



DRAFT REPORT: TERMINAL EVALUATION FOR THE RULE OF LAW, ACCESS TO JUSTICE AND SECURITY (2019-2022)

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PREPARED BY:

CASE INTERNATIONAL CONSULTANTS LTD

KAMPALA - UGANDA

C/O TEL. +256 772 525 661/787 95 15 15 EMAIL.

CLIFF.NUWAKORA@GMAIL.COM

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PROJECT INFORMATION

Project Title	Strengthening Community Access to Justice, Community Policing and Effective SGBV Response	
Country	The Gambia	
Region	Africa	
Duty Station:	Banjul, The Gambia	
Date project document signed	2019-2022	
Project dates	Start:	Planned end
	10/03/2019	31/09/2022
Total Project Budget	\$1,649,988.15	
Funding source	Peace Building Fund	
Implementing party	Government of The Gambia, CSOs, NGOs, UNDP, UNFPA & UNICEF	

ACRONYM AND ABBREVIATIONS

ADRS	Alternative Dispute Resolution Secretariat
AIGP	Assistant Inspector General of Police
CLS	Center for Legal Aid
COVID-19	Corona Virus Disease 2019
CP	Community Policing
CPPIA	Consultative Participatory Process and Iterative Approach
CSOs	Civil Society Organisation
DG	Director General
FGD	Focus Group Discussion
GBA	Gambian Bar Association
GIS	Global Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit
GPF	Gambian Police Force
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
MoJ	Ministry of Justice
NALA	National Agency for Legal Aid
NGO	Non-Government Organisation
OC	Officer in Charge
OECD-DAC	Organisation of Economic Development and Development Assistance
OSCs	One Stop Centres
PBF	Peace Building Fund
PBS	Peace Building Secretariat
PWDs	Persons with Disabilities
RoL	Rule of Law
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SOPs	Standard Operating Procedures
TJ	Transitional Justice

ToR	Terms of Reference
TRRC	Truth and Reconciliation Council
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population and Development
UNICEF	United Nations Children Fund

EXECUTIVE SUMMARY

The evaluation of the PBF Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project(Rule of Law) sought to review and assess the achievement of results, identify challenges, gaps, and lessons learnt, in addition to assess the broader peacebuilding impact (notably through changes in attitudes, behaviors, perceptions) in the Gambia. The findings of the evaluation were based on the outputs and outcomes of the projects; and the OECD/DAC Criteria. In this regard, top line findings of the evaluation were as follows;

Relevance: The project is highly relevant to the Government of the Gambia. The Government recognized the need to deliver a comprehensive institutional capacity strengthening for all the actors in the justice system to be able to dispense justice to every citizen judiciously but, most importantly, to the most vulnerable population, such as victims of human rights abuses. The need to develop the service delivery institutions' capacities to provide a continuum of care for victims of SGBV was highlighted as a priority in the NDP. The project was positioned appropriately to support the needs emphasized in the NDP by providing support to all the actors of the justice delivery system from the Ministry of Justice to the Gambia Police Force. Two of the eight strategic priorities in the National Development Plan 2018- 2022 relate to the outcomes of the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project. These are the priorities on restoring good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance; Investing in our people through improved education and health services and building a caring society; and the critical enabler of Empowering the Gambian Woman to realize her full potential and specifically outcome 10.3: Gender-based Violence Reduced

The project's outcomes are linked to the UNDAF Strategic Result 1; Governance, Economic Management, and Human Rights and the Sustainable Development Goals 5, 10, and 16. SDG 5 aims to achieve gender equality by ending all forms of discrimination, violence, and any harmful practices against women and girls, SDG 10 Reduced Inequalities and SDG 16 calls for peaceful and inclusive societies based on respect for human rights, protection of the most vulnerable, the rule of law and good governance at all levels.

Efficiency: The resources of the Project were utilized in an efficient manner and analysis of the financial data indicates that the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project has fared very well in attaining the agreed project-specific objectives. There was also linkage/ collaboration with the other actors in the operating environment, especially other partners with similar strategic interests, e.g., GIZ, on the community policing interventions. The Human resources management of the project was optimal, and a mix of high-level international staff and national staff were recruited over the implementation duration. UNICEF recruited a national UNV and P2 international position. UNFPA recruited a Gender Based Violence Programme Specialist. In addition, two national UNVs were recruited and seconded to the Gambia Bar Association (GBA) and the National Agency for Legal Aid (NALA).

Effectiveness: To a great extent the project achieved its output and outcome targets. There was increased legal aid services to communities particularly women and children, increased awareness among community structures on justice delivery mechanisms; and availability of quality integrated services for survivors of SGBV which ultimately led to an improved access to justice, especially for women and children who are victims of serious human rights violations.

Also, there was a noted improvement in capacity of local police to respond to community needs, and the capacity of Gambia Police Force at the Institutional level to enable implementation of the new community policing approach was strengthened which greatly contributed to improvement of the community policing initiatives. Further still, the Judicial capacity to address human rights crimes, children's rights issues, SGBV and legal issues arising from the TJ and TRRC processes was strengthened, and the capacity of government/CSO institutions for coordination, monitoring and prosecution of SGBV related cases was increased which strengthened justice service delivery system for citizens, particularly victims of human rights abuses.

Sustainability: Various steps have been taken to ensure the sustainability of the project results. Key to note is the establishment of SGBV one-stop centers, and their incorporation under the Ministry of Health as well as the Ministry of Gender and Social Welfare, this ensures continuity and the centers ability to continue providing integrated services (Health, Psychosocial support, & legal Services) to survivors of SGBV long after the project funding has ceased. Also, the MLACs

were to be handed over to the ADRS to continue addressing land disputes (this would also generate income for ADRS though the percentage is linked to the outcome amount). Further still, the Gambia Police Force exclusively owned Community Policing initiative and an AIGP Ebrahima Bah was appointed as the senior executive to coordinate the Community Policing intervention, this availability of leadership ensures that there is to guidance, and supervision of the implementation of activities which increase the sustainability of the results achieved. The development and endorsement of the rule of law road map (strategy and implementation plan), as well as the incorporation of the knowledge product and Community Policing training Curriculum in the Police School for continuous training and refreshing training facilitates sustainability of results that have been achieved: they shall continue to be used by developmental partners to guide implementation of activities that support the rule of law, and also ensure that the knowledge gap is closed with fresh training for new officers, and refresher trainings for old police officers.

Gender Mainstreaming: The project was intentional on gender inclusion, and as such undertook intervention on community policing, on gender, youth, and children's responsive inclusions. It targeted at least 30% of the female officers (in all its training and interventions to ensure gender and child friendly policing techniques are used. The project worked with community women's groups, youth groups, and child rights community-based organizations to fully participate in community policing initiatives and use their platforms to raise awareness and advocacy at the community level. Deliberate effort was taken to address GBV related issues; the GBV working group and National GBV Steering Committee supported 150 women's agencies, youth groups, regional GBV working groups, and VDCs; and also validated the Standard operating manual, women empowerment manual, and standard operating procedure for the one-stop centers. Also, under the project, women and children's issues were prioritized during the MLAC, with particular attention in the rural areas where women and children had limited access to information about women and children's rights.

Human Rights Based Approach: To a great extent the project outlined the need to support the protection and fulfilment of human rights; for instance, the project focused on access to justice, and undertook training, and capacity building intervention to strengthen the capacity of the judicial, as well as security sector officials to address human rights crimes, children's rights issues,

SGBV and legal issues. Under the project, MOJ, and police staff were trained; and communities were sensitized and made aware of human rights, and SGBV. The project undertook to build the capacity Community Child Protection Committee members across the nation on child justice & justice delivery mechanisms, and ultimately empowered them with knowledge, of where to report & refer cases of human rights violations involving children and adults to the relevant sector.

Also, a digitalized court system was developed to ensure access to justice as a human right for all, proper record keeping minimizing the loss of case files, and reducing the backlog of cases.

Key lessons learned among others include,

- The **engagement and participation of stakeholders** in designing and implementation of the project is highly effective and also enhances effectiveness and efficiency.
- The centralization of cross cutting issues (gender, human rights) is a key lesson; it ensures that all project interventions and activities have a focus on gender and human rights. This ensures that cross-cutting issues are well incorporated in the project design. It ensures that the project is well aligned to global development priorities, and there is inclusion of vulnerable groups such as women, youth, persons with disability. This also enhances the sustainability of the project results.
- The establishment of Mobile Legal Aid Clinics in increasing access to justice for citizens is very effective in countries and communities that have little to no access to formal courts. They provide legal counsel and support that helps to guide other justice delivery mechanisms that can be used which reduces the backlog of cases and increases citizens access to justice.
- Project interventions to review, develop, and print essential services package as well as other tools, guidelines and job aids at the OSCs increases effectiveness.
- **Enhancing partnership coordination among implementing partners, and** government institutions such as Ministries, Departments, and Agencies creates support from the government and increases effectiveness and efficiency of the project through synergy.
- The **involvement and participation** local Community structures, NGOs, women's groups, CSOS, and child advocate groups to raise awareness on justice delivery mechanisms increases effectiveness as their involvement fosters buy in, and enhances ownership which supports the sustainability of the project results and interventions; and
- The **training and capacity building of the judicial as well as security actors; and**the

sensitization and awareness creation activities with citizens are very effective approaches.

All in all, the evaluation found that the RoL project was relevant to the addressing the challenges to access to justice in The Gambia; and the implementation approaches were efficient and effective in delivering sustainable results.

The topline recommendations from the final evaluation include the need for a successor RoL program that shall ensure the scale up of interventions and replication of best practices and lessons learnt. Also, there is need for continuous capacity building for the security actors/ officials on community policing and sensitization/ awareness creation for citizens and communities on their rights, SGBV, and the justice delivery mechanisms available to them. Further still, there need to **enhance coordination** amongst the justice institutions to ensure that the program fully benefits from the synergy, knowledge product as a result of bringing together the partners. The need to develop, print and disseminate simplified versions of the laws on child marriage, FGM SGBV, through multimedia communication strategies.

1.0. PROJECT BACKGROUND AND CONTEXT

1.2. Country Context

The Gambia was under an authoritarian regime for 22 years, justice institutions were systematically manipulated, freedom of expression, association and assembly were severely restricted, several critical media houses were shut down to preserve the dictatorial regime in power. There was constant interference and arbitrary removal of independent-minded judges by the Executive. There was limited confidence in the justice and security sector as the former president dispensed crude justice by imprisoning his opponents and often determining their sentences publicly. Civil society activists and students were harassed, detained, tortured, murdered, made to disappear, or forced into exile during his regime¹.

Since 2017 to date The Gambia is continuing its transition from a dictatorship notorious for its human rights abuses to a nascent and fragile democracy following the outing of the former regime. The new government has initiated a series of reforms to bring to fruition, “The New Gambia.” The respect for Rule of Law, Human Rights, and the reform through Transitional justice, Security Sector and Constitutional Review processes are intended to remedy the violations and overreach of the previous regime and set in place a democratic state. All processes are under intense public scrutiny with mixed support and confidence. In March 2019, The Gambia government approved the Strengthening Community Access to Justice, Community Policing and Effective SGBV Response Funded by the UN Peacebuilding Fund (PBF), with UNDP, UNICEF and UNFPA as the implementing agencies.

1.3. The ROL Project in the Gambia

The joint project endeavored to implement a holistic and comprehensive project which addresses both the supply and demand sides of justice delivery. The project sought to improve the legal, justice and social systems in the country to promote the rule of law through strategic entry points which will help to enhance the rule of law sector’s response to citizen needs and citizen confidence in the system and in its capacity and willingness to protect their rights and respect for rule of law.

¹ Conflict and Development Analysis

As espoused in the project's theory of change, it is envisaged that if there is protection of Human Rights and the respect for the Rule of Law, peace and sustainable development in The Gambia will become inevitable. The project key partners include the Judiciary, Ministry of Justice, Ministry of Gender, Children and social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil Society Organizations and Network against Gender Based Violence.

The project with partners identified the mobile legal aid clinics, Community Policing initiative, SGBV response, citizen engagement with justice actor through awareness and sensitizations of their rights as key entry points in building the bridge between the police force and the citizens, capacity building of justice and security stakeholders including the health and social workers in ensuring the delivery of quality services thereby improve access to justice and security to all. The first phase of the project support was the development of a government owned community policing strategic and implementation plan, national rule of law road map and a rapid prison assessment which set a benchmark on the priority needs of the justice, security and civil society organizations in fostering trust and accountable institutions. The project continues to provide technical and financial support to the legislations, strategies and build institutional capacity to strengthen rule of law, human rights access to justice, and security in The Gambia with particular attention to women, children, victims of serious human right abuses and the marginalize groups.

The project was implemented in Greater Banjul Area, West Coast Region, Lower River Region, Central River Region, Upper River Region and North Bank Region. The project duration was 30 months from March 2020 to September 2022. The project programme's population, locations and implementation stages.

The Project was managed by a Project Management team comprised of UNDP, UNICEF and UNFPA staff. UNDP led the overall coordination and quality control of the project. The project commenced in March 2019 and was due to close in March of 2022. Due to the COVID-19 pandemic, most of the activities were delayed leading to an additional 6-month extension which brings the new closing date to September 2022. The project was implemented under the following outcomes and outputs aligned to its activities:

Outcome 1: Improved access to justice especially for women and children who are victims of serious human rights violations.

Output 1.1: Increased legal aid services to communities particularly women and children

Output 1.2: Increased awareness among community structures on justice delivery mechanisms

Output 1.3: Quality integrated services available for survivors of SGBV

Outcome 2: Establish community policing initiative for the prevention of serious human rights violations and the protection of survivors of such violence.

Output 2.1: Improved capacity of local police to respond to community needs.

Output 2.2: Strengthened Gambia Police Force at the Institutional level to enable implementation of the new community policing approach.

Outcome 3: Strengthened justice service delivery system for citizens, particularly victims of human rights abuses.

Output 3.1: Strengthened judicial capacity to address human rights crimes, children's rights issues, SGBV and legal issues arising from the TJ and TRRC processes.

Output3.2: Increased capacities of government/CSO institutions for coordination, monitoring, and prosecution of SGBV related cases.

2.0. THE FINAL EVALUATION ASSIGNMENT

2.1. Evaluation Objectives and Purpose

The main purpose of the terminal project evaluation was to collect and analyze information to establish the achievements/challenges/ recommendations/lessons learned including effectiveness, efficiency, relevance, and sustainability; build evidence of the results, and highlight the strategies that contributed to, or hindered, the achievement of set results. The terminal evaluation had five key objectives:

- i To assess the contribution of the project activities to the realization of project objectives and outcomes by determining how relevant, efficient, effective, and sustainable the project is;
- ii To identify and provide analysis of the factors that has either positively or negatively affected/impacted the project beneficiaries;
- iii To recognize the catalytic effects of the project;
- iv To assess the project's contribution towards the national development plan as well as peace building, partnerships, coordination towards strengthening government efforts to improve access to justice, respect for rule of law, human rights, and accountable institutions; and
- v To provide recommendations, lessons learned for improving UN support to the country's reform and peace building agenda.

2.2 Evaluation Scope

As per the ToR, the terminal evaluation assessed the overall project intervention including an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives as well as an assessment of the project relevance, effectiveness, efficiency, sustainability and impact on the national institutions, processes, and beneficiaries, either directly or indirectly.

Further, the ToR also required that the consultant verifies, analyses, and assesses, where relevant, the integration and impact of cross cutting issue in the project notably gender equality and youth participation and human rights.

The geographical scope of the evaluation as prescribed in the ToR was the four regional community policing areas including the Greater Banjul area. According to the ToR, the terminal evaluation covered the project implementation period from the 10th of March 2019 to 30th September 2022.

2.3 Intended Users of the Evaluation

The intended users of the terminal evaluation included the UNDP, UNFPA, UNICEF & PBS, and Government of The Gambia (Ministry of Justice, judiciary, Ministry of Gender Children and Social Welfare, National Agency for Legal Aid, the Alternative Dispute Resolution Secretariat, Police Force, Prison Service and the CSOs namely the Civil Societies (Network against Gender-Based Violence (NGBV).

2.2. Evaluation Criteria and approach to the assignment

The UNDP commissioned the independent final evaluation in compliance with UNDP evaluation policies and procedures and as such: as prescribed by the ToR, and in line with the United Nations Evaluation Group (UNEG) norms and standards; the terminal evaluation strictly followed the systematic, objective, and impartial OECD-DAC evaluation criteria to determine relevance; effectiveness; efficiency; and sustainability. in assessing the results of the RoL project. In addition, the evaluation assessed the partnerships and coordination of the project as well as cross-cutting issues of Human rights, Gender Equality and Youth participation.

2.2.1 Evaluation design

To a large extent, the evaluation used qualitative and to a limited extent quantitative participatory methods and tools of data collection to adequately capture information from the different stakeholders i.e., project implementers, targeted beneficiaries and other community members, donors and other relevant stakeholders.

To achieve this, the evaluation adopted a Consultative Participatory Process and Iterative Approach (CPPIA) was used with an intention of involving all key stakeholders (i.e. UNDP, UNICEF, UNFPA managements, programme and project staff, and The Gambia's government ministries ,department and agencies, particularly Ministry of Justice, Ministry of Health, Ministry of Women Affairs, Ministry of Interior, Ministry of Gender Children and Social Welfare Judiciary,

National Agency for Legal Aid, the Alternative Dispute Resolution Secretariat, Police Force, Prison Service, One Stop Centers (OSCs) and NGOs and CSOs.

2.2.3 Research and Sampling Strategy

Due to the constraints related to time and resources, the evaluation team opted for a strategic approach to sampling and data collection. The evaluation adopted a purposive sampling approach; and was strategic in identifying and selecting the key informants cognizant of their relevance in providing in-depth information to evaluation, but also in relation to the wider universe, taking into consideration the different categories of people who could provide adequate and relevant responses to enrich the evaluation findings.

A total of 18 Key Informant Interviews were conducted with the UN Agencies, Government Ministries and Departments (institutions) CSO at the national and sub-national level. While a total of 11 FGDs were conducted with community members (Women, Youth and PWDs) from the three regions (Kanifing Municipal Council, West Coast Region and Lower River Region) that have benefitted from RoL project.

Limitations of the Evaluation

There were delays due to COVID 19 pandemic. Also delays were experienced in securing meetings with relevant key informants for consultations and interviews to be undertaken. This was countered and minimized by working closely with the project team to schedule interviews.

Delays were encountered in receiving feedback and payment for the inception report in a timely manner to progress to the next phases of the evaluation especially the fieldwork.

2.2.4 Phased Approach to the addressing the evaluation questions

Drawing inspiration from the aspects provided in the ToR, the final evaluation exercise followed three main phases: (i) preparatory/inception phase (inception report - desk review, finalization of methodology, work plan); (ii) Evaluation phase (draft report- data collection, analysis and consolidation, presentation of initial results); and (iii) Final phase (incorporating stakeholders' comments and preparation of final evaluation report).

Activities

1.1.1 Support mobile legal aid in 4 locations outside/ within the Greater Bnabjul Area, with Regional Social Welfare Officer and regional Cadi (1 Visit per month, 2 NALA lawyers, seconded UNV, Q! ADRS staff, GBA, 1 Cadi, 1 DSW Social Worker, interpreter) (UNDP).
 1.1.2 Provide administrative support through co location of UNV to NALA, ADRS and GBA (UNDP)
 1.1.3 Provide technical advice and support to revision of the Legal Practitioners Act to include Continuing Legal Education (CLE) and requirement of pro bono service hours (UNDP)
 1.1.4 Provide support to GBA and NALA to provide pro bono services to Jesbwang Prison and Mile 2 (UNDP)
 1.1.5 Support CCPCsto provide legal counselling and support the Mobile Legal Aid Clinics on Child Rights and Juvenile Justice (UNICEF)
 1.1.6 Provide support to DSW to participate to mobile legal aid clinic visits (including an induction workshop) (UNICEF)
 1.1.7 Support women, youth and children to effectively participate in ML-AC (UNICEF)

1.2.1 Provide support for radio shows to raise awareness on legal rights and answer citizen questions on radio programs (UNDP)
 1.2.2 Support local Community structures, NGOs, women's groups, CSOs, and child advocate groups to raise awareness on justice delivery mechanisms (UNICEF)
 1.2.3 Conduct a Training of Trainers (TOT) Workshop to strengthen selected CSOs with results-oriented community engagement tools after capacity assessment and mapping (UNFPA)
 1.2.4 Support the development of a Community Engagement Toolkit and a compendium/ compilation of gender sensitive messaging to facilitate interactive sensitization sessions (UNFPA)
 1.2.5 Support the Survivors Advocacy Group of the GBV Network to use interactive theatre to create awareness in communities for vulnerable groups to patronize the legal aid clinics (UNFPA)
 1.2.6 Engage Men and Boys as advocates for justice for SGBV survivors (UNFPA)
 1.2.7 Organize quarterly meetings with FaithBased Organizations (FBOs) and Traditional Leaders on the legal implications for local level resolution of GBV issues (UNFPA)

1.3.1 Assess the operations of the existing One Stop Centers (OSCs) to improve the quality of service
 1.3.2 Establish 3 additional OSCs in health facilities in the regions to enhance access of SGBV survivors to coordinated services
 1.3.3 Print Essential Services Package as well as other tools, guidelines and job aids to guide the operations of the OSCs for optimum performance
 1.3.4 Organize capacity building for service providers 1.3.5 Support the quarterly coordination meetings of the Care Response Team in all the OSCs to ensure follow up on SGBV cases

2.1.1 Support the development of district police plans in conjunction with community policing efforts (UNDP)
 2.1.2 Increase awareness on policing services through billboards/ media (UNDP)
 2.1.3 Provide grants to CBOs/CSOs/NGOs to raise awareness on community policing initiative targeting children and to provide feedback to UNICEF on challenges and issues (UNICEF, UNDP)
 2.1.4 Support local NGOs, women 's groups, CSOs, and child advocate groups to raise awareness on accessing local policing services (UNDP, UNICEF)

2.2.1 Recruit P4 International Policing Specialist to support CP Initiative at all levels of GPF and with community members including women, children and vulnerable populations. (UNDP)
 2.2.2 Purchase bicycles and other equipment to enable CP Police to perform CP related duties (UNDP)
 2.2.3 Provide technical support on developing and facilitating training on Community Policing, QCS, DPPs, Gender and Child responsive policing in coordination with German Police (UNDP)
 2.2.4 Provide support to conduct and facilitate trainings in pilot locations and at HQ and regional levels (UNDP)
 2.2.5 Support construction of one (1) Model Police Station (UNDP/UNICEF)
 2.2.6 Provide support to professionalize pilot posts/stations with allocations for furniture, equipment, ICT, solar panels, etc. as needed (UNDP)
 2.2.7 Provide technical support to develop, analyze and publish Quarterly Crime Statistics template at post, district, regional and HQ levels to collect data on all reported crime (UNDP)
 2.2.8 Provide allocation to professionalize data collection including ICT, solar panels and office furniture/ equipment (UNDP)

3.1.1 Provide training and development of curriculum for •nd onvarious topics relating to transitional justice areas (international criminal law, crimes against humanity, torture, handling of SGBV Cases, etc.) (UNDP)
 3.1.2 Provide support to CAT and ICT strategy to ensure cases are adjudicated quickly and minimize case backlog (UNDP)
 3.1.3 Support Judicial Library with allotment of books (UNDP)
 3.1.4 Sensitization of judges and magistrates on the children's Act (Amended 2016) (UNICEF)
 3.1.5 Training of judges, magistrates and panelist for children's courts (UNICEF)
 3.1.6 Support the Judiciary to work in conjunction with the newly established prisons legal aid desks with NALA and GBA to address children rights issues (UNICEF)

3.2.1 Support SGBV units in both Ministry of Justice & Police to provide uali services to survivors of violence (women & children) (UNDP)
 3.2.2 Provide joint trainings to both units to improve coordination, investigations, prosecution, interviewing to increase prosecutions of SGBV and child related crime with internal and external trainers (UNDP)
 3.2.3 Provide technical advice on legislative reform of the Evidence Act and the Sexual Offenses Act (UNDP)
 3.2.4 Support SGBV unit with online legal resources, precedent and authority to aid in the prosecution of SGBV and child justice related cases (UNDP)
 3.2.5 Training of the MOJ Children's Welfare Unit to support children's court and collect data on juvenile criminal justice. (UNICEF)
 3.2.6 Strengthen the coordinating platform on SGBV through support to the Ministry of Women, Children and Social Welfare (UNFPA)
 3.2.7 Support quarterly meetings of the SGBV Steering Committee to enhance tracking of SGBV case management and followup (UNFPA)
 3.2.8 Support the Ministry of Women to develop standard reporting templates to facilitate monitoring of SGBV activities and services (UNFPA)

Outputs

Output 1.1 : Increased legal aid services to community particularly to women and children

Output 1.2: Increased awareness among community structures on justice delivery mechanisms

Output 1.3 : Quality integrated services available for survivors of SGBV.

Output 2.1 : Improved capacity of local police to respond to community needs.

Output 2.2: Strengthened Gambia Police Force at the Institutional level to enable implementation of the New community policing approach

Output 3.1: Strengthened Judicial capacity to address human rights crimes, children's rights issues, SGBV and legal issues arising from the TJ and TRRC processes.

Output 3.2 : Increased capacities of government/CSO institutions for coordination, monitoring and prosecution of SGBV related cases.

Outcomes

Outcome 1 Improved access to justice, especially for women and children who are victims of serious human rights violations

Outcome 2: Improved Community Policing

Outcome 3: Strengthened justice service delivery system for citizens, particularly victims of human rights abuses.

4.0 EVALUATION FINDINGS

4.1 Relevance and design

4.1.1. Alignment to UNDAF Strategy and SDGs

The United Nations Development Assistance Framework has three strategic results, namely:

Strategic Result 1: Governance, Economic Management, and Human Rights,

Strategic Result 2: Human Capital Development

Strategic Result 3: Sustainable Agriculture, Natural Resources, Environment, and
Climate Change Management

These strategic results guide all the interventions the UN system supports in a more coordinated, harmonized cost effective and efficient way.

The Rule of Law and Access to Justice project has the following outcomes and outputs:

Outcome 1: Improved access to justice, especially for women and children who are victims of serious human rights violations.

1. Output 1.1: Increased legal aid services to communities particularly women and children
2. Output 1.2: Increased awareness among community structures on justice delivery mechanisms
3. Output 1.3: Quality integrated services available for survivors of SGBV

Outcome 2: Establish community policing initiative for the prevention of serious human rights violations and the protection of survivors of such violence.

1. Output 2.1: Improved capacity of local police to respond to community needs
2. Output 2.2: Strengthened Gambia Police Force at the Institutional level to enable implementation of the new community policing approach

Outcome 3: Strengthened justice service delivery system for citizens, particularly victims of human rights abuses

1. Output 3.1: Strengthened judicial capacity to address human rights crimes, children's rights issues, SGBV and legal issues arising from the TJ and TRRC processes.

2. Output 3.2: Increased capacities of government/CSO institutions for coordination, monitoring, and prosecution of SGBV-related cases.

All these outcomes and outputs are directly linked to the UNDAF Strategic Result 1; Governance, Economic Management, and Human Rights. The project's outputs are linked to their respective outcomes all linked to the Sustainable Development Goals 5, 10, and 16. SDG 5 aims to achieve gender equality by ending all forms of discrimination, violence, and any harmful practices against women and girls, SDG 10 Reduced Inequalities and SDG 16 calls for peaceful and inclusive societies based on respect for human rights, protection of the most vulnerable, the rule of law and good governance at all levels.

4.1.2. Alignment to National Priorities

Two of the eight strategic priorities in the National Development Plan 2018- 2022 relate to the outcomes of the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project. These are the priorities on restoring good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance; Investing in our people through improved education and health services and building a caring society; and the critical enabler of Empowering the Gambian Woman to realize her full potential and specifically outcome 10.3: Gender-based Violence Reduced.

The Government of the Gambia recognized the need to deliver a comprehensive institutional capacity strengthening for all the actors in the justice system to be able to dispense justice to every citizen judiciously but, most importantly, to the most vulnerable population, such as victims of human rights abuses. The need to develop the service delivery institutions' capacities to provide a continuum of care for victims of SGBV was highlighted as a priority in the NDP. The project was positioned appropriately to support the needs emphasized in the NDP by providing support to all the actors of the justice delivery system from the Ministry of Justice to the Gambia Police Force. In addition, the actors in the Sexual and Gender-Based violence sector were also supported by the project in line with Government's strategies for a survivor-centered approach for survivors and access to justice through the one-stop centers.

4.1.3. Linkages between ROL project with similar interventions

At the project's inception stage, similar interventions were being implemented, and the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project complemented the efforts of these projects. One of those projects is the UNDP Strengthening Rule of Law and Enhancing Justice and Security Services Delivery, funded in the amount of \$ 1.25 Million. This project's focus was on strengthening strategic and policy-level interventions. The Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project complemented the gains of this project by ensuring that these strategies and policy results are evident at the community level in tangible benefits and, in the process, enhanced citizen participation, trust and, access to the justice delivery services.

The UNDP/OHCHR Transitional Justice Project, funded in the amount of \$4.7 million by the Peacebuilding Fund, aimed to support the government in providing access to justice for the victims of Human rights violations emanating from the 22 years of dictatorship that the country witnessed. The Project supported the establishment of the Truth and Reconciliation Commission to address, document, and seek accountability of past human rights violations and abuses. This project continued supporting a component of the Transitional Justice project through the digitalization of the Police, Judiciary, and prison service, which allowed case tracking and storage of case files to ease the challenge of case backlog. The project also supported strengthening the judiciary's capacity for data management and child justice.

The UNDP Security Sector Reform project funded by PBF amounting to \$1.4 Million was focused on supporting the review, design, and implementation of a nationally led, inclusive, and participatory SSR process to accomplish a well-disciplined, gender-sensitive, trained, and responsive Security sector. The Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project complemented the efforts of this project by supporting the Gambia Police Force in the development and implementation of a comprehensive training manual to conduct training in line with international standards and a District Community Policing Plan which was rollout in all the districts in the country for effective and responsive community policing.

The women and youth participation in decision-making processes and as agents of community conflict prevention Project (\$1.3 Million) was implemented by UNICEF and UNFPA to target women, children (both in and out of school), and youth on their civic duties, open dialogue and

promotion of peace and Human rights. This is in line with the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project, which at its core, is the preservation of the respect for Human rights and expeditious dispensation of justice to the citizens, especially for victims of Human rights abuses and violations.

4.1.4. Contribution of the ROL project to LNOB principle

Outcome 3 ‘Strengthened justice service delivery system for citizens, particularly victims of human rights abuses’ promoted the rights to health and ensured availability and accessibility of quality services by focusing on strengthening of Government’s one-stop centres for victims. There are identified strategies that the project adapted and implemented to ensure that the most marginalized and excluded in society are centred as the main beneficiaries to reduce vulnerabilities and exposure to abuse.

Outcomes 1 ‘Improved access to justice, especially for women and children who are victims of serious human rights violations’ and Outcome 2 ‘Establish community policing initiative for the prevention of serious human rights violations and the protection of survivors of such violence’ employed strategies, and activities that enshrined the principle of leaving no one behind. The activities promoted freedom from violence and universally recognized human rights. The communities were engaged to know and own their rights which in turn strengthened the participation of the local communities. The Government also, through the project, promoted accountability and the rule of law in the communities whilst cultivating an understanding of the cultural context, thereby ensuring non-discrimination and equality for all. The involvement and meaningful participation of children in the project as full-fledged right-holders in the project is an example of the application of LNOB.

4.1.5. Coordination and synergies of the project with other programmatic interventions

A Project Steering Committee was established for the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project, and the Ministry of Justice chaired the PSC. This initiative was good in theory as the MoJ is the lead Government Institution for justice delivery, which this project is anchored on. The Ministry fell short in effectively

coordinating the project and reported that this was due to staff turnover at the Ministry, thereby creating institutional memory loss and lapses in project coordination. In addition, when the PSC meetings were held, it was not systematically documented to serve as a monitoring tool to track the project's recommendations and corrective measures. Only two meeting minutes (20 January 2021 and 14 July 2021 minutes) were made available to the evaluation team.

A national steering committee on Gender-Based Violence is chaired by the Ministry of Gender and Social Welfare and is responsible for the coordination. The Network Against Gender-Based Violence is the umbrella organization for all the NGOs in the SGBV sector and a member of the national steering committee. Unfortunately, the Ministry of Gender and Social Welfare has limited coordination capacity to carry out this function effectively and independently. Quarterly coordination meetings were held with the support of the Project but suspended after the project ended. There is a need to strengthen and institutionalize co-ordination mechanisms for inter-sector collaboration, leveraged opportunities, and enhanced service delivery.

At the UN level, a coordinating committee was set up and chaired by UNDP. Interestingly, the UN agencies coordinated effectively and had regular meetings bi-weekly.

The project collaborated with the Gesellschaft für Internationale Zusammenarbeit (GIZ) on community policing interventions. Through this synergy with GIZ, four police stations in Greater Banjul Areas (Serekunda, Bundung and Bakoteh and Brusibi) were constructed. The European Union plans to fund another seven police stations in rural areas.

4.2. Coherence

4.2.1. Internal and external coherence of project components

The Project was designed in a coherent manner aligned to the National Development Plan 2018-2022 and UNDAF. During the design of the project, there was extension consultation within the UN and with all the actors in the sector to ensure that the project is consistent with the national priorities. There were a series of meetings starting with the Office of the President to lead and coordinate the designing processes of the project. Two major stakeholders meetings were held to review the concept note of the project, build consensus on the results and intervention areas.

In terms of the implementation of the project, coherence was ensured through the following examples: UNICEF has supported the Child justice system and facilitated the development of laws, policies, and strategic plans. The Children Act 2005 and the children's court establishment were supported in previous country programmes. To ensure coherence of the project, the evaluation found that at the designing phase of the project, UNICEF consulted extensively with the Ministry of Justice, and the amendment of the Children's Act is an e.g., of the internal coherence of the support being provided to the sector. The Children's Act was first supported in 2005 by UNICEF and the amendment of the Act was supported in this project to respond to the current evolution in the child justice sector. The police were also supported through training in dealing with children in contact with the law and supported the establishment of child welfare Officers in most of the police stations. UNICEF supported community child protection structures such as the Community Child Protection Committees. The Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project is built on the pre-existing support being provided. An e.g., of the internal coherence of the project is the use of the Community Child Protection Committees as a reference point for Key child policing in community policing interventions.

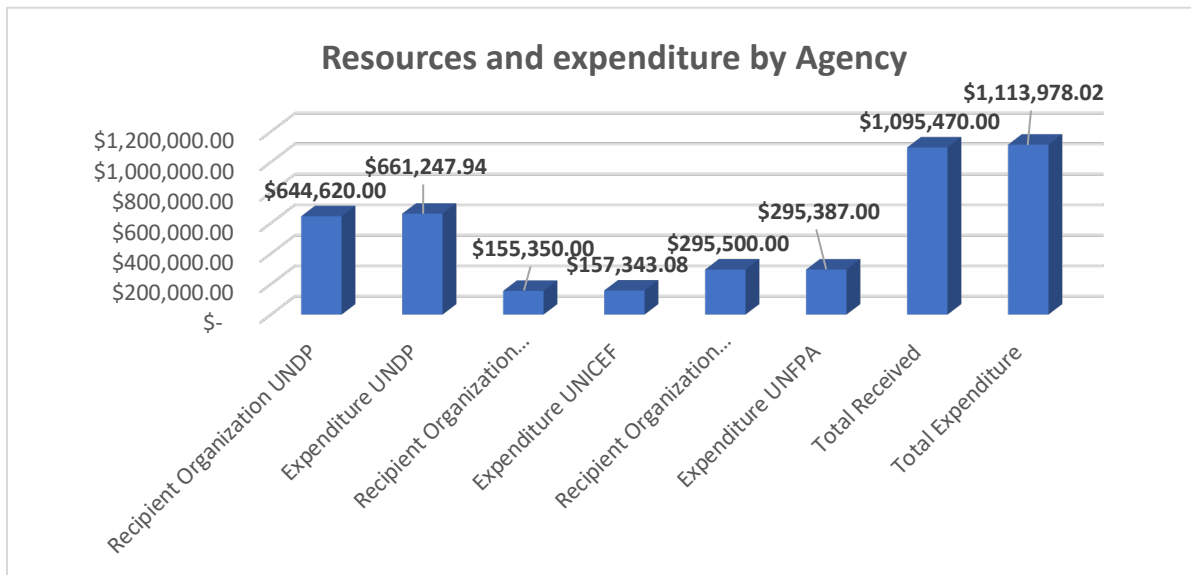
UNDP is an established partner for the Ministry of Justice in the country through decades of support to the sector. The project built on this support and fostered external coherence in the programmatic landscape by strengthening the capacity and performance of the Judiciary system through the established virtual courts to reduce the case backlog, procured IT equipment to operationalize the Court Automated Transcript System for the Judiciary in five courts and develop the capacities for several actors and institutions including prisons services, Police Intervention Unit officers, immigration officers, NARTIP, etc. Policies and strategies were also developed to strengthen key actors' institutional and operational capacity, such as the Gambia Bar Association (GBA).

The support provided to the One-stop centers is an, e.g., external coherence for the holistic approach to providing services and access to justice for survivors of SGBV. UNFPA formed Partnerships with the private sector, such as the Paradise Foundation, in this initiative. The GIZ, DCAF, UNODC, UNICEF, and UNDP partnered in the community policing interventions and identified the characteristics and facilities for a unified "Model Police Station" concept, which is gender and child friendly.

4.3. Efficiency

4.3.1. Cost Effectiveness of the Project Implementation Strategy

The project’s resources were well utilized, and at the end of the project lifespan, all the resources were depleted by all three agencies. Closely examining the evidence from the financial data indicates that the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project has fared very well in attaining the agreed project-specific objectives. There was also linkage/ collaboration with the other actors in the operating environment, especially other partners with similar strategic interests, e.g., GIZ, on the community policing interventions.

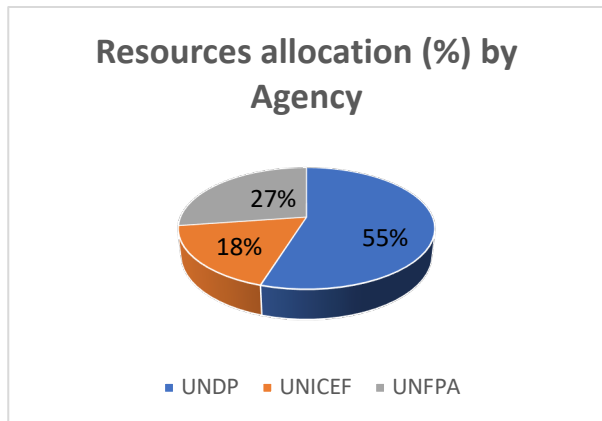
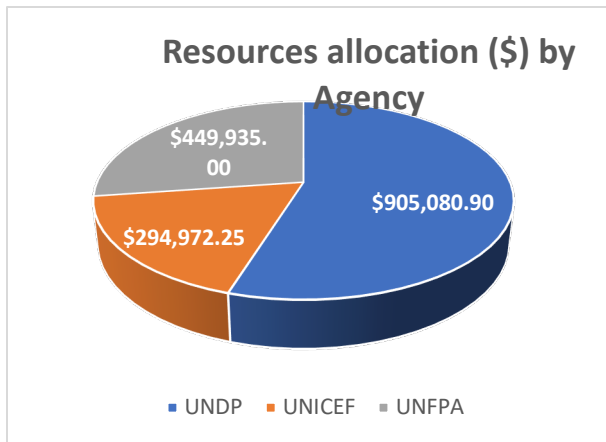


In terms of financial efficiency and effectiveness of the project’s outcomes, the evaluation found that the investment made was worth it because most of the targets for the outcomes were met. All three targets under outcome one was achieved; the results far exceeded the targets set, e.g., it was anticipated to achieve a 10% increment in legal aid per quarter, but at the ending of the project, a 96.6 % increment was achieved. For outcome 2, all two targets were met and there was notable

increment in the level of trust between the police and community members in the community intervention areas.

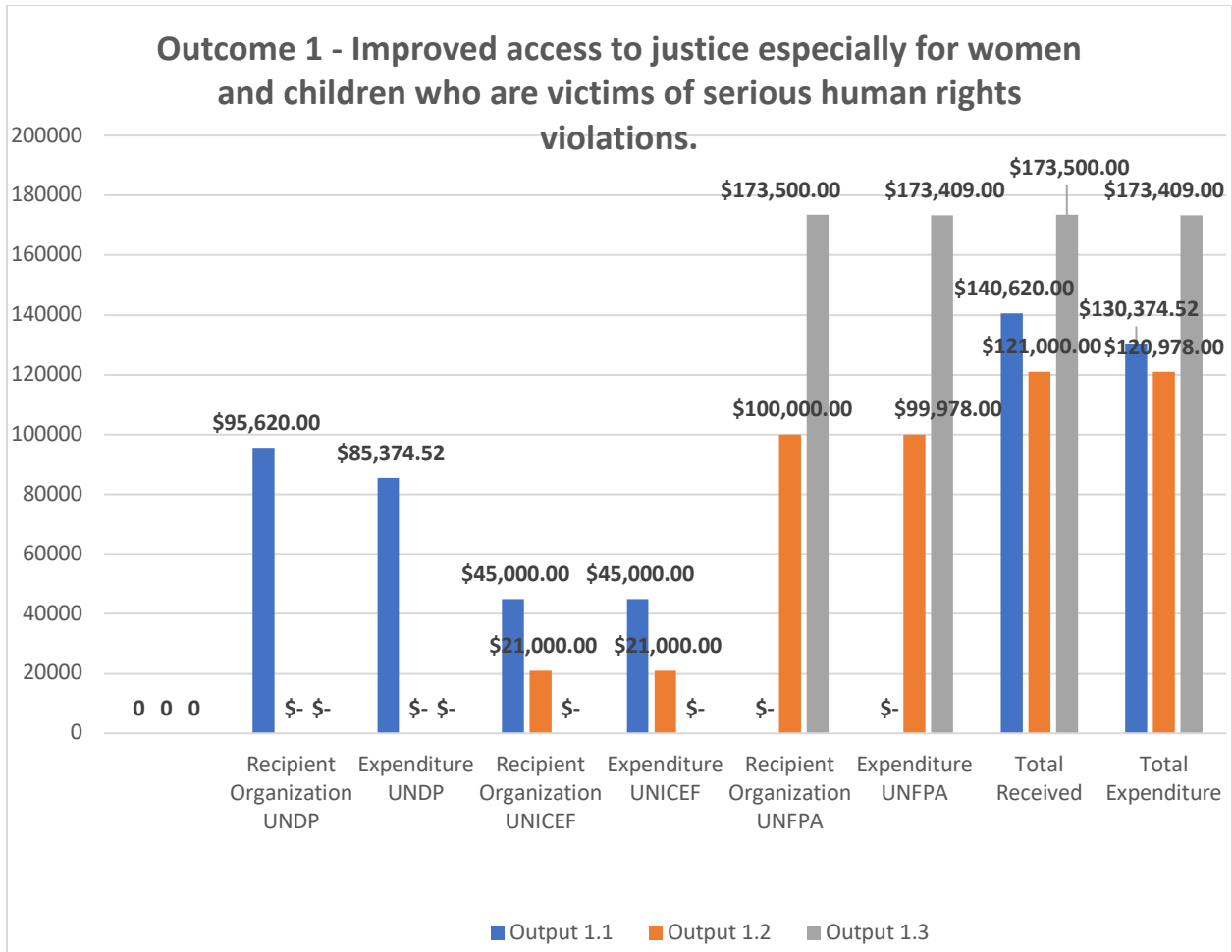
All three agencies contributed to outcome 3, and the target could not be determined whether it was met or not due to the inconsistencies in the terminology used to define the indicators and targets. The target was a 5% increment in cases prosecuted and adjudicated, particularly on SGBV, child-related, and HR cases. Yet, at the end of the project, the number of cases that received judgment was reported at 79.

The project implementation was ambitious, with too many partners, and the resources were thinly spread. There were incidences of mismatched needs and what the project was funding. The Ministry of Justice and most project partners expressed the need for a forensics lab, which they felt is fundamental to gathering evidence for DNA analysis of SGBV cases.



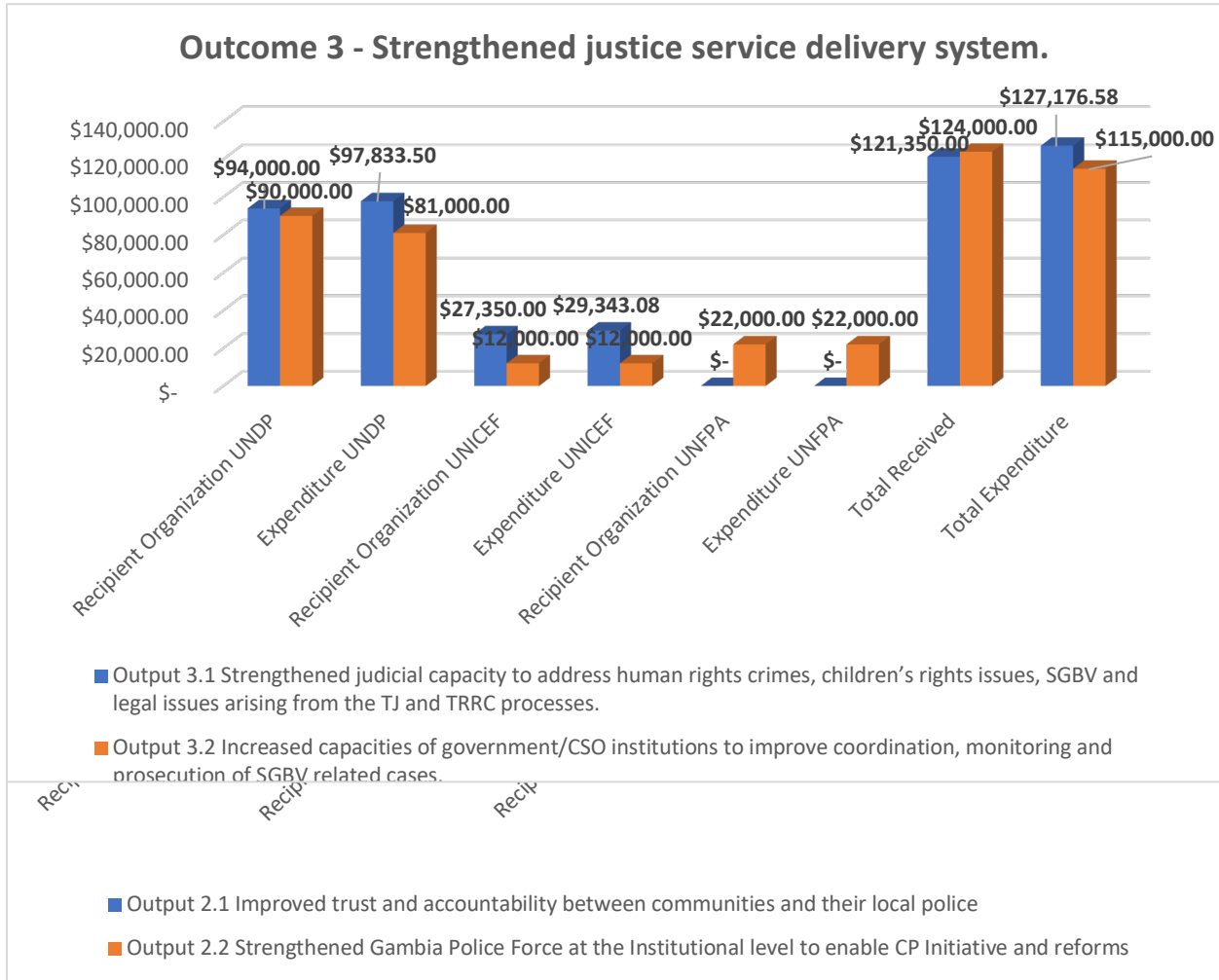
4.3.2. Financial and Human Resource Management

The project was funded in the amount of \$1.65 million, and the funds were distributed to the three Agencies according to the following - UNDP was allocated more than half of the funds (\$905,080.90), and the rest of the funds were allocated to UNICEF and UNFPA in the amounts of \$294,972.25 and \$449,935.00.



UNDP and UNICEF implemented output 1; a total of \$ 270,994.52 was spent, and all the targets were met for this output. Likewise, for output 2, the target was met, and 26 communities in all four regions were reached with awareness messages on legal rights and where to access legal aid. Output 3 targets were fully met, and UNFPA spent a total amount of \$ 346,909. An e.g., of a noteworthy performance is the increase in the number of clients that received SGBV integrated services at 434 persons at the ending of the project, far exceeding the ten persons per quarter target.

For outcome 2, the activities were implemented by UNDP and UNICEF, and \$447,039.92 was spent. Interesting to note is the discrepancy between the amount spent of \$29,478.59 and \$367,561.33 exceeds the amount received by UNDP for outputs 2.1 and 2.2 of \$27,000 and



\$338,000, respectively. The evaluation team could not find any explanation for this in the documents provided, including the financial data.

Output 2.1 targets were all met for \$59,478.59, and a key achievement is the development of the District Police Plan mainstreaming gender. For output 2.2, all the targets were met at the cost of \$ \$387,561.33, and one key achievement under this output is that 7 Community Police Pilot sites were established, exceeding the target of 5.

Output 3.1 was implemented by UNICEF and UNDP and a total of \$ 127,176.58 despite receiving a lesser amount of \$121,350, and the evaluation team could not find any documentation to explain the discrepancies in the amounts. 1 out of the 2 targets set was achieved, i.e., 68 judges have received training on crimes against humanity against the target of 25.

Output 3.2, \$115,000 was spent to achieve one of the 2 targets set. This result area's performance is satisfactory given that, on average, half of the targets were met.

For human resources management, according to the Project document, the following staff were to be hired and partially funded by the project-

1. UNDP Chief Technical Advisor for the Rule of Rule will be funded 20% by the project to oversee the implementation of the project.
2. An International Policing Expert at the P4 level to oversee the Community Policing interventions, and the project will cover DSA and related cost.
3. International UNV M&E expert to be funded 20%by the project.
4. Project Finance and Administration Assistant to be funded 20 % by the project.
5. International Gender and Gender Based Violence Programme Specialist at UNFPA to be funded 23% by the project.
6. UNICEF will hire a national UNV on the Protection and inclusion of children to be funded 46% by the project.
7. The project will cover Juvenile Justice Specialist at the P2 level and 30% of the cost.

At the end line of the project, UNICEF recruited a national UNV and P2 international position. UNFPA recruited a Gender Based Violence Programme Specialist. In addition, two national UNVs were recruited and seconded to the Gambia Bar Association (GBA) and the National Agency for Legal Aid (NALA).

4.3.5. Robustness of the M&E Systems

The project developed an M&E Plan to monitor and provide immediate feedback to improve implementation, performance, and progress appropriately and routinely. Pertinent attention was taken to ensure that results-based management principles were integrated into the plan. Appropriate indicators with baselines and targets and reliable means of verification were

elaborated. In this way, the project's contribution to the national response to Justice could be easily identified and measured during annual reviews and major assessments such as evaluations. Despite this practical intervention, there needed to be more consistency in the wording of the indicators, which introduced ambiguities and challenges to measuring progress. There were instances where there were no baselines, e.g., limited funding for the Justice sector is a baseline, and targets were set for this indicator.

The project routinely conducted monitoring visits and joint monitoring visits with partners, and these activities were documented. The reports from the field visit highlighted strengths, weaknesses, and action points to be taken to achieve the project's objectives. The project monitoring visits were well-planned and conducted. The team used a qualitative approach to collect information from key stakeholders and community members, including women, youth, and people living with disability, through Focus Group Discussion using agreed but not limited to monitoring questionnaires.

The annual work plans, M&E tools, and procurement plans were all reviewed and approved by the Project's Boards.

The project developed a National Perception Survey on the Rule of Law and Access to Justice and gathered statistically reliable quantitative information directly from the people of The Gambia on knowledge, demand, perceptions, and use of justice and security services. The study presents an evidence-based analysis of the functionality, effectiveness, accessibility, affordability, and responsiveness of the rule of law institutions to the citizens of The Gambia. It also highlights the challenges the citizens of Gambia, particularly women and children, face when trying to access the formal and informal justice systems. Finally, the outcome suggests recommendations for improving the quality and accessibility of justice services for the citizens of The Gambia.

At the partner level, there are inadequacies in implementing the M&E activities. At times, data needed to be collected on key indicators, e.g., data on SGBV and other crimes reported and prosecuted. This data is not collected, and this makes monitoring and reporting the progress of these activities a challenge.

The project benefitted from a M&E system that was guided by a plan and the activities were executed to provide up to date and reliable data for reporting and evaluations. Even though, the project made effort to identify, include and focus on vulnerable groups in the design and

implementation of the project, there were lapses in the formation of the M&E Plan to capture equity focused indicators to facilitate monitoring, reporting and evaluation.

4.3.6. Value for Money

The Evaluation could not substantially conclude on findings that the project benefitted from value for money initiatives.

4.4. Effectiveness and Impact

4.4.1 Effectiveness

Under this section the evaluation sought to establish the extent to which the planned/ targeted results of the project had been achieved at the end line. In this regard, the findings revealed as follows;

Outcome 1: Improved access to justice, especially for women and children who are victims of serious human rights violations.

1.1. Percentage increase in the number of victims of human right violation in the previous 12months who reported their victimization to the legal aid clinics in project targeted areas disaggregated by sex, age, and region

With the aim of causing a percentage increase in the number of victims of human right violation in the previous 12 months who reported their victimizations to the legal aid clinics in project targeted areas disaggregated by sex, age, and region. The evaluation noted that at baseline from the existing legal aid data from PLADs, there were 2 PLADs established and operational²; and the ROL planned to have 3 operational PLADs and 15 MLACs visits; and a 10% increase in legal aid, social and mediation cases addressed including SGBV related cases.

The evaluation findings revealed that the project exceeded its target and had a 96% (1,070 adult, 99 children) increment in legal aid, social and mediation cases addressed including SGBV related cases by the end.³

This was attributed the projects' establishment of Mobile Legal Aid Clinics (MLACs) in 5 regions within 21 communities.; which provided legal, mediation, & social services to citizens in locations that were not easy to access which not only increased citizen access to legal aid services but also increased the number of cases that were addressed (i.e., cases had a fair hearing, and or are resolved (i.e., cases get bail, are withdrawn/ acquitted or convicted) particularly women, children and victims of human right abuse in targeted project areas.

² 2019-2021 project report

³ Annual PBF Rule of Law Report 2022.

Additionally, the project enhanced the technical capacity of mobile legal aid clinics. Specifically, the project supported mobile legal aid in 4 locations outside/ within the Greater Banjul Area, with regional social welfare officer and regional Cadi (1 Visit per month, 2 NALA lawyers, seconded UNV, ADRS staff, GBA, 1 Cadi, 1 DSW Social Worker, interpreter (UNDP); and also gave technical advice and support to revision of the Legal Practitioners Act to include Continuing Legal Education (CLE) and requirement of pro bono service hours (UNDP). The project also supported GBA and NALA to provide pro bono services to Jeshwang Prison and Mile 2 (UNDP). It also supported CCPCs and DSW to provide legal counselling and support the Mobile Legal Aid Clinics on Child Rights and Juvenile Justice (UNICEF) and participate in mobile legal aid clinic visits (including an induction workshop) respectively; not to mention supported women, youth and children to effectively participate in MLAC (UNICEF). It additionally, built the capacity of 37 (16 female, 21 male) court registrars & clerks capacitated on record keeping and data collection for child protection & child justice; and 27 (prosecutor & lawyers) as well as 30 social workers and probation officers gained knowledge on addressing legal issues.

Additional in-depth interviews conducted with key informants agreed with the findings above. They noted that there was a great improvement in the number of victims of human right violation who reported their victimization to the legal aid clinics. This was further evidenced in an interview with a key informant who reported that *“the silence has been broken a little. The awareness creation activities helped increase the citizens knowledge of their rights. They are aware of the justice delivery mechanisms; and there are more victims opening up about their abuse and they are reporting this violation now.”*

1.2. Percentage increase in the number of SGBV survivors/victims accessing the OSC particularly women and children disaggregated by sex, age, and region:

At the start of the project, it was noted that citizens lacked awareness of their legal right and available channels to seek legal aid and OSC services. As such, project targeted to cause percentage increment in the number of SGBV survivors/ victims accessing the OSC particularly women and children disaggregated by sex, age, and region. According to the NGBV data only 200GBV survivors/ victims accessing the OSC, and there was no disaggregation of gender, age, or region; and targeted to have a 10% increase in the number of GBV survivors accessing OSC particularly.

In this regard, the project focused on increasing awareness among the community structures on justice delivery mechanisms by supporting different platforms. Specifically, the project supported radio shows to raise awareness on legal rights and answer citizen questions on radio programs; and local Community structures, NGOs, women's groups, CSOS, and child advocate groups to raise awareness on justice delivery mechanisms. These helped to increase access to information on justice and security services and actors in the court. The project also undertook a school-based initiative to raise awareness on child rights, access to justice for children, child marriage, and issues related to SGBV. Also, the project built the capacity of 53 (22 female, 31 male) state counsels, 7 (3 female, 4 male) legal lawyers, 56 (12 female, 44 male) police officers on the Children's Act, child justice, including, 43 judges (24 female, 19 male) in addressing children and SGBV which improved their capacity to access and justice delivery for children. Collectively, these contributed to the improved awareness of justice delivery mechanisms among the community structures.

The project further facilitated and supported a Training of Trainers (TOT) Workshop that helped to strengthen selected CSOs with results-oriented community engagement tools after capacity assessment and mapping; and supported the development of a Community Engagement Toolkit and a compendium/ compilation of gender sensitive messaging to facilitate interactive sensitization sessions; and The project's performance under this output was attributed to the radio and outreach activities. It engaged Men and Boys as advocates for justice for SGBV survivors and supported the Survivors Advocacy Group of the GBV Network to use interactive theatre to create awareness in communities for vulnerable groups to patronize the legal aid clinics. It also organized and conducted quarterly meetings with Faith Based Organizations (FBOs) and Traditional Leaders on the legal implications for local level resolution of GBV issues.

As a result of its interventions, it was noted that over the period of implementing the project, a total of 26 community structures (including among others, *local Community structures, NGOs, women's groups, CSOS, and child advocate groups, citizens, Faith Based Organizations (FBOs) and Traditional Leaders*) were more aware of rule of law, access to justice, human rights, SGBV, the electoral process, and transitional justice reforms, and had increased access to information on the justice delivery mechanisms; and a 68.5% (514 of which 498 female and 16 male) increment in the number of SGBV survivors/victims accessing the OSC particularly at end line, indicating that the project exceeded its target.

Additional interviews with key informants agreed with the findings above and noted that *“there is increased awareness of rights, and service points among the community members. They are more aware of their legal rights and justice delivery mechanisms. And more are now seeking services at the service point centers.”*

This was further evidenced in an interview with a key informant who noted that *“There has been an improvement in the awareness of justice delivery mechanisms. This has greatly contributed to the reduction of pressure on the formal courts, and the case backlogs. This is because of the increased knowledge on the alternative dispute mechanisms.”*

Another key informant also added his voice and noted that *“Many are still quiet. But there are some women who are talking about it, they are seeking assistance, and justice.”*

1.3. Percentage increase in the number of women and girls in one year who received support from the legal aid clinics and OSCs disaggregated by sex, age, and region

Thirdly, in order to improve access to justice, for women and children who are victims of serious human rights violations, the project planned to increase the number of women and girls who received support from the legal aid clinics and OSCs. The evaluation noted that at baseline there were only 22 women and children (i.e., that were victims of serious human rights violations), that received support from the legal aid clinics and OSCs; and as such planned to increase it by 5%.

In this regard, the RoL project undertook to build the capacity of key and relevant officials (i.e., 40 of which 22 females, and 18males) from the MOJ, Police, Department of Social Welfare, and civil society to provide quality integrated SGBV services. Additionally, the project undertook to develop SGBV training guide and the manual for continuous training and also supported 7 personnel (4 females, 3males) from the MOJ-SGBV, and legal officers on criminal and child justice from Nala with a 2year subscription for online legal catalogs which gave them access to case laws, legislation, and commentaries that contributed to increment in prosecution. It also undertook to train 6 Alternative Dispute Resolution Secretariat staff on Mediation, Conciliation and Negotiation to respond to conflicts and address disputes at community levels.

Additionally, the project launched an SGBV advocacy documentary in partnership with the Gambia government specifically to raise SGBV awareness in communities to break the culture of silence such that the perpetrators are held accountable and that the survivors get justice; and also set up a GBV working group was set up to ensure effective and inclusive mechanisms are used to address and protect the needs of survivors and the marginalized groups under the purview of the MOGCSW. Also 3 additional OSCs were established in health facilities in the regions to enhance access of SGBV survivors to coordinated services, and provided essential services packages, tools, guidelines, and job aids to guide the operations of the OSCs for optimum performance and building the capacity of service providers. The project also supported the quarterly coordination meetings of the Care Response Team in all the OSCs to ensure follow up on SGBV cases.

As a result of its interventions, the project achieved its target and registered a 95.4% (*53 girls from legal aid & 399 through the OSCs*) increment in the number of women and children receiving support from legal aid clinics and OSCs.

In-depth interviews conducted agreed with the findings and noted a slight improvement reporting of SGBV cases that was largely attributed to the awareness and sensitization on human rights, justice delivery mechanisms, and referral pathways. The performance was attributed to the establishment of additional OSCs in health facilities in the regions, as well as the increased availability of *essential Services Packages, tools, guidelines, and job aids at the OSC; and the project interventions to build the capacity for service providers which helped to guide the operations of the OSCs for optimum performance* enhanced survivors' access of coordinated quality services.

For instance, a key informant noted that *“the establishment of the OSC has helped to bring the services closer to the people. They are more aware of them and can easily access them. Which has contributed to increased utilization.”*

Another key informant reported that *“We are starting to see survivors seeking justice, they are still few who report. But it's not as quiet as it was before. Women are speaking up, they are reporting the cases and seeking justice.”* He however added that, *“the cultural norms and values are still a big setback. Community conformity to these negative and harmful norms and values prevents survivors, and victims' access to SGBV prevention and response mechanisms.”*

Outcome 2: Improved community policing for the prevention of serious human rights violations and protection of survivors of such violence

2.1 Improved trust and accountability between communities and their local police.

At inception, it was noted that there was limited trust between the communities and their limited Police Officers, as such, the project undertook activities capacity building for the police staff, and sensitization for the community members aimed at improving trust and accountability between communities and their Police.

In this regard, the project targeted to increase the percentage of reported crime to police by 5% per quarter, and as such, the project undertook activities focused on improving the capacity of police to respond to community needs. It used media i.e., radios, and billboards to increase community awareness on policing services; and through these increased the awareness of 300 boys and girls in schools as well as adults and children at community levels which increased children and communities' knowledge of their rights and empowered them to be aware of rights and seek justice in cases of human rights violations. Also, the project developed knowledge products to guide the implementation of the CP initiative, and District Police Plan used to deepened CP initiatives in the interventions Ares district police plan mainstreaming gender and processes of prosecuting SGBV related crimes that was being used by the Gambian Police Force. The project also supported 5 CBOs/CSOs/NGOs to undertake awareness creation activities on community policing initiative among children; and supported the local NGOs, women 's groups, CSOs, and child advocate groups to raise awareness on accessing local policing services among benefiting communities. This helped to improve the interactions between the police, NGOs, CSOs in the project areas.

Additionally, the project also focused on strengthening Gambia Police Force at the institutional level to enable implementation of the new community policing approaches. Specifically, the project established and operationalized CP pilot sites in 7 districts across 4 regions, and as a result of the synergetic relationship created through UNDP supported CP strategy & implementation plans in 2019-2023; GIZ was supporting 28 districts to roll out similar CP initiatives. The GIZ also supported GPF with the construction of two Model Police Stations (Serekunda and Bundung) and upgraded two additional Police Stations (Brusubi and Bakoteh) respectively whereas UNDP supported the construction of Essau Police Station in North Bank Region but the construction was at foundation stage of one (1) Model Police Station (UNDP, UNICEF), and also provided support to professionalize pilot posts stations with allocations for

furniture, equipment, ICT, solar panels, bicycles and other equipment to enable CP Police to perform CP related duties and help to operationalize the CP pilot sites.⁴ The project also supported initiatives at all levels of GPF and with community members including women, children and vulnerable populations; and provided technical support for the development as well as facilitation of the training on Community Policing, QCS, DPPs, Gender and Child responsive policing in coordination with German Police. It upscaled the capacity of 293 (204 male, 89 female) police officers on child, and gender-responsive policing including, 161 (79 female, 82 male) community members, leaders, key stakeholders, & youth, as well as 200 CPVs on CP, for effective policing and also to be advocates on community policing.⁵ It developed a Mobile Data Collection Application (MDCA) with a 200-crime data form for the Gambia Police for real-time data collection and evidence-based strategic and policy decision-making processes both at national and international levels; and procured and handed over 5 tablets, 5 desktops facilitate data entry, analysis, reporting and crime data coordination in UNDP intervention areas to trigger decision on the priority areas of police intervention; and developed a Geographical Information Platform to provide customized information, including personnel, vehicles, Information, and Communications Technology (ICT), equipment, and points of interest for every post, station, district office, regional office, and Headquarters; and build the capacity of 42 officers for the MDCA and 25 for the GIS to ensure effective and efficient implementation of the systems. These contributed to a more proactive policing in partnership with the community in combating and preventing crime.

The collective interventions greatly contributed to the citizens change of attitude towards the police and increased level of trust and accountability among the Police and the community resulting in crime reduction & fostering social cohesion in the areas of intervention. Although there was limited project data to enable the accurate evaluation of progress, the review of secondary data revealed that by the end of the project there was a noted increment in the community members' level of confidence in the Gambia Police with 80% percent of the people who took part in the national perception survey reporting they trust the police compared to the police under the former regime.

Additional in-depth interviews conducted with key informants agreed with the findings above.

⁴ Annual PBF Rule of Law Report 2022

⁵ Annual PBF Rule of Law Report 2022

For instance, a key informant noted that *“Community policing was very effective. It has helped increase responsiveness and restore the community trust towards the police. Because they are more effective due to the additional information shared. We have been able to protect some our community because of community policing.”*

Another key informant noted that *“The community is more aware of community policing. The police are not magicians. They are few, for example, the ratio is 1 officer to 100 Citizens. Realistically, they cannot do it all. So, through community policing we are able to share information with police. For them to act efficiently and effectively. As a community we have protected ourselves through the community policing.”* He added that, *“Community policing is sustainable, and highly effective. It ensures participation, ownership, and engagement of various stakeholders. We even have a community policing association in the region.”*

Outcome 3: Strengthened justice service delivery system

3.1 Strengthened judicial capacity to address human rights crimes, children’s rights issues, SGBV and legal issues arising from TJ and TRRC processes.

With only 35% of SGBV reported cases receiving judgment at the baseline, the project sought to strengthen the judicial capacity so as to increase the number of cases prosecuted and adjudicated particularly on SGBV, child related and HR cases by 5%.

As such, the project supported the training and development of curriculum on various topics relating to transitional justice areas (international criminal law, crimes against humanity, torture, handling of SGBV Cases, etc.). Specifically, the project built the capacity of 40 officials (22 female, 18male) from the MOJ, Police, Department of Social Welfare, and civil society were built in quality integrated SGBV service delivery (i.e., knowledge of crimes against humanity, SGBV Case handling & Implementation of Children’s Act.). It also upscaled the capacity of 53 (22 female, 31male) state counsels, 7(3 female, 4 male) legal lawyers, 56 (12 female, 44 male) police officers on the Children's Act, child justice, including, 43 judges (24 female, 19 male) in addressing children and SGBV cases; and 37 (16 female, 21 male) court registrars & clerks capacitated on record keeping and data collection for child protection & child justice, while 27(prosecutor & lawyers) & 30 social workers and probation officers have the knowledge to address legal issues. This contributed to the improved access & justice delivery for children

Additionally, the project partnered with the Judiciary, and procured IT equipment to operationalize the Court Automated Transcript System that would ensure cases are adjudicated quickly & would also minimize case backlog, and 25 judges were capacitated led by international experts from The Hague on the prosecution of criminal offences including cases from the TRRC recommendation so as to reduce the number of case backlog of SGBV. The project also sensitized and trained 65 judges and magistrates with knowledge to prosecute criminal cases as well as children's cases and cases from the TRRC recommendation; and supported CAT and ICT strategy to ensure cases are adjudicated quickly to minimize case backlog, and also supported the Judicial Library with allotment of books.

Furthermore, the project increased capacities of government/CSO institutions for coordination, monitoring and prosecution of SGBV related cases. Specifically, it launched the SGBV advocacy documentary in partnership with the Gambia government which raised awareness in communities to break the culture of silence in ensuring that the perpetrators are held accountable and that the survivors get justice; and improved the capacity of 360 Community Child Protection members across the nation on child justice & justice delivery mechanisms, and ultimately empowered them with knowledge, of where to report & refer cases of human rights violations involving children and adults to the relevant sector. Additionally, 14 women volunteers and 90 grassroots women groups were trained, and their capacities were enhanced to report GBV cases and advocate for justice delivery at community levels; and the capacity of 56 lady counsellors, 650 men, & boys was built which enhanced advocacy and reporting of SGBV-related offences using a survivor-centred approach in 5 regions. Training manual developed to sustain community capacity development. It also increased the total number of MOJ, and police staff who have the knowledge to prosecute SGBV offences from 40 to 60.

Further still, an SGBV training guide and the manual for continuous training were developed; and 7 personnel (4 females, and 3 males) from the MOJ-SGBV were supported with a 2-year subscription for online legal catalogues as well as legal officers from NALA on criminal and child justice; and 6 Alternative Dispute Resolution Secretariat staff were trained on Mediation, Conciliation and Negotiation to respond to conflicts and address disputes at community levels.

However, although discussions were ongoing with MOJ to develop a case management system to track SGBV and other crimes reported and prosecuted; it was noted that by the end of the

project no progress had been made, there were no existing reporting structures at institutional level to track the number of SGB V prosecuted cases. It was however noted that the capacity of judicial officers was strengthened to enable them address human rights crimes, children's right issues, and SGBV issues; and as a result, at least 79 cases had received judgment since project inception.

4.4.2 Impact

The evaluation noted that although it was too soon to establish the impact of the project interventions there were intermediary changes. For instance,

Increment in public trust, and confidence in the justice and security sector causing an increment in the demand for justice and legal aid services: The findings revealed that there was increased community trust in the justice and security sectors, which ultimately led to increased community demand for justice, and legal services. This was largely attributed to the awareness, and sensitization campaigns in the targeted communities, and the capacity building interventions under the project, which increased institutional adherence to rule of law, and reduced community bias in the justice sectors.

“The culture of silence is breaking in the rural communities, due to numerous sensitizations and because of proactive policing. People no longer regard police officers as strangers in their midst. Police officers patrolling the streets actively engage with the communities to mitigate criminalities, including SGBV offences, low-level crimes and violations, before there is a call for their service. This helps in preventing more serious crimes in the communities from occurring,” Corporal Jeffang added. *“Without members of the community being part of the initiative for sustainable peace and development, the initiative wouldn't be successful”* emphasized CSP Lamin Jaiteh.

Reduction in case backlog: It was noted that there was a reduction in case backlogs resulting from the capacity building interventions that focused on improving the capacity of justice, and security sectors (*i.e., Judiciary, Police, Ministry of Justice as well as CSOs*) to respond to the immediate needs of citizens; and the establishment of the digitalized system for filling. A key informant agreed with this finding and recounted that *“The digitized system of filling was very influential in reducing the backlog of cases especially because the records were well captured,*

and the use of alternative dispute mechanisms. Also, the mobile legal aid through the use of the prepaid phone was of great assistance in reducing the case backlog. They increased prisoners access to legal aid services and alternative dispute mechanisms.”

Another key informant agreed with the findings above and added that *“The automated system at the judiciary was very key in reducing case backlogs. With it in place, the cases were well recorded and easy to track and there is no need to put cases on hold because the judge is on leave. Another judge can check the system and take on the case which increases access to justice and reduces the case backlog.”*

Improved crime prevention and reduction in citizens fear of crime: There was a noted improvement in crime prevention among the security actors through patrols. This was largely attributed to the capacity building under the community policing interventions that increased the proactiveness in policing among the security actors. It was additionally noted that this in turn helped to address and reduce the citizens fear of crime before it happens.

The literature reviewed was in agreement and argued that the community policing initiative caused an increment in the level of trust and accountability among the Police and the community resulting in crime reduction & fostering social cohesion in the areas of intervention.⁶ Also, the information gathered from in-depth interviews with a key informant was in agreement with the afore mentioned findings. For instance, a key informant reported that *“Community policing was very effective in strengthening the capacity of the security actors to prevent crime. And this was very important because citizens were in fear of crime even before it happened. It also increases the sustainability of the results achieved under the project.”*

Improved community awareness of their rights: The evaluation found that community awareness of their rights had improved, and as a result acted with caution and within the law; and not misguided to try to take the law into their own hands. This was majorly attributed to the sensitization, and awareness creation activities to increase citizens knowledge on their rights.

4.4.3 Facilitating and Inhibiting factors

⁶ Annual PBF Rule of Law Report 17.11.2022

a) Facilitating factors

1. The experience of UNDPs' in successfully leading the implementation and management of rule of law programmes in fragile states greatly contributed to the project's effectiveness in achieving its results. Under its leadership and guidance, the project benefited from UNDPs', as well as other consortium partners' key experience, skilled personnel, and best practices that were adopted to increase efficiency and effectiveness.
2. The project benefited from the active participation of the project implementing partners. The project benefited from the experience, commitment, and technical expertise provided by UNPFA, UNICEF, local CSOs, and the government Institutions(*i.e., MoGCSW, MOJ, and police among others*); which brought on a wealth of disciplines that helped to refine the implementation approaches, and processes and ensure inclusivity, and participation of all stakeholders.
3. The political will as well as the support of Government, the judiciary and security sector staff. This was evidenced by their willingness, and level of participation in the different project interventions such as the training, and capacity building sessions, which is paving way for ownership of the project results, which will increase the sustainability of the results achieved.
4. The joint monitoring with implementing partners was effective, and efficient in ensuring the achievement of project goals and objectives. It ensured that challenges to project implementation or achievement of project results are more quickly address and it also builds greater synergy amongst partners.
5. The involvement and participation of the civil society organizations in the implementation of project activities allowed for a bigger pool of ideas and more information sharing on critical information that may cause problems.
6. The consultative processes undertaken at every stage of the project were effective and facilitated the achievement of project results. They allowed for collective and quick decision making to address challenges.

7. The development of mobile legal aid as more flexible alternative means to increase prisoners access to legal advisory services. It was found that under the project, prepaid phones which had direct links to other phones at NALA's institution were placed in the prisons. This helped to ensure prisoners access to legal and advisory services even in situations where and when the physical visits were not possible. This was further elaborated in an In-depth interview with a key informant who reported, *"The Prepaid phones were very good in helping prisoners who needed legal advice to reach NALA. This has helped to reduce on the backlog of cases."*

b) Inhibitors of performance

1. Delay in procurement processes due to bureaucratic processes. It was noted that there were delays from the ministry and the procurement levels in the partner institutions. This delayed the completion of various activities such as the construction of the police station at one of the project areas (Essau, North bank Region).
2. There is a lack of coordination amongst the Justice institutions: The coordination aspect was not very effective because it was focused on bringing together knowledge product not necessarily bringing together the partners. There should be coordination in the steering committee so as to get all partners on board.
3. **Resource limitations.** It was noted that the limitation in both financial as well as human capacity was an inhibiting factor. It delayed and, in some cases, prevented project coordination and implementation activities.
4. Limited presence of NALA or lawyers in certain regions and communities. The study found that there was limited access to justice mechanisms due to the lack of permanent presence of justice systems in some of the local communities. It was for example noted that there were no legal officers/ lawyers present in the Lower River Region (LRR) including the main towns like Soma and other places.
5. It was also noted that the limited use/ availability of monitoring and evaluation processes in some of the institutions at the sector or institutional level made planning and evidence driven policies and practices difficult. In addition, the inadequate asset and case management systems contributed to the difficulty in finding accurate and reliable data. Relatedly, disaggregated data was unavailable on the number of people reached and the cases reported and resolved using Community Policing methods. Thus, a data collection

and reporting system should be implemented to ensure real-time reporting for evidence decision-making.

4.5. Sustainability

4.5.1. Sustainability of project interventions.

The establishment of SGBV one-stop centers shall continue providing integrated services (Health, Psychosocial support, & legal Services) to survivors of SGBV long after the project funding has ceased. Also, the incorporation of the OSCs under the ministry of health as well as the ministry of gender increases continuity even after the project funding has been phased out too. Relatedly, the development of SOP, referral pathway, as well as the skilling of social workers on the management of SGBV cases strengthens the sustainability of project results on management of SGBV cases at the OSC.

The evaluation noted that at project closure the MLACs were to be handed over to the ADRS; and through its extended profile and reach ADRS would be able to generate more income through its 10% commissions as well as addressing land disputes (this also generates income for ADRS though the percentage is linked to the outcome amount). Additionally, to ensure sustainability of the project results, the project planned for the Gambia Police Force to exclusively own Community Policing initiative and to that effect an AIGP Ebrahima Bah was appointed as the senior executive to coordinate the Community Policing intervention. It should be noted that the availability of leadership to guide and oversee the implementation of activities under the Community policing intervention shall increase the sustainability of the results achieved.

Relatedly, the development and endorsement of the rule of law road map (strategy and implementation plan), as well as the incorporation of the knowledge product and Community Policing training Curriculum in the Police School for continuous training and refreshing training facilitates sustainability of results that have been achieved. These shall continue to be used by developmental partners to guide implementation of activities that support the rule of law, and also ensure that the knowledge gap is closed with fresh training for new officers, and refresher trainings for old police officers.

Additionally, the project interventions that targeted institutional, as well as personnel capacity building using the development training guide and manuals, is a very sustainable approach, as

the knowledge, and skills acquired at both personal, and institutional cannot be unlearned, and shall continue to be utilized thus increasing the sustainability of the results.

Further still, the developed digitalized court system supports the sustainability of the project interventions. It is a sustainable way of ensuring access to justice for all, and proper record keeping. Also, its maintenance using national budget allocation ensures continuity and sustainability.

The inclusion and participation of project beneficiaries in the implementation of the project supports sustainability of the project results. They participated in awareness creation, and sensitization meetings which greatly contributed to their change in perception, and attitude towards, SGBV, and the judicial, and security sector officials. This supports the ownership of project results which is a precursor for sustainability.

Additionally, the capacity building, and awareness on SGBV, and Human rights among others that was created among beneficiaries also supports the sustainability of project results. The knowledge gained can still be used to guide implementation for similar interventions with other partners.

4.5.2. Assessment of the project exit plan and strategy

The evaluation found that the projects exit plan and strategy would be effective to ensure the sustainability of the project results. It was well tagged to financial envelopes that would ensure continuity of operations, and achievement of results.

4.6. Cross-Cutting Issues

4.6.1. Gender Equality and Women's Empowerment

The project was intentional on gender inclusion, and as such undertook intervention on community policing, on gender, youth, and children's responsive inclusions. It targeted at least 30% of the female officers (in all its training and interventions to ensure gender and child friendly policing techniques are used. Overall, a total of 204 male and 89 female officers were targeted.

The project also took deliberate effort to ensure the inclusion, and participation of women, youth, and children in the project implementation processes. The project worked with

community women's groups, youth groups, and child rights community-based organizations to fully participate in community policing initiatives and use their platforms to raise awareness and advocacy at the community level. At least 65 of the participants at community levels were youth, 35 village leaders, 52 were elderly above 50 years of age, and 209 were men and women of the middle age groups within the communities.

Additionally, the women facilitated most of the training for the magistrates, lawyers, social workers, and prosecutors as resource persons and experts on child justice (91 female, 96 male).

Additionally, the project took deliberate effort to address GBV related issues. For instance, under the project, the GBV working group and National GBV Steering Committee supported 150 women's agencies, youth groups, regional GBV working groups, and VDCs; and also validated the Standard operating manual, women empowerment manual, and standard operating procedure for the one-stop centers.

Further still, under the project women and children's issues were prioritized during the MLAC, with particular attention in the rural areas where women and children had limited access to information about women and children's rights. For instance, an information session was conducted with about 300 children aged 15-17 years to educate them on their rights and issues, including child-friendly services offered during the MLACs and community policing in all targeted project areas.

Further still, grass-root women groups and CSOs were trained on women empowerment based on the Women Empowerment Modules developed by UNFPA in collaboration with the Ministry of Gender, Children, and Social Welfare. Additionally, the intervention also targeted men to be advocates for gender equality and women's employment at regional and grass root levels.

4.6.2. Human Rights and 'Leave No One Behind'

The evaluation sought to assess how effective the program addressed human rights and found that to a great extent the project outlined the need to support the protection and fulfilment of human rights; for instance, the project focused on access to justice, and undertook training, and capacity building intervention to strengthen the capacity of the judicial, as well as security sector officials to address human rights crimes, children's rights issues, SGBV and legal issues.

In this regard, MOJ, and police staff were trained; and communities were sensitized and made aware of human rights, and SGBV so as to break the culture of silence; and ensure that the perpetrators are held accountable and that the survivors get justice. In this regard, interventions under the project improved the capacity of 360 Community Child Protection members across the nation on child justice & justice delivery mechanisms, and ultimately empowered them with knowledge, of where to report & refer cases of human rights violations involving children and adults to the relevant sector.

Additionally, under the project digitalized court system was developed to ensure access to justice as a human right for all, proper record keeping minimizing the loss of case files, and reduce the backlog of cases.

4.7. Good practices of the project

1. Capacity building and sensitization is a good practice. Under the project, activities to build the capacity of MoJ and security actors and sensitize community members were very effective in delivering project results. They helped to increase knowledge of SGBV, human rights, rule of law, justice delivery mechanisms among others, and the key actions that need to be taken in case of human right violation, referral pathways etc.
2. Wide stakeholder engagement, and participation during project implementation is a good practice that increases effectiveness, efficiency and also presents synergetic opportunities; and the project implementation benefited from the disciplines, and experiences from the different stakeholders. It also facilitates ownership of the project results which increases the sustainability of the project results.
3. Project implementation through partnerships increase effectiveness, and efficiency; it allows each partner to focus their skills, experiences, and resources on project interventions and activities that align with their organizational goals, vision, and objectives.
4. The centralization of gender throughout project implementation, and the deliberate effort to ensure equal representation of both women, and men in all activities of the project is very essential in development programming and aligning to SDGs. Under the project, it

helped to promote the rights of women, children, and youth; and increased their ability to demand for their rights, and their involvement in decision making.

4.8. Key lessons learned

1. The **engagement and participation of stakeholders** in designing and implementation of the project is very effective and also enhances efficiency. The project has the opportunity to benefit from the experience, and skills from various stakeholders, structures and networks.
2. Project interventions to review, develop, and print essential services package as well as other tools, guidelines and job aids at the OSCs increase effectiveness. They guide the operations and implementation of activities at the OSCs. They also enhance the sustainability of the project results. Their existence supports current and future efforts against SGBV and all forms of human rights abuse.
3. **Enhancing partnership coordination among implementing partners, and** government institutions such as Ministries, Departments, and Agencies creates support from the government increases effectiveness and efficiency of the project through synergy, as it reduces the duplication of activities, and provides an opportunity for the project to benefit from innovative and better implementation approaches from the different partners. It also fosters ownership which enhances sustainability of the project results.
4. The **involvement and participation of** local Community structures, NGOs, women's groups, CSOS, and child advocate groups to raise awareness on justice delivery mechanisms is a very effective approach in project implementation. It increases effectiveness as their involvement fosters buy in, and enhances ownership which supports the sustainability of the project results and interventions
5. The centralization of cross cutting issues (gender, human rights) is a key lesson; it ensures that all project interventions and activities have a focus on gender and human rights. This ensures that cross-cutting issues are well incorporated in the project design. It ensures that the project is well aligned to global development priorities, and there is inclusion of

vulnerable groups such as women, youth, persons with disability. This also enhances the sustainability of the project results.

6. The establishment of Mobile Legal Aid Clinics in increasing access to justice for citizens is very effective in countries and communities that have little to no access to formal courts. They provide legal counsel and support that helps to guide on other justice delivery mechanisms that can be used which reduced the backlog of cases and increases citizens access to justice.

7. **Training and capacity building of the judicial as well as security actors** is a very effective approach. It enhances their knowledge and strengthens their ability to implement the project activities; and also facilitates the sustainability of the project results. Relatedly, sensitization and awareness creation activities with citizens are very important. It empowers them with knowledge on human rights, SGBV, justice delivery mechanisms which also builds their confidence to seek justice.

5.0. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Conclusively, the evaluation noted that the project was well conceptualized. Its interventions were relevant and aligned to addressing the needs of the beneficiaries, and the concerns of the Gambia regarding the rule of law, access to justice, human rights, and gender. The project was efficient and effective in achievement of its results. The approaches used such as mobile legal aid clinic ensured the timely and effective achievement of the targeted results.

5.2 Summary OECD/DAC Ranking Table

Overall Performance of the Project (Based on the Satisfaction Likert Scale as follows 5=Very Satisfied, 4=Satisfied, 3=Neither Satisfied nor Dissatisfied, 2=Dissatisfied, 1=Very Dissatisfied).

Criteria	Level of Satisfaction (1-5)	COMMENT
Relevance	5	The project is highly relevant to the Government of the Gambia. The project was positioned appropriately to support the needs emphasized in the NDP. The project provided support to all the actors of the justice delivery system and developed the service delivery institutions' capacities to provide a continuum of care for victims of SGBV was highlighted as a priority in the NDP.
Efficiency	4	The resources of the Project were utilized in an efficient manner and analysis of the financial data indicates that the Strengthening Community Access to Justice, Community Policing, and Effective SGBV Response project has fared very well in attaining the agreed project-specific objectives
Effectiveness	4	Against the challenges that delayed and affected implementation of the project; save for a few, the project achieved many of its output, and outcome indicators.
Impact	4	There is increment in public trust, and confidence in the

		<p>justice and security sector causing an increment in the demand for justice and legal aid services, and a noted reduction in case backlog as a result of capacity building interventions for judiciary, and the use of alternative justice delivery mechanisms, and the use of mobile legal aid services.</p> <p>Also, there is improved crime prevention and reduction in citizens fear of crime, and an improvement in community awareness of their rights.</p>
Sustainability	4	<p>To a great extent the project results are sustainable as for instance, the SGBV one-stop centers that were establishment shall continue providing integrated services (Health, Psychosocial support, & legal Services) to survivors of SGBV long after the project funding has ceased. Also, their incorporation under the ministry of health as well as the ministry of gender increases continuity even after the project funding has been phased out too. Also, the handing over of MLACs to the ADRS ensures continuity and sustainability of project results.</p>
Gender Mainstreaming	4	<p>The project was deliberate in ensuring the inclusion, and participation of women, youth, and children project activities such as the awareness and sensitization activities on their rights, and justice delivery mechanisms.</p>
Human Rights Based Approach	4	<p>To a great extent the project outlined the need to support the protection and fulfilment of human rights. It focused on access to justice, and undertook training, and capacity building intervention to strengthen the capacity of the judicial, as well as security sector</p>

		<p>officials to address human rights crimes, children's rights issues, SGBV and legal issues.</p> <p>More notably, the project developed a digitalized court system to ensure access to justice as a human right for all, by having proper record keeping minimizing the loss of case files and reduce the backlog of cases.</p> <p>And established mobile legal aid clinic to increase citizen access to legal aid services.</p>
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5.3 Recommendations

1. There is need for a successor RoL program led by the Government (coordinated by the Ministry of Justice) with the support from Development Partners that shall ensure the scale up of interventions and replication of best practices and lessons learnt to other marginalized communities such as Soma in the Lower River region that lack permanent presence of justice systems. This shall increase citizen access to legal aid services through extending mobile legal aid clinics in such locations across the country.
2. There is a need for additional resource mobilization (financial and human capital) to address the challenges of resource limitations. This will ensure that future scale up plans are actualized and also minimize the delays in implementation of project coordination and implementation activities.
3. There is need for continuous capacity building for the security actors/ officials on community policing and sensitization/ awareness creation for citizens and communities on their rights, SGBV, and the justice delivery mechanisms available to them. It is also important to support case management system in NALA to assist effective tracking of all violation cases reported to NALA from various sources across the country.
4. There is also a need to **enhance coordination** amongst the justice institutions to ensure that the program fully benefits from the synergy, knowledge product as a result of bringing together the partners. There should be coordination in the steering committee so as to get all partners on board.
5. There is a need to strengthen partnership and coordination by increasing the involvement and participation of CSOs to enhance their awareness as well their capacity to respond to issues of SGBV, FGM, and child marriage in the communities.
6. Considerations need to be made to **strengthen the M&E mechanisms**, to ensure that all implementing partners/ institutions correctly use the M&E tools such that monitoring data is accurately collected and disaggregated according to the data specifications in the results framework to support planning and evidence driven policies and decisions.
7. Also, the program needs to make considerations to develop, print and disseminate simplified versions of the laws on child marriage, FGM SGBV, through multimedia

communication strategies. This will increase communities' awareness as well as knowledge of the laws and will boost their confidence to demand and defend their rights.

6.0 ANNEX

6.1 Results Matrix

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
Outcome 1 Improved access to justice, especially for women and children who are victims of serious human rights violations		Indicator 1.1 <i>% Increase in the number of victims of human right violation in the previous 12 months who reported their victimization to the legal aid clinics in project targeted areas disaggregated by sex, age and region</i>	<i>Existing legal aid data from MLACs and PLADs – 2 PLADs established and operational, (Source: 2019-2021 project reports)</i>	<i>3 operational PLADS and 15 MLACS visits</i> <i>10% increase in legal aid, social and mediation cases addressed including SGBV related cases</i>	<i>96.6 % (1070 adult, 99 children) increase from project inception as opposed to the 10% for every quarter.</i>
		Indicator 1.2 <i>% Increase in the number of SGBV survivors/victims accessing the OSC particularly women and Children disaggregated by sex, age and region.</i>	<i>200 (Source NGBV)</i>	<i>10% Increase in the number of GBV survivors accessing the OSC particularly</i>	<i>68.5% (514 (498 female and 16 male) increase from project inception to date</i>
		Indicator 1.3 <i>% Increase in the number of women and girls in one year who received support from the legal aid clinics and OSCs disaggregated by sex, age and region</i>	<i>22</i>	<i>5%</i>	<i>95.4% increase (53 girls from legal aid & 399 through the OSCs.</i>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
	Output 1.1 <i>Increased legal aid services to community particularly to women and children</i>	Indicator 1.1.1 <i>number of cases addressed to the legal aid clinics, mediation and social services particularly women, children and victims of human rights abuse in targeted project areas disaggregated by age and sex)</i>	<i>126 cases</i>	<i>Increase of 10% per quarterly</i>	<i>Increase of 10% per quarterly</i>
		Indicator 1.1.2 <i>Number of women/children that received legal aid services in targeted project areas disaggregated by sex and age.</i>	<i>16</i>	<i>30 increase quarterly</i>	<i>314 women and 73 children received legal service)</i>
	Output 1.1 <i>Increased legal aid services to community particularly to women and children.</i>	Indicator 1.2.1 <i>Number of communities reached with information on justice delivery mechanisms.</i>	<i>Lack of citizens awareness of their legal right and available channels to seek legal aid and OSC services</i>	<i>4 Regions</i>	<i>26 Communities</i>
	Output 1.3 <i>Quality integrated services available for survivors of SGBV.</i>	Indicator 1.3.1 <i>increased the number of clients that received SGBV integrated comprehensive services for at least one type</i>	<i>Approximately 400 Cases per year (2030 reported cases</i>	<i>10% increase per quarter 10 per quarter</i>	<i>434 persons received integrated Service.</i>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
		<i>of SGBV (disaggregated by age and sex)</i>	<i>FROM 2014-2018, source: NGBV Network</i>		
		Indicator 1.3.2 <i>number of reported SGBV cases refer to legal aid services from OSC disaggregated by age and sex.</i>	<i>No existing data</i>	<i>10% increase per quarter</i>	<i>248 cases have been referred for legal aid services from OSC's since project inception to date</i>
		Output Indicator 1.3.3 <i># Of service providers with increased knowledge to provide SGBV services to survivors. (Disaggregated by age and sex.)</i>	<i>3</i>	<i>6</i>	<i>425 service providers have the knowledge as well as 118 CSOs and women community groups in addressing SGBV issues indicating significant progress as compared to the baseline.</i>
Outcome 2 Improved Community Policing		Indicator 2.1 <i>#/% of reported crime to police (disaggregated by age and sex) in targeted areas</i>	<i>N/A</i>	<i>5% increase quarterly</i>	<i>There is an increase in level confidence in the Gambia Police with 80% percent from the sample population.</i> source: <i>Monitoring report and the national perceptions survey compared to the</i>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
					police under the former regime
		<p>Indicator 2.2 Increased level of confidence in the police in community policing in targeted project areas (disaggregated by age and sex).</p>	Lack of trust by the communities on the police	Increase trust using a phase approach at community levels	The is more trust on the police in the community intervention areas as the community of Essau donated land for the construction of the model station as part of their commitment to work with the police. Also, in some communities like in Garawa Community policing have been integrated into the local structure into to
	<p>Output 2.1 Improved capacity of local police to respond to community needs</p>	<p>Output Indicator 2.1.1: Level of community awareness of CP initiative increased (disaggregated by age and sex)</p>	Lack of citizens awareness about the community policing initiative	National Level	4 regions CRR, URR. LRR and NBR are now aware and implementing CP.
		<p>Output Indicator 2.1.2: Develop a district police plan mainstreaming gender and processes of persecuting SGBV related crimes</p>	N/A	1	The District Plan developed and currently in use by the Gambian Police force as well as other knowledge products

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
					<i>guidingtheimplementation of cp initiative.</i>
		Output Indicator 2.1.3 <i>Number ofadvocacyactivitiesundertaking byCSOs, NGOs,CBOs on theaccess to localpolicing servicesdisaggregated byregions</i>	3	6	<i>CSOs and NGOsadvocated in allthe projectsupport areasincluding the useof communityradio station forwider coverage.There is moreinteractionbetween thepolice, NGOs,CSOs in theproject areas.</i>
	Output 2.2 <i>Strengthened GambiaPoliceForce at theInstitutional level toenableimplementat ion of the Newcommunitypolici ngapproach</i>	Output Indicator 2.2.1 <i># Of CP pilot sitesoperationalized(Pilots siteestablished andrunning)</i>	No existing	5 Districts	<i>7 districts across4 regions areoperating cp initiative underthe project.</i> <i>Also,GIZ is supporting28 districtsbecause of the synergy that hasbeen createdthrough the UNDP supportedCP strategy &implementationplans.</i>
		Output Indicator 2.2.2: <i># Of Policepersonnel haveknowledge oncrimes againsthumanity, SGBVCase</i>	N/A	100	<i>305 officers haveknowledge inpreventing andcombattingcriminal</i>

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
		<i>handling & Implementation of Children's Act (disaggregated by age and sex)</i>			<i>activities as well as SGBV and child related offences.</i>
		Output Indicator 2.2.3 <i>Number of CBOs/CSOs/NGOs supported to increase awareness on community policing services disaggregated by regions.</i>	0	5	5 in URR, NBR, LRR & CRR
Outcome 3 Strengthened justice service delivery system for citizens, particularly victims of human rights abuses.		Indicator 3.1 <i>Increase number of cases prosecuted and adjudicated particularly on SGBV, child related and HR cases</i>	<i>Base on the 2015 and 2018 reports 35% of SGBV reported cases received judgment.</i>	5%	79 cases have received judgement since project inception
	Output 3.1 <i>Strengthened Judicial capacity to address human rights crimes, children's rights issues, SGBV and legal issues arising from the TJ</i>	Indicator 3.1.1 <i># Of Judicial officers have knowledge on crimes against humanity, SGBV Case handling & Implementation of Children's Act (disaggregated by age and sex).</i>	<i>Limited support provided to the judicial officers</i>	25	68 judges have been capacitated to prosecute criminal cases as well as children's cases and cases from the TRRC recommendation.
		Indicator 3.1.2 <i>Decreased in the number of cases backlog of SGBV reported</i>	<i>Limited support to the Judiciary</i>	5%	No progress

<i>OUTCOME</i>	<i>OUTPUT</i>	<i>PERFORMANCE INDICATORS</i>	<i>BASELINE</i>	<i>TARGET</i>	<i>END LINE</i>
	<i>and TRRC processes.</i>	<i>cases through the legal aid clinics, Disaggregated by regions.</i>			<i>Because there was no existing reporting structures at institutional level to track the number of SGBV prosecuted cases. Discussing ongoing with MOJ to develop a case management system to track SGBV and other crimes reported and prosecuted.</i>
	<i>Output 3.2</i> <i>Increased capacities of government/CSO institutions for coordination, monitoring and prosecution of SGBV related cases.</i>	<i>Indicator 3.2.1</i> Number of MOJ and police staff benefited from SGBV trainings disaggregated by age and sex.	40	5% Increase	Total of 60 staff have the knowledge to prosecute SGBV offences.
		<i>Indicator: 3.2.2</i> # Of legislation reviewed to mainstreaming gender and juvenile rights.	<i>Inadequate knowledge and understanding on the legislations related to women and juvenile</i>	2	<i>4 legislations reviewed still under review at the ministry of justice for onward submission to the national assembly for it to be enacted (Sexual offences, alternative dispute resolution, legal practitioner, and the children's acts</i>

6.2 List of People Interviewed.

Key Informants targeted		
Organisation/Institution/Region	Key Personnel to be interviewed	# of KIIs
UNDP –Chief Technical Advisor	Chief Technical Advisor	1
UNFPA -	Focal Point	1
UNICEF- Focal Point	UNICEF- Focal Point	1
Ministry of Justice	Ms. Ella Dougan	1
Judiciary	Ms. Aisatou Jallow	1
Police Force	AIGP Ebrima Bah	1
Ministry of Gender Women, children and Social Welfare	Kajali Sonko	1
Directorate of Children’s Affair	Mr. Bakary Jabbi	1
National Youth Council	Chairperson	1
Ministry of Justice, Solicitor General	Mr. Thomasi	1
Ministry of Interior-Permanent Secretary	Mr. Assan Tangara PS	1
Gambian Bar Association (GBA)	Mr. Salieu Taal	1
National Agency for Legal Aid (NALA)-Executive Secretary	Mr. Kemo Ahmed Ceesay	1
ADRS (Alternative Dispute Resolution Secretariat)	Ms. Kumba Jallow/ Mr. Bakary Camara	1
Center for Legal Aid (CLS)	Mr. Sherriff Kumba Jobe	1
Prison Service-Director General	Ansumana Manneh	1
Ministry of Women Affairs	Permanent Secretary	1
Ministry of Interior	Permanent Secretary	1
GIZ	Country Representative	1
Network Against Gender Based Violence	Executive Director	1
Rower River region	KII with Police	1
	KII with Shelter in Bakoteh	1
	KII with Children’s Court- Brikama	1

North Bank Region	KII with Police	1
Central River Region	KII with Police	1
	KII with Prisons	1
Upper River Region	KII with Police	1
	KII with One Stop Centre at Basse District Hospital	1
	KII with Children's court at Basse	1
Total KIIs		29
Focus Group Discussions		
Community Policing Region	Category of Participants	# of FGDs
North Bank Region	Focus Group Discussion with PWDs	1
	Focus Group Discussion with Women	1
	Focus Group Discussion with Youth (Male & Female)	1
Central River Region	Focus Group Discussion with PWDs	1
	Focus Group Discussion with Women	1
	Focus group discussion with Youth (Male & Female)	1
Upper River Region	Focus Group Discussion with PWDs	1
	Focus Group Discussion with Women	1
	Focus group discussion with Youth (Male & Female)	1
Rower River region	Focus Group Discussion with PWDs	1
	Focus Group Discussion with Women	1
	Focus group discussion with Youth (Male & Female)	1
Total FGDs		12

Interviews conducted Face to Face

Institution	Person	Designation
Ministry of Justice	Mr. Hussein Thomasi	Solicitor General
Ministry of Justice	Ms. Ella Dougan	Principal State Counsel
Ministry of Justice	Ms. Ishatou Leigh	State Counsel
Network Against Gender-Based Violence (NGBV)	Mr. Fallu Sowe	Coordinator
Network Against Gender-Based Violence (NGBV)	Baboucarr Mbye	Project Assistant
Network Against Gender-Based Violence (NGBV)	Satang Dumbya	Advocacy and Campaign Officer
UNDP	Shella Ngwa	M&E Officer
GIZ	Marion Pop	Country Manager
GIZ	Abdou Bojang	Chief Superintendent of Police
GIZ	Edrissa Sallah	M&E Advisor
Gambia Police Force	Mr. Lamin Jaiteh	Chief Superintendent of Police Commander Community Police Unit.
Gambia Police Force	Momodou Lamin Camara	Assistant superintendent Police
Gambia Police Force	Mariama Jallow Gassama	Chief Inspector
Gambia Police Force	Mr. Lamin Kebbeh	Gender (Police)

Interviews conducted virtually.

Institution	Person	Designation
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Ministry of Gender Women, children and Social Welfare	Kajali Sonko	Deputy Permanent Secretary
National Youth Council	Chairperson	
National Agency for Legal Aid (NALA)-Executive Secretary	Mr. Kemo Ahmed Ceesay	Executive Secretary
ADRS (Alternative Dispute Resolution Secretariat)	Ms. Kumba Jallow/ Mr. Bakary Camara	Executive Secretary

Field Visits

Date	Intervention visited	Place	Contact details
April 29 th 2023	Victims Center	Bakoteh, Kanifing Municipal Council	Mrs Dante -
May 5 th 2023	One-Stop Center	Bundung Maternal Hospital, KMC	Aminata Jeng – Senior Social Worker 2323360
May 6 th 2023	Police station (community policing)	Kunkujang, West Coast Region	Ms. Sarjo Sanyang-DSP 3947035
May 6 th 2023	FGDs with Community Child Protection Committee (CCPCs)	Kolorou, West Coast region	Mr. Haruna Badji - 3756247
May 6 th 2023	Police station (community policing)	Mansakonko, Lower River Region	Mr. Gassama - 3970858
May 6 th 2023	FGDs with Community Child Protection Committee (CCPCs)	Soma, Lower River Region	Mr. Jobe 2458167
May 6 th 2023	FGDs with community members on Justice delivery services (MLAC)	Soma, Lower River Region	Bakary Baldeh 5016925

			Focal Person - MLAC
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6.3 Data collection tools

a)KEY INFORMANT INTERVIEW GUIDE (UNDP, UNFPA & UNICEF, MoJ, MoI, JUDICIARY, POLICE, PRISONS AND CSOs)

1. RELEVANCE

- Is the theory of change based on valid assumptions and has the project’s conflict analysis remained valid?
- To what extent is the project aligned with the national development needs and priorities?
- How well does the design of the project address the needs of the most vulnerable groups in the country?
- Did the project address relevant key causes and drivers of conflict and fragility?
- To what extent did the project adapt to the changing environment in country at national and subnational levels?
- To what extent has the project interventions reflected key strategic national considerations, on the priorities on rule of law, access to justice and security/or influenced national polices on legal reforms and human rights in relation to its comparative advantage vis-a-vis other partners?

OVERALL ASSESSMENT OF PROJECT-RELEVANCE	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

2. EFFECTIVENESS

- To what extent has the project achieved planned results (intended and unintended, positive, or negative)?
- To what extent have the project planned benefits been delivered and received by all key stakeholders, and how unplanned results may have affected the project benefits.
- To what extent has the project been effective in supporting local initiatives for SDGs, Strategic Vision 2030, and UNDAF fulfillment?

- What evidence is there that the project support has contributed towards an improvement in national government capacity, including institutional strengthening?
- How effective has the project been in partnering with the government, development partners, civil society, and private sector in Sustainable Development Human Right and Rule of Law in The Gambia
- Did the project utilize innovative techniques in achieving the project’s objectives?

OVERALL ASSESSMENT OF PROJECT-EFFECTIVENESS	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

3. EFFICIENCY

- To what extent have the projects outputs been efficient and cost effective?
- Was the project able to overcome unforeseen difficulties and deliver project outputs on time and within budget?
- How did the monitoring and evaluation systems ensure efficiency and effectiveness of project intervention?
- Has the project been efficient in building synergies with other stakeholders in The Gambia?

Financial Management: Funding sources, annual planned and actual expenditures, and component/output/activity wise expenditures.

What is the funding history and sources? (in US\$) from March 10th, 2019- September 9th, 2022?

Source of Funding	Year 1 (2019/ 2020)		Year 2 (2020/ 2021)		Year 3 (2021/ 2022)		Total Planned Expenditures	Total Actual Expenditures
	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual expenditures	Planned Expenditures	Actual Expenditures		
UNDP								
UNFPA								
UNICEF								
Total								

Comments, if any

Expenses as of As of September 9th, 2022

Component	Expenditures	% of Project's total expenditures
Management (staff)		
Project Activities		
Equipment		
Misc.		
Total		

Fund release problems, if any and how those were resolved?

Were UNDP audit procedures and rules adhered to in fund utilization, allocations and procurement (ATLAS, etc.)?

Provide comments by Auditors.

Overall assessment of project efficiency

<p>OVERALL ASSESSMENT OF PROJECT EFFICIENCY<i>(1=Very Poor 2= Rather Unsatisfactory 3=Satisfactory 4=Good 5=Excellent/Highly Relevant)</i></p>
<p>Please briefly explain your choice:</p>

4. SUSTAINABILITY

- How well has the project supported institutional capacity for continues and sustainable Access to Justice, Rule of Law, and Human Right in The Gambia?
- What mechanisms have been put in place by the project with national institutions, CSOs, private sector, and other development partners to promote long term sustainability and durability of results?
- To what extent has the project build ownership and participation that includes men, women Youths and people with disability?
- Has the project contributed to the momentum for peace by encouraging communities to develop their own peace initiatives?
- What mechanisms, procedures and policies have been put in place to ensure the sustainability on gender equality, empowerment of women, human rights, and reform for sustainable peace by primary stakeholders?

- To what extent have primary stakeholders committed to providing continuing support to sustain the project’s objectives for long-term impact?

OVERALL ASSESSMENT OF PROJECT-SUSTAINABILITY CRITERIA	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

5. PARTNERSHIP AND COORDINATION

To extent were UNDP, UNICEF and UNFPA effective in coordinating the support offered by all partners. What risks were taken with regard to partnership management and how were they managed?

6. CROSS- CUTTING ISSUES

OVERALL ASSESSMENT OF PROJECT- PARTNERSHIP AND COORDINATION	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

a) Human Rights

- To what extent do the poor and vulnerable peoples, women, children, and other disadvantaged and marginalized groups that benefited from the project activities?

OVERALL ASSESSMENT OF PROJECT-HUMAN RIGHTS	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					

Please briefly explain your choice:

b) Gender equality and Youth Participation

- To what extent has gender been addressed in the design, implementation and monitoring, and reporting?
- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has the project promoted positive changes in gender equality, Youth and Participation? Are there any unintended effects?

OVERALL ASSESSMENT OF PROJECT-GENDER EQUALITY AND YOUTH PARTICIPATION	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

b) FOCUS GROUP DISCUSSION GUIDE (POLICE AND PRISONS)

1. RELEVANCE

- To what extent is the project aligned with the national development needs and priorities?
- How well does the design of the project address the needs of the most vulnerable groups in the country?
- Did the project address relevant key causes and drivers of conflict and fragility?
- To what extent did the project adapt to the changing environment in country at national and subnational levels?
- To what extent has the project interventions reflected key strategic national considerations, on the priorities on rule of law, access to justice and security/or influenced national polices on legal reforms and human rights in relation to its comparative advantage vis-a-vis other partners?

OVERALL ASSESSMENT OF PROJECT-RELEVANCE	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

2. EFFECTIVENESS

- To what extent has the project achieved planned results (intended and unintended, positive, or negative)?
- To what extent have the project planned benefits been delivered and received by all key stakeholders, and how unplanned results may have affected the project benefits.
- To what extent has the project been effective in supporting local initiatives for SDGs, Strategic Vision 2030, and UNDAF fulfillment?
- What evidence is there that the project support has contributed towards an improvement in national government capacity, including institutional strengthening?
- How effective has the project been in partnering with the government, development partners, civil society, and private sector in Sustainable Development Human Right and Rule of Law in The Gambia
- Did the project utilize innovative techniques in achieving the project’s objectives?

OVERALL ASSESSMENT OF PROJECT-EFFECTIVENESS	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					

Please briefly explain your choice:

3. EFFICIENCY

- To what extent have the projects outputs been efficient and cost effective?
- Was the project able to overcome unforeseen difficulties and deliver project outputs on time and within budget?
- How did the monitoring and evaluation systems ensure efficiency and effectiveness of project intervention?
- Has the project been efficient in building synergies with other stakeholders in The Gambia?

Overall assessment of project efficiency

OVERALL ASSESSMENT OF PROJECT EFFICIENCY (1=Very Poor 2= Rather Unsatisfactory 3=Satisfactory 4=Good 5=Excellent/Highly Relevant)

Please briefly explain your choice:

4. SUSTAINABILITY

- How well has the project supported institutional capacity for continued and sustainable access to Justice, Rule of Law, and Human Rights in The Gambia?
- What mechanisms have been put in place by the project with national institutions, CSOs, private sector, and other development partners to promote long term sustainability and durability of results?
- To what extent has the project-built ownership and participation that includes men, women Youths and people with disability?
- Has the project contributed to the momentum for peace by encouraging communities to develop their own peace initiatives?
- What mechanisms, procedures and policies have been put in place to ensure the sustainability on gender equality, empowerment of women, human rights, and reform for sustainable peace by primary stakeholders?
- To what extent have primary stakeholders committed to providing continuing support to sustain the project's objectives for long-term impact?

OVERALL ASSESSMENT OF PROJECT-SUSTAINABILITY CRITERIA	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

5. PARTNERSHIP AND COORDINATION

- To extent were UNDP, UNICEF and UNFPA effective in coordinating the support offered by all partners. What risks were taken with regard to partnership management and how were they managed?

OVERALL ASSESSMENT OF PROJECT- PARTNERSHIP AND COORDINATION	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

6. CROSS- CUTTING ISSUES

a) Human Rights

- To what extent do the poor and vulnerable peoples, women, children, and other disadvantaged and marginalized groups that benefitted from the project activities?

b) Gender equality and Youth Participation

OVERALL ASSESSMENT OF PROJECT-HUMAN RIGHTS AND ‘LEAVE NO ONE BEHIND’	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

- To what extent has gender been addressed in the design, implementation and monitoring, and reporting?

- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?
- To what extent has the project promoted positive changes in gender equality, Youth and Participation? Are there any unintended effects?

OVERALL ASSESSMENT OF PROJECT- GENDER EQUALITY AND YOUTH PARTICIPATION	1	2	3	4	5
<i>(1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)</i>					
Please briefly explain your choice:					

c) FOCUS GROUP DISCUSSION (VULNERABLE WOMEN, YOUTH AND PWDS)

RELEVANCY

- Did the project address your needs?
- Which government institutions and programmes did the project support?
- Did the project address relevant key causes and drivers of conflict in your area?
- During project implementation, did the project address any emerging issues in your area or region?
- How did the project address priorities on rule of law, access to justice and security/or influenced national polices on legal reforms and human rights in relation to its comparative advantage vis-a-vis compared to other partners?

EFFECTIVENESS

- Did the project do all it had promised to do in your area?
- What were the positive and negative effects of the project on the community in this area or region?
- What did you benefit from the project?
- How well did the project work with government departments and CSOs in this area or region?
- How has the project contributed to better service delivery in RoL in your area/region?

EFFICIENCY

- Did your actively participate in the monitoring and evaluation of the project activities?
- How has the project worked with other stakeholders to ensure all goes well?
- Where are there any challenges faced by the project during its implementation in your area/region? How were those challenges overcome?

SUSTAINABILITY

- How has the project supported RoL institutions in your area to build capacity for sustainable access to justice, rule of law and human rights in your area/region?
- What has the project done to ensure that government institutions, CSOs, private sector and private sector continue with its work when it ends?
- How did project ensure that men, women Youths and people with disability contribute to and participate to the project?
- What has the project contributed to ensure that community's development their own peace initiatives in this area/region?
- What has the project done to ensure that gender equality, empowerment of women, human rights, and reform for sustainable peace by UN agencies, Government, CSOs, men, women, youth and PWDs will continue when it ends?
- What has the UN agencies, Government, CSOs done to ensure that there is continued to sustain project objectives in the long-term?

HUMAN RIGHTS

- How did the poor and vulnerable peoples, women, children, and other disadvantaged and marginalized groups benefit from the project activities in your area/region?

GENDER EQUALITY AND YOUTH PARTICIPATION

- Did you participate in the design, implementation, monitoring and reporting of project activities in your area?
- How did the project ensure that men and women and youth participate in the design, implementation and monitoring, and reporting in this area?

SURVEY TOOL (UNDP, UNFPA, UNICEF, GIZ, CSOs, MoJ, MoI, Judiciary, MoGCSW, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence)

RELEVANCE

Use a value scale of 1 to 5 and provide additional detail to support your choice

Q101. To what extent was the project aligned with the national development needs and priorities? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					
Q102. Did the design of the project address the needs of the most vulnerable groups in the country? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					
Q103. To what extent did the project adapt to the changing environment in country at national and subnational levels? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					

Q104. In your view, to what extent did the project interventions reflected key strategic national considerations, on the priorities on rule of law, access to justice and security/or influenced national policies on legal reforms and human rights in relation to its comparative advantage vis-a-vis other partners? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					
OVERALL ASSESSMENT OF PROJECT RELEVANCE (1=very poor 2= rather unsatisfactory 3=satisfactory 4=good 5=excellent/highly relevant)	1	2	3	4	5
Please briefly explain your choice:					

PROJECT EFFICIENCY (EFFECTIVE PROJECT UTILIZATION OF RESOURCES)

To what extent do you agree or disagree on whether the establishment of the RoL project provided optimal results to the project beneficiaries or was provided efficiently and on time and within budget? *Please state the extent to which you view as true or untrue regarding current visibility of the following project outcome statements in your district, where 1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree (please tick only one option per statement AND justify your response).*

Q201. To what extent has the projects outputs been efficient and cost effective? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					
Q202. Was the project able to overcome unforeseen difficulties and deliver project outputs on time and within budget? (1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5

Please briefly explain your choice:					
Q203.The project monitoring and evaluation systems ensured efficiency and effectiveness of project intervention?(1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)	1	2	3	4	5
Please briefly explain your choice:					
Q204. The project been efficient in building synergies with other stakeholders in The Gambia?	1	2	3	4	5
Please briefly explain your choice:					
OVERALL ASSESSMENT OF PROJECT EFFICIENCY (1=Very Poor 2= Rather Unsatisfactory 3=Satisfactory 4=Good 5=Excellent/Highly Relevant)					
Please briefly explain your choice:					

EFFECTIVENESS (EVALUATION QUESTIONS ABOUT THE DELIVERY OF PROJECT OUTCOMES TO DATE AGAINST THE ORIGINAL OBJECTIVES)

How satisfied are you with the delivery of the entire project outcomes? Please state the extent to which you are satisfied with the following project objective-oriented result statements, *where 1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied (Please Tick Only One Option Per Statement AND justify).*

Q301. To what extent has the project achieved planned results (intended and unintended, positive, or negative)?(1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					
Q302.To what extend has the project planned benefits been delivered and received by all key stakeholders, and how unplanned results may have affected the project benefits. (1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					

Q303.To what extent has project been effective in supporting local initiatives for SDGs, Strategic Vision 2030, and UNDAF fulfilment? (1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					
Q304.What evidence is there that the project support has contributed towards an improvement in national government capacity, including institutional strengthening?(1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					
Q305.How effective has the project been in partnering with the government, development partners, civil society, and private sector in Sustainable Development Human Right and Rule of Law in The Gambia (1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					
Q306.Did the project utilize innovative techniques in achieving the project's objectives?(1=Unsatisfied 2=Rather Unsatisfied 3=Unsure 4=Rather Satisfied 5=Completely Satisfied)	1	2	3	4	5
Please briefly explain your choice:					
Overall Assessment of Project Effectiveness (1=Very Poor 2= Rather Unsatisfactory 3=Satisfactory 4=Good 5=Excellent/Highly Relevant)					
Please briefly explain your choice:					

6.4 Evaluation Matrix

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
<p>1) Relevance</p>	<ul style="list-style-type: none"> • Is the theory of change based on valid assumptions and has the project’s conflict analysis remained valid? • To what extent is the project aligned with the national development needs and priorities? • How well does the design of the project address the needs of the most vulnerable groups in the country? • Did the project address relevant key causes and drivers of conflict and fragility? • To what extent did the project adapt to the changing environment in country at national and subnational levels? • To what extent has the project interventions reflected key strategic national considerations, on the priorities on rule of law, access to justice and security/or influenced national policies on legal reforms and human rights in relation to its comparative advantage vis-a-vis other partners? 	<p><u>Documents</u></p> <p>UNDP CPD, UNICEF Country Strategy and UNFPA Country Strategy, SDGs reports, HDR report, NVR report, Strategic Vision 2030, Community Policing strategic and implementation plan, national rule of law road map and a rapid prison assessment report, legislations, strategies supported by the project.</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women and Youth</p> <p><u>Survey questions:</u></p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		<p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p>
<p>2) Effectiveness</p>	<ul style="list-style-type: none"> • To what extent has the project achieved planned results (intended and unintended, positive, or negative)? • To what extent have the project planned benefits been delivered and received by all key stakeholders, and how unplanned results may have affected the project benefits. • To what extent has project been effective in supporting local initiatives for SDGs, Strategic Vision 2030, and UNDAF fulfillment? • What evidence is there that the project support has contributed towards an improvement in national government capacity, including institutional strengthening? • How effective has the project been in partnering with the government, development partners, civil society, and private sector in Sustainable Development Human Right and Rule of Law in The Gambia • Did the project utilized innovative techniques in achieving the project’s objectives? 	<p><u>Documents:</u></p> <p>Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022,Final Joint CP Monitoring Report 2022,Final RoL perception Survey report 2022,PBF Annual Progress Report-community access to justice-community policing and effective SGBV 2021,Project Document RoL project NCE-2021,First Quarter Rule of Law Activity Progress Report 2021,RoL Annual Progress Report-Rule of Law 2021, RoL Annual Workplan 2020,RoL Annual Workplan 2021,RoL M&E plan 2021,RoL final draft PBF Annual Report 2020, RoL Joint Monitoring Report, Project Board Meeting Minutes January 2021, VirtualProject Board Meeting Minutes July 2021, Activity Progress Reports, UNDP RoL Board Meeting Minutes, SDGs reports, HDR report, NVR report,Community Policing strategic and implementation plan, national rule of law road map and a rapid prison assessment report, legislations, strategies supported by the project.</p> <p><u>Key Informant Interviews:</u></p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		<p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women and Youth, Police and Prisons</p> <p><u>Survey questions:</u></p> <p>The Gambia Police Force members, Women, Children, Members of the Civil Society Organizations engaged in the project and members of the Network against Gender Based violence.</p>
<p>3)Efficiency</p>	<ul style="list-style-type: none"> • To what extent has the projects outputs been efficient and cost effective? • Was the project able to overcome unforeseen difficulties and deliver project outputs on time and within budget? • How did the monitoring and evaluation systems ensure efficiency and effectiveness of project intervention? • Has the project been efficient in building synergies with other stakeholders in The Gambia? 	<p><u>Documents:</u></p> <p>Financial and budget data PBF rule of law expenses 2022, Audit Reports for BPF and RoL, ToR SGBV interviewing survivors and children, ToR NC RoL SP Judiciary 2019, ToR IC RoL roadmap and international consultant-2019, ToR IC International Policing Specialist 2018,Final ToR GIS mapping for GPF police stations-2022, Final ToR for training of MOJ-SGBV Police and SGBV stakeholders, Final ToR perception Survey, Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022,Final Joint CP Monitoring Report 2022,Final RoL perception Survey report 2022,PBF Annual Progress Report-community access to justice-community policing and effective SGBV</p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		<p>2021,Project Document RoL project NCE-2021,First Quarter Rule of Law Activity Progress Report 2021,RoL Annual Progress Report-Rule of Law 2021, RoL Annual Workplan 2020,RoL Annual Workplan 2021,RoL M&E plan 2021,RoL final draft PBF Annual Report 2020, RoL Joint Monitoring Report, Project Board Meeting Minutes January 2021, VirtualProject Board Meeting Minutes July 2021, Activity Progress Reports, UNDP RoL Board Meeting Minutes</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and Social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women, Youth, Police and Prisons,</p> <p><u>Survey questions:</u></p> <p>The Judiciary, Ministry of Justice, Ministry of Gender, Children and Social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, The Gambia Police Force members, Women, Children, Members of the Civil Society Organisations engaged in the project and members of the Network against Gender Based violence.</p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
<p>4)Sustainability</p>	<ul style="list-style-type: none"> • How well has the project supported institutional capacity for continues and sustainable Access to Justice, Rule of Law, and Human Right in The Gambia? • What mechanisms have been put in place by the project with national institutions, CSOs, private sector, and other development partners to promote long term sustainability and durability of results? • To what extent has the project build ownership and participation that includes men, women Youths and people with disability? • Has the project contributed to the momentum for peace by encouraging communities to develop their own peace initiatives? • What mechanisms, procedures and policies have been put in place to ensure the sustainability on gender equality, empowerment of women, human rights, and reform for sustainable peace by primary stakeholders? • To what extent have primary stakeholders committed to providing continuing support to sustain the project’s objectives for long-term impact? 	<p><u>Documents:</u></p> <p>Financial and budget data PBF rule of law expenses 2022, Audit Reports for BPF and RoL, ToR SGBV interviewing survivors and children, ToR NC RoL SP Judiciary 2019, ToR IC RoL roadmap and international consultant-2019, ToR IC International Policing Specialist 2018,Final ToR GIS mapping for GPF police stations-2022, Final ToR for training of MOJ-SGBV Police and SGBV stakeholders, Final ToR perception Survey, Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022,Final Joint CP Monitoring Report 2022,Final RoL perception Survey report 2022,PBF Annual Progress Report-community access to justice-community policing and effective SGBV 2021,Project Document RoL project NCE-2021, First Quarter Rule of Law Activity Progress Report 2021,RoL Annual Progress Report-Rule of Law 2021, RoL Annual Workplan 2020, RoL Annual Workplan 2021,RoL M&E plan 2021,RoL final draft PBF Annual Report 2020, RoL Joint Monitoring Report, Project Board Meeting Minutes January 2021, Virtual Project Board Meeting Minutes July 2021, Activity Progress Reports, UNDP RoL Board Meeting Minutes.</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and Social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association,</p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		<p>Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women, Youth, Police and Prisons.</p> <p><u>Survey questions:</u></p> <p>The Judiciary, Ministry of Justice, Ministry of Gender, Children and Social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, The Gambia Police Force members, Women, Children, Members of the Civil Society Organisations engaged in the project and members of the Network against Gender Based violence.</p>
<p>5) Partnership and Coordination</p>	<ul style="list-style-type: none"> • To extent were UNDP, UNICEF and UNFPA effective in coordinating the support offered by all partners. • What risks were taken with regards to partnership management and how were they managed? 	<p><u>Documents:</u></p> <p>Project document, UNDP CPD, UNICEF Country Strategy and UNFPA Country Strategy, Strategic Vision 2030, Community Policing strategic and implementation plan, national rule of law road map and a rapid prison assessment report, legislations, strategies supported by the project.</p> <p>Financial and budget data PBF Rule of Law expenses 2022, Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022,Final Joint CP Monitoring Report 2022, Final RoL perception Survey report 2022,PBF Annual Progress Report-community access to justice-community policing and effective SGBV 2021, Project Document RoL project NCE-2021, First Quarter Rule of Law Activity Progress Report 2021,RoL Annual Progress Report-Rule of Law 2021, RoL Annual Workplan 2020,</p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		<p>RoL Annual Workplan 2021, RoL M&E plan 2021, RoL final draft PBF Annual Report 2020, RoL Joint Monitoring Report, Project Board Meeting Minutes January 2021, Virtual Project Board Meeting Minutes July 2021, Activity Progress Reports, UNDP RoL Board Meeting Minutes.</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and Social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>UNDP CO staff, UNDP Project team Project Staff for UNICEF, UNFPA and UN Peace building Fund, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Survey questions:</u></p> <p>UNDP CO, UNDP Project team Project Staff for UNICEF, UNFPA and UN Peace building Fund, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p>
Cross-cutting issues		

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
Human rights	<ul style="list-style-type: none"> To what extent do the poor and vulnerable, peoples, women, children, and other disadvantaged and marginalized groups benefitted from the project activities? 	<p><u>Documents:</u></p> <p>Project document, UNDP CPD, UNICEF Country Strategy and UNFPA Country Strategy, Strategic Vision 2030, Community Policing strategic and implementation plan, national rule of law road map and a rapid prison assessment report, legislations, strategies supported by the project.</p> <p>Financial and budget data PBF rule of law expenses 2022, Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022,Final Joint CP Monitoring Report 2022, Final RoL perception Survey report 2022,PBF Annual Progress Report-community access to justice-community policing and effective SGBV 2021, Project Document RoL project NCE-2021, First Quarter Rule of Law Activity Progress Report 2021,RoL Annual Progress Report-Rule of Law 2021, RoL Annual Workplan 2020, RoL Annual Workplan 2021,RoL M&E plan 2021,RoL final draft PBF Annual Report 2020, and RoL Joint Monitoring Report,</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP CO staff, UNDP Project team Project Staff for UNICEF, UNFPA and UN Peace building Fund, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women, Youth, Police and Prisons.</p>
Gender Equality and Youth Participation	<ul style="list-style-type: none"> To what extent has gender been addressed in the design, implementation and monitoring, and reporting? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)? 	<p><u>Documents:</u></p> <p>Project document, UNDP CPD, UNICEF Country Strategy and UNFPA Country Strategy, Strategic Vision 2030, Community</p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
	<ul style="list-style-type: none"> To what extent has the project promoted positive changes in gender equality, Youth and Participation? Are there any unintended effects? 	<p>Policing strategic and implementation plan, national rule of law road map and a rapid prison assessment report, legislations, strategies supported by the project.</p> <p>Financial and budget data PBF rule of law expenses 2022, Access to Justice and SGBV 2020 Annual report, Annual PBF rule of law report 2022, Final Joint CP Monitoring Report 2022, Final RoL perception Survey report 2022, PBF Annual Progress Report- community access to justice- community policing and effective SGBV 2021, Project Document RoL project NCE-2021, First Quarter Rule of Law Activity Progress Report 2021, RoL Annual Progress Report- Rule of Law 2021, RoL Annual Workplan 2020, RoL Annual Workplan 2021, RoL M&E plan 2021, RoL final draft PBF Annual Report 2020, RoL Joint Monitoring Report, Project Board Meeting Minutes January 2021, Virtual Project Board Meeting Minutes July 2021, Activity Progress Reports, UNDP RoL Board Meeting Minutes.</p> <p><u>Key Informant Interviews:</u></p> <p>UNDP CO staff, UNDP Project team Project Staff for UNICEF, UNFPA and UN Peace building Fund, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations and Network against Gender Based Violence.</p> <p><u>Focus Group Discussions:</u></p> <p>Women, Youth, Police and Prisons</p> <p><u>Survey questions:</u></p>

Evaluation Criteria	Key Evaluation Questions	Sources of data/tools
		UNDP Project team, UNICEF, UNFPA UN Peacebuilding Fund (PBF) the Judiciary, Ministry of Justice, Ministry of Gender, Children and social Welfare, National Agency for Legal Aid, Alternative Dispute Resolution Secretariat, The Gambia Police Force, The Gambia Prison Service, The Gambia Bar Association, Civil society Organizations, Network against Gender Based Violence.