888682557	5/12/2019 Bong Prison FGD
20.	Benedict Y. Singbeh	Correction Officer, Gbarnga Central Prison, Bong	0775848736 0886771383	Ibid
21.	Yankin Q. Keinne	Correction Officer, Gbarnga Central Prison, Bong	0880136780	Ibid
22.	Sinzia Capehart	Human Rights Monitor, INCHR, Bong	0777561911 0886561911 cinziacapehart@gmail.com	5/12/2019 Bong KII
23.	Sam Hassah McGill	Human Rights Regional Coordinator, INCHR, Bong/Nimba	0777263421 0880771731 sam1992mcgill@gmail.com	Ibid KII
24.	Korbot G. Daniels	Legal Analyst, Foreign Ministry	0777291687 guyandaniels@gmail.com	6/12/2019 Buchanan, Grand Bassa KII
25.	Sajkpepo Innis	Girls Education Foundation/Radio Bbehzohn 107.3	0777280304	6/12/2019 Buchannan, Grand Bassa FGD
26.	Bunty Y. Lee	Vice President Bassa Youth Caucus/CS Human Rights Advocacy Platform	0770183328 leebunty@gmail.com	Ibid

27.	Myondyu R. Garsuah	Child Welfare Officer, MoGCSP, Grand Bassa	0775563228	Ibid
28.	Alexander G. Piah	Ghehzoku Radio/Kool FM	0776841652 0778924281 0880543823	Ibid
29.	Linda P. Lloyd	Girls Education Foundation	0777185668 0886987773 lplloyd1995@gmail.com	Ibid
30.	T. Clorence Carter	Ministry of Gender	0770231145 0886940673 clarence.22carter@gmail.com	Ibid
31.	Alexander Musa Jr.	ECOWAS Radio	0776809727 0880870803	Ibid
32.	Jemilia M. Nathan	Human Rights Monitor, INCHR, Grand Bassa	0886314482	Ibid
33.	Oyou T. Tackson	Human Rights Monitor, INCHR, Grand Bassa	08868142239	Ibid
34.	Dorothy Togou	Women Rights Watch	0770624071	Ibid
35.	Tamba F. J. Johnson	Founder & National Coordinator He for She Crusaders Liberia (HEFOSEL) CSO Rep. Spotlight Initiative	0770180461 0886605678 tambafjjohnson@gmail.com	Ibid KII
36.	Catherine Waliaula	Head, Peacebuilding Support Office, Liberia	catherine.waliaula@one.un.org	PBF 11/12/2019 KII
37.	John R. Dennis	Monitoring and Evaluation Specialist, Peacebuilding Support Office, Liberia	070004240 john.dennis@one.un.org	PBF 11/12/2019 KII
38.	Mohamed A. Sheriff	Executive Director, EHUD Foundation	0777414978 ehudfoundation@gmail.com mashero728@gmail.com	Grantees, 12/12/2019 OHCHR FGD
39.	Tola Thompson Adebayor	Regional Watch for Human Rights (RWHR)	0777992902 regionalwatch909@yahoo.com	Ibid
40.	Zubah K. Ballah	RWHR	regionalwatch909@yahoo.com	Ibid
41.	Sam Nimoly	Rescue Alternatives Liberia (RAL)	0777104823 papliberia@yahoo.com	Ibid
42.	Banjamin Siddri	Youth Alive Liberia (YAL)	0888819300	Ibid

			info@youthaliveliberia	
43.	Finley Y. Karngar	Liberia National Bar Association	0886522023 fkarngar@yahoo.com	Ibid
44.	Hassan Bility	Executive Director, Global Justice and Research Project	0770179752 hassan.bility@globaljustice-research.org	Ibid
45.	Dr. Uchenna Emelonye	Representative, OHCHR Liberia	uemelonye@ohchr.org	27/11/2019 - Briefing 12/12/2019 OHCHR Liberia KII
46.	Sonny Onyegbula	Human Rights Officer, OHCHR Liberia	0770345321 sonyegbula@ohchr.org	26/11/2019 - Briefing 12/12/2019 OHCHR Liberia KII
47.	Daniel Melvin Nyanway	Human Rights Officer, OHCHR Liberia	0770516516 mnyanway@ohchr.org	26/11/2019, 12/12/2019 OHCHR Liberia KII
48.	Martin Wiles Mardea	Monitoring and Evaluation Officer, OHCHR Liberia	0777553067 mmartinwiles@ohchr.org	26/11/2019, 12/12/2019 OHCHR Liberia KII
49.	Wilfred N Gray-Johnson	Commissioner, INCHR, Liberia	0881367870 graydee2016@gmail.com	13/12/2019 OHCHR KII/Consultation
50.	Francis S. Kevil	Board Member, CS Human Rights Advocacy Platform	prisonfellowshipliberia@gmail.com	13/12/2019 OHCHR Consultation
51.	Meo D. Beyan	Assistant Minister, Ministry of Justice	0776121212 0881366366 meobeyan@gmail.com	13/12/2019 OHCHR Consultation
52.	Vivian M. Kanneh	Gender Focal Person, Ministry of Gender, Children and Social Protection	0886525815 viviank2003@gmail.com	13/12/2019 OHCHR Consultation
53.	William Jallah	Director of Culture, Ministry of Internal Affairs	0886110447 0770026368 williamjallah2017@gmail.com	13/12/2019 OHCHR Consultation
54.	Ishmael B. S. Walker	Traditional Coordination Officer, Ministry of Internal Affairs	0777250705 0886951888 ishmaelwalker05@gmail.com	13/12/2019 OHCHR Consultation
55.	Charles F. Johnson	Department of Economics and Trade, Ministry of Justice	0776201418 charles.moj@gmail.com	13/12/2019 OHCHR Consultation
56.	Cyrus Seh	Human Rights Section,	0777527174	13/12/2019

		Ministry of Justice	cyruswatta152002@gmail.com	OHCHR Consultation
57.	Camilo Castaldo	Grants Committee Member, DEXREL, OHCHR Geneva	ccataldo@ohchr.org	17/12/2019 Skype Consultation
58.	Sabas Monroy	Evaluation Officer, PPMES, OHCHR Geneva	smonroy@ohchr.org	24/06/2019 Skype Consultation
59.	Smith Bradford	FOTCD, OHCHR Geneva	+41229179335 bsmith@ohchr.org	18/12/2019 Telephone Consultation

D. Evaluation tools

Tool 1 - FGD 1

A Quick Guide for FGD with Beneficiaries

Number of participants	Type of participants	Venue	Time	Language
8-12 (male/female - 50/50)	Ideally homogenous	Neutral	Consensually agreed	Local
Prior consent	**Recording**			
Yes	Yes			

1. How are you involved in the human rights work in your community or else?

2. What type of activities did you participate in with support from OHCHR?

3. Tell me about awareness campaign conducted by OHCHR.

4. What type of activities did you participate in with support from INCHR?

5. Were they helpful? How? Give some examples.

6. What do you do to monitor, promote human rights and report?

7. How do you work to protect the rights of marginalized and minorities?

8. What do you to spread awareness on human rights?

9. Any other comments, you may want to add.

Tool 2 - FGD 2

A Quick Guide for FGD with Human Rights Platform and Grantees

Number of participants	Type of participants	Venue	Time	Language
8-12 (male/female - 50/50)	Human Rights Organizations	Neutral	Consensually agreed	Local
Prior consent	**Recording**	**Grantees:** RAL, YAL, GJRP, LMBA, EHUD, RWHR		
Yes	Yes	**Others:** CS Human Rights Advocacy Platform and Business and HR Network		

1. How did you conduct human rights awareness campaigns?

2. In how many counties?

3. What is good thing about these awareness campaigns?

4. What could have been done better? and How?

5. How many shadow reports were prepared? And what are the highlights?

6. How many training sessions were conducted on lobbying and advocacy?

7. How many representatives of CSOs and human rights defenders have been trained on human rights protection with support from OHCHR?

8. What were mentionable results and lessons from the trainings?

9. How effective was the partnership with OHCHR?

10. What did you do with support from OHCHR? What were key results? What were challenges? (Grantees)

11. Any other comments on how is our work impacting on the lives of people, especially marginalized ones?

Tool 3 - KII 1

A Quick Guide for KII with INCHR

Target group: Human Rights Officers (1 Male and 1 Female at least)

(Please confirm, with support from OHCHR, INCHR conducted roundtables with legislators; working sessions with law enforcement agencies and judiciary; received staffing and equipment support; worked on PAPD, NHRAP, UPR and Treaty Body reports; working sessions with CSOs on PAPD; and monitoring and reporting training to CSOs) If some documents are available, the questions may be skipped.

1. How many roundtables did you have with the legislators?

2. What were the topics discussed and what were the outcomes? Give examples.

3. What concrete steps did the legislators take towards the protection of human rights?

4. How many working sessions did you have with the law enforcement agencies and judiciary?

5. What were the topics discussed and what were the outcomes? Give examples.

6. How did the OHCHR support enable INCHR to carry out its functions better? Give examples.

7. How was OHCHR support used to revise the PAPD, develop NHRAP, UPR report and treaty body reports?

8. How did INCHR engage with CSOs on PAPD?

9. How effective was the partnership with OHCHR?

10. What working sessions were held on transitional justice?

11. Were quarterly regional workshops conducted on transitional justice/Palava Huts?

12. What went well, what didn't go? why? how can it be improved?

13. Achievements made?

14. Challenges faced

15. Any other comments?

Tool 4 - KII 2

A Quick Guide for KII with MoJ/MGCSP

Target group: Focal Point

1. What support did the Ministry receive from OHCHR in preparing the treaty body reports?

2. How many treaty body reports (3) were prepared?

3. If it was helpful, how? If not, why?

4. What percentage (80) of high profile SGBV and HTP cases resolved by courts?

5. Are there Human Rights Components established in the security institutions - AFL, LNP and LIS?

6. Are personnel in those institutions trained on human rights?

7. If yes, how many or what percentage?

8. Any other comments?

Tool 5 - KII 3

A Quick Guide for KII with PBF/RCO

Target group: Focal Point

1. How was the project relevant to the national context?

2. How was the overall performance of the project, programmatically and financially?

3. How was the management, monitoring and reporting?

4. To what extent human rights integretated in UNSDCF?

5. What is your impression on the gender dimension in the project?

6. How was the project's contribution to the peacebuilding priorities?

7. Was the ToC relevant? Was it applied?

8. Would you like to comment on any innovative way the project implemented its activities?

9. What do you think were good practices and lessons learnt from this project?

10. How could such projects be implemented better in future?

11. Any other comments?

Tool 6 - KII 4

A Quick Guide for KII with OHCHR

Target group: Project Officer/HO/DHO/HRO

1. How has the human rights situation evolved in Liberia after the exit of UNMIL?

2. How relevant was the ToC and to what extent was it applied?

3. How has the project brought changes in the lives of people?

4. How was adaptability exercised in the project? Give examples.

5. What is your experience of working with the state institutions, INCHR and civil society?

6. There is a mention of 1 thematic report, what is that and where are we on this?

7. What is the update on thematic weekly monitoring reports?

8. What is our role of OHCHR in HRWG?

9. How did OHCHR support the formulation of UNSDCF?

10. What support was provided for UPR, treaty body reports and special procedures?

11. How often were joint monitoring visits carried out? What were the results?

12. How were HRBA and gender mainstreaming applied? Give examples.

13. Were the resources adequate?

14. What are lessons learned, constraints or limitations?

15. Was there any exit strategy?

16. How will the results sustain?

17. How far was the office structure appropriate for implementation? Were any changes made?

18. The PBF funding is believed to be catalytic. Have you secured projects from other donors? Give examples.

19. Has there been any synergy developed with other organizations? Give examples.

20. What are key results achieved?

21. What didn't work so well? why?

22. Did any delays happen? What were the reasons? And how were they addressed?

23. What could have been done better?

24. Any other comments?

Tool 7 - Questionnaire 1

Evaluation Questionnaire

Opening statement and request for consent.

Good morning/afternoon. I am Yagya Shahi, an independent consultant evaluating an OHCHR project on 'Support to peacebuilding priorities in enhancing the capacity of human rights institutions and entities'. After the exit of UNMIL, the project was implemented by OHCHR to support state institutions, INCHR, CSOs and UNCT in promoting, monitoring and reporting on human rights and building national capacity. In the process of final evaluation of the project, I want your feedback on some questions.

Your responses shall not be used for any other purposes than the project evaluation and you will not be named anywhere in the report. Your responses shall be treated with utmost confidentiality and your views shall not form any basis of prejudices.

A. Demographic information

A.1 Address:		
County	District	Village/Town
A.2 Name - First name, middle name and Surname:		

A.3	Age:			
A.4	Gender:	Male	Female	Other
A.5	Highest level of education:			
A.6	Source of living: □ Government job □ Non-governmental job □ Trading/business □ Farming □ Other, please specify:			

B. Human rights situation (1 worst, 2, poor, 3 neutral, 4 good, 5 excellent)

B.1   How would you rate the overall human rights situation in Liberia between 2017 and now?

in 2017	1	2	3	4	5
Now	1	2	3	4	5

B.2   To what extent do you agree that the security forces treat people in detention well?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.3   To what extent do you agree that the judicial system effectively dispense justice?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.4   To what extent do you agree that necessary laws are formulated or amended to address people's rights?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.5   To what extent do you agree that the prison conditions in Liberia are acceptable?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.6   To what extent do you agree that the trial against an arrestee is fair and fast?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.7   To what extent do you agree that people's voices are heard by the government and lawmakers?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.8   To what extent do you agree that common Liberians have access to affordable and quality education?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.9   To what extent do you agree that common Liberians have access to appropriate jobs as per their qualification and skills?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.10   To what extent do you agree that common Liberians have adequate and standard housing?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.11   To what extent do you agree that common Liberians have access to social security?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.12   To what extent do you agree that common Liberians have access to quality and affordable health services?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.13   To what extent do you agree that women's rights are protected and realized?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.14 To what extent do you agree that children's rights are protected and realized?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.15 To what extent do you agree that the rights of people with disabilities and minorities are protected and realized?

Fully disagree	Disagree	Neutral	Agree	Fully agree

B.16 How many SGBV cases, if any, have you seen in your surrounding?

B.17 How many of them have been legally resolved?

B.18 How many Palava Hut meetings take place a year in your community?

B.19 Where do people go or refer to when any human rights violation cases take place? (Give marks as per priority.

Police	Court	CSO	INCHR	Local government	UN	Traditional institution	Human rights defender	Others, specify

C. OHCHR/INCHR support

C.1 Did you participate in any capacity building training conducted by OHCHR/INCHR?

Yes	No	Don't want to say

C.2 To what extent do you agree that the training(s) was/were helpful in meeting your skill needs on human rights monitoring and reporting?

1	2	3	4	5

C.3 In your opinion, what are the root causes of inequalities? (Write top three)

C.4 To what extent, do you think that the work of OHCHR/INCHR is helping address those root causes?

1	2	3	4	5

C.5 To what extent, do you think that the work of OHCHR is aligned to local priorities?

1	2	3	4	5

C.6 To what extent, are you satisfied with the work of OHCHR?

1	2	3	4	5

C.7 What did you like the most about OHCHR support?

C.8 What are your suggestions to OHCHR for future work?

E. Survey tables and charts

The Survey questionnaire was responded by 45 persons with the following representation:

S. N.	County	No. of Participants
1	Bomi	1
2	Gbarpolu	1
3	Grand Bassa	10
4	Grand Kru	2
5	Lofa	1
6	Maryland	5
7	Montserrado	6
8	Nimba	9
9	River Gee	7
10	Sinoe	2
11	Not Identified	1
	Total	45

In response to a comparative question in relation to the human rights situation in 2017 and now, the average response was as follow:

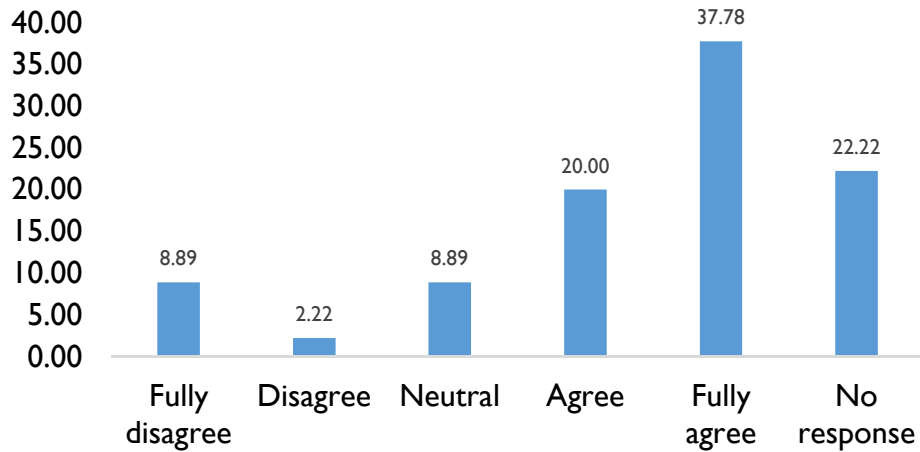**Public perception on human rights situation in 2017 and now**
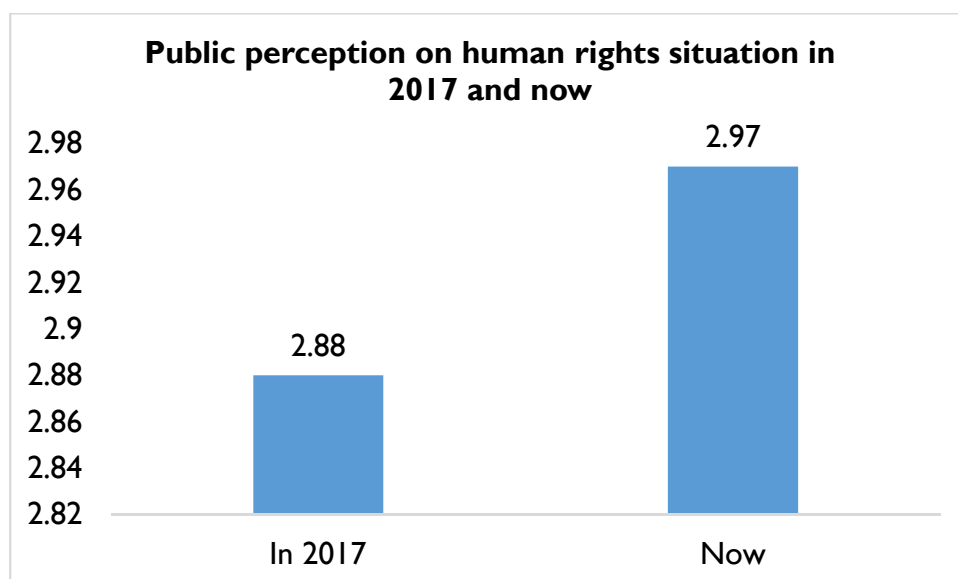
People's average responses on some questions related to human rights issues as stipulated in the National Human Rights Action Plan (2013-2018). (Score interpretation: 1: Worst, 2, Bad, 3: Neutral, 4: Good, 5: Excellent)

People's perceotion on some human rights issues

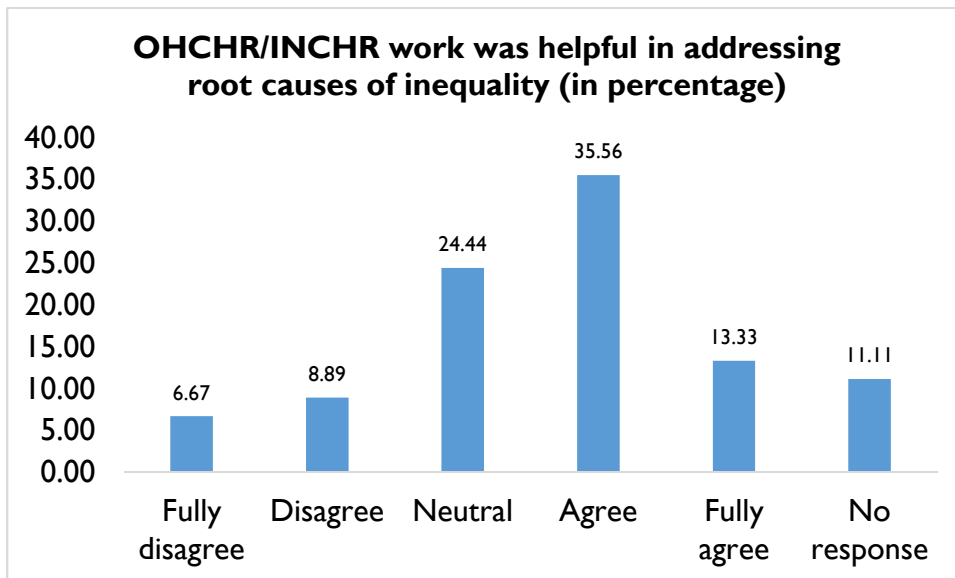| Issue	Value
Rights of people with disability	2.56
Children's rights	3.00
Women's rights	3.07
Access to quality health services	2.40
Access to social security	2.09
Access to adequate and standard housing	1.82
Access to appropriate jobs	1.87
Access to affordable and quality education	2.42
People's voice heard by government	2.51
Fairness and efficiency of trials	2.07
Prison conditions	2.18
Laws on people's rights	3.16
Access to justice	2.93
Police treatment to detainees	2.67

To what extent do you agree that the training(s) was/were helpful in meeting your skill needs on human rights monitoring and reporting?

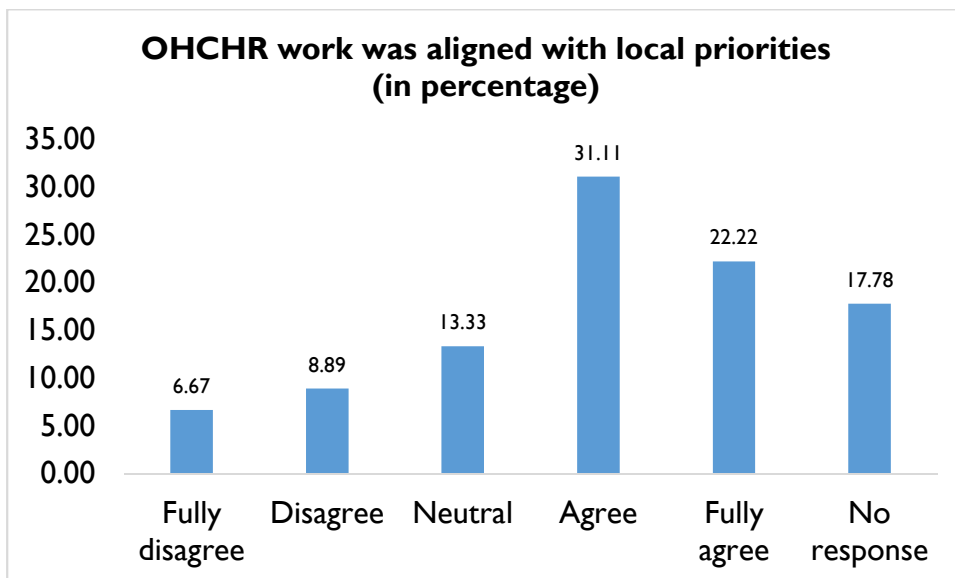**OHCHR Trainings were helpful in meeting my skill needs (in percentage)**

Response	Percentage
Fully disagree	8.89
Disagree	2.22
Neutral	8.89
Agree	20.00
Fully agree	37.78
No response	22.22

To what extent, do you think that the work of OHCHR/INCHR is helping address root causes of inequality?

OHCHR/INCHR work was helpful in addressing root causes of inequality (in percentage)

To what extent, do you think that the work of OHCHR is aligned to local priorities?

OHCHR work was aligned with local priorities (in percentage)

To what extent, are you satisfied with the work of OHCHR?

Satisfied with the work of OHCHR (in percentage)

Category	Percentage
Fully disagree	6.67
Disagree	13.33
Neutral	15.56
Agree	31.11
Fully agree	22.22
No response	11.11