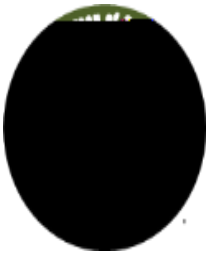

Terminal Evaluation of Strengthening Conflict Prevention through Establishing of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities Project

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The Project Manager at UNDP, PBF, FAO and staff at all levels provided priceless support, and freely shared their reports, time and thoughts on the various concession projects/activities. We are very grateful to you all. Finally, as an independent End of Project Evaluation, the consulting team takes responsibility for the views and opinions expressed in the report, but we hope that they reflect those of UNDP, FAO and PBF, national partners, CSOs and beneficiaries encountered during the evaluation period. More significantly, it is our considered opinion that the findings and recommendations of this report will contribute to improving Joint Programming and the Delivery as One principle in Liberia.

effectiveness, efficiency, impact, sustainability, gender, youths and human rights, lessons learned and recommendations. The information gathered from available documentation was corroborated with data collected through Focus Group Discussion (FGDs) and interviews and vice versa. At this stage, gaps were identified, success stories and project performance recorded under each criterion measured. Critical to data gathering and analysis was the centrality of gender and human rights principles.

Findings:

Relevance: The Concession project was timely, apt and relevant and attempted to fill the gap and address some of the root causes of the civil war in Liberia. The project was the first attempt at addressing the conflict-laden situation between concessionaires and affected communities in the agricultural and mining sectors. The project created an infrastructure for peace by establishing and building the capacities of the Multi-Stakeholder Platform (MSPs), to promote peace, reconciliation and social cohesion in affected communities. Alternative livelihood through agricultural activities and agro-business were also implemented to address hunger and poverty but more so, the issue of access to land to facilitate agricultural production for increased income generation. The project was found to be aligned to the national and sectoral plans drafted and or enmdorsed by the GoL particularly the AfT, the PAPD and the Sustainable Development Goals. The project presents a home-grown, community-based and focused approach at ensuring durable peace in conflict-laden concession communities. However, the project did not fully consult local stakeholders in its design stage, which was a missed opportunity.

Effectiveness: The project has reached planned targets for most of its key performance indicators and has made significant progress towards most of its expected results under the two outcomes areas. Under outcome Component 1, the project has exhibited effectiveness in its implementation as evidenced in the establishment of fifteen MSPs in 15 communities of 9 counties in Liberia that clearly attempted to address the root causes of the civil war. The MSPs remain a ground-breaking platform with a total membership of 3000 (2200 men & 100 women), ensuring effectiveness in conflict prevention and dispute resolution relative to land concessions and promoting peacebuilding and social cohesion, a direct outcome and result-based UNDP and FAO project implementation strategy. These MSPs have contributed greatly to resolving differences amicably and have also preserved agreements between all concerned parties through MOUs and agreements.

Under Outcome Component 2, the project worked closely with MSPs in Bomi, Nimba, Ministry of Agriculture and other relevant stakeholders including Sime Darby to support concession-affected communities to create alternative livelihood opportunities within the communities which has helped to increase awareness among them and changed young men and women perception about daily reliance on the concessions for employment opportunities especially, exposing them to agricultural activities whereby they can be empowered economically and create sustainable livelihoods. The project has had a catalytic effect when it comes to, for instance, fa0.0005-a G ls63J ET Q q 0.00000912 0 612 792 re W* n B

Efficiency: The efficiency of the project was satisfactorily maintained. As such, it has delivered most of its financial and technical support for the entire Project implementation. Financial management was strong with clear budget tracking to account for commitments, expenditure and fund utilization. Review of the data on resource mobilization and utilization of Project resources show that the project has exhibited a high degree of efficiency. The Project progress reports were transparent and provided accountability of how resources were utilized, what activities were undertaken a

Conclusion and Recommendations

FINDINGS	CONCLUSION	RECOMMENDATIONS
RELEVANCE		
Finding 1: The Concession Project was in sync with national development priorities and the first at addressing and bringing peace to the conflict-laden situation between concessionnaires and affected communities in the agricultural and mining sectors of Liberia.	The consultants conclude that the programme was relevant because it was aligned to national development strategies, assisted in the establishment and empowerment of MSPs, contributed to the achievements of the PAPD and AfT and helped to bring and build peace in the once volatile concession communities. However, consultation at the design stage was lacking. Note: This conclusion is in respect of and applicable to findings 1, 2, 3 and 4.	For the concession project to remain relevant, it is recommended that the GoL and national partners continue to provide support to and promote efforts of the MSPs, Women Peace Huts and other local peace structures as infrastructure of peace in the country. It is also recommended that national implementing partners for agricultural and agro-business continue to provide support to farmers to increase yield, provide employment to youths and women and, by implication, promote increased income and sustainable peace. Note: This recommendation is in respect of and applicable to findings 1, 2, 3 and 4.
Finding 2: The Project addressed the two outcomes and attendant outputs in the Prodoc and contributed to the PAPD and AfT corresponding pillars W W] o o Œ î W W } ‰ o _ U W] o o Œ ï W ^ Œ š] } v _ W] o o Œ ð W ^ ^ µ • š] of the PAPD and Pillar 1 (Peace, Security & Rule of Law) and Pillar 2 (Economic Transformation), Pillar 5: that addresses gender equality and Youth Empowerment of the AfT.	Same as above	

EFFECTIVENESS		
Findings 5 Qualitative data collected and reviewed shows that the Project has reduced and/or prevented conflicts and provided sustainable livelihood for the beneficiaries which has contributed to intended changes their lives in the affected concession communities. However, collaboration between UNDP and FAO was weak in proj implementation.	The project stands to gain from adopting a holistic and joint approach to project implementation, undertaking joint and efficient delivery of interventions, strengthening of monitoring tools/processes, and continue to work with MSPs, loca leaders, women and youths, CSOs and national partners with the view to improve agricultural production, build trust, social cohesion and sustain the peace. Note: This conclusion is in respect of and applicable to findings 5, 7, 8, 9 and 10	Collaboration and partnership are two ke UN priorities/strategies used in promotin the Delivery as One principle. There therefore, the need for joint platform between FAO and UNDP that flows smooth and sequentially particularly in join programming, planning, implementation M&E and reporting to ensure maximum impact (Eg. Building of synergy with the Rule of L project to effectively tackle the land issue i paramount to successful implementation o the project) Note: This recommendation is in respect of and applicable to findings 5, 7, 8, 9 and 10
Finding 6 The evaluation established tha the National Bureau of Concession (NBC worked through implementing partners, local leaders v ^ K [•] v o µ] v P IREDD and built MSPs capacities, who in t facilitated conflict management and peacebuilding initiatives/processes betwee local leadership, stakeholders and concessionaires. This led to peaceful- c existence among the responsible parties a beneficiaries.	Concession communities have n experienced any major violent demonstratio or protest over a year now largely due to NBCs and } š Z Œ v š] } v o š } Œ of MSPs as peace builders	NBC, along with UNDP and FAO, should document best practices for future reference; develop and share knowled products for other countries to follow.
Finding 7 The alternative livelihood component has made meaningful progres towards the achievement of the outcome through increased community access to pos harvest facilities for value addition, enhance beneficiaries capacity to produce quali meat and eggs, secured access to over hectares of encumbered lowlands to improv production and productivity of rice in Nimba to name a few.	Same as 5 above	Same as 5 above
Finding 8 The project has been successful establishing and strengthening 15 MSPs in 15 communities in nine counties who are presently helping to build trust and maintai good relationships between communities an companies. The project has been effective regaining some pieces of land whe communities are now undertaking agricultural activities.	Same as 5 above	Same as 5 above

Finding 9: The project reached beneficiarie by addressing their rights to acces agricultural land, settle land disputes, have say in natural resource anagement, enhanced socialcohesion and cooperatior between stakeholders (local authorities ar MSPs working together) and is yieldir results such as information sharing conducting town hall meetings an community conflict resolutions.

2018 and 141% for 2019with average delivery of 93%		
	IMPACT	
Finding 15: The consultants establlished tha there is community ownership of the projec as peace structures such as the MSPs and t } u v [• W , µ š • } v š] v µ conflicts/disputes and bring together concessionaires and communities. Howev the alternative livelihood component that emphasizes agricultural production and a-gr business is yet to have an impact c communities as some activities are being concluded	The evaluation concludes that the MSPs and other peace infrastructure established wi be key insustaining peace, social cohesic and promoting reconciliation in concessic communities for a long time This conclusion is in respect of and applicable tofindings 15 and 16.	FAO and national partners should endeavc to complete the ongoing agricultural

Finding 20 The project clearly addresse women and youth issues by involving them the implementation and monitoring of programme activities and outputs. For instance, out of the 300 MSPs, at least 33% them were females and women and youth hold executive positipon in MSPs	

Chapter One

1.0 Background of the Project

1.1 General Background

Sustaining peace in Liberia requires long-term investment in national institutions to help them be inclusive, accountable and responsive. In the process, it is critical to ensure that the Government is committed to providing

1.4 Programme Indicator

The W Œ (} Œ u v } µ š ‰ µ š • (} Œ o o š Z ‰ Œ } i š [•] v] š } Œ • Z À v during the implementation of the project for the period under review are reflected in the performance based indictor assessment (See table -2 in annex 4).

Chapter Two

2.0 Country Context

The Republic of Liberia is located on the West Coast of Africa. It covers approximately 111 396 km and has a population of fewer than 4 million (3,476,608) people[1]. Liberia is bounded by Guinea to the north, } š [/ À }] Œ š } š Z • š U ^] Œ Œ > } v š } š Z Á • š v š Z š o v š] š

unaddressed. Despite the many gains made in maintaining national peace and security, issues identified as root causes of Liberia's 14-year civil war remain unaddressed and recent assessments show that land disputes, corruption, boundary disputes and concession related tensions continue to be the main proximate triggers of violence. The lives of many women are particularly insecure due to societal inequalities and sexual and gender-based violence, further weakening social cohesion in communities. Low commodity prices and the outbreak of the Ebola Virus Disease (EVD) have limited economic growth and impeded development gains, undermining high expectations around the speed of post-war recovery and the delivery of peace dividends. Liberia's economic performance has still not recovered from the devastating impact of EVD, with the country's average loss of GDP estimated at US$187.7 million per year, or an average of 13.7 percent of GDP during the 2014/2017 period. These challenges are compounded by limited capacities in the security and rule of law sectors, slow progress in national reconciliation and limited implementation of critical governmeF1 11.utiTm 0 g40f0D-4(en)-11304(Rat)111(

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2.2 Evaluation Objectives

The objectives of this consultancy are outlined as follows:

- To appreciate the results obtained with regards to the previously defined objectives and the expectations of the targeted Concession communities;
- To appreciate the changes, both positive and negative, attributable to project interventions;
- Did the project encourage and or access funding from other sources such as the concessions companies towards achieving the two outcomes;
- To assess the role of local authorities in promoting the timely and successful project implementation;
- To measure progress in

Chapter Three

3.0 Evaluation Methodology

3.1 Evaluation Approach

To ensure that the evaluation is of maximum value to UNDP, FAO, PBF, Development Partners, the GoL and the beneficiaries, the specific focus and approach to the evaluation was discussed with the Project Manager and Team at UNDP, FAO, PBF and national Stakeholders particularly NBC. Communities for field work and critical key stakeholders were identified including expectations of the client with regards to the evaluation. As a participatory and transparent process, the consultants ensured that the needs and expectations became central throughout the evaluation process with the objective to ensure that the Terminal Evaluation is of maximum value to the UN Agencies and the people of Liberia.

A combination of data collection and analysis tools was employed to capture and record results relating to Project relevance, effectiveness, efficiency, impact, sustainability, women, youths and human rights and lessons learned. The approach helped the consultants to generate evidence from one source and corroborate it with findings from other source (s). Evidences gathered from this triangulation have been substantive to produce a report that is all-encompassing. The triangulation also helped in producing results that are robust, verifiable and of high quality.

3.2 Theory of Change

dZ À o µ š] } v š u Æ u] v š Z dZ } Œ Ç } (Z v P ~ d K • µ v Œ o Ç] v P š
that they are aligned with the national development strategies and country context providing citizens in the concession areas the right in concession management that could improve their livelihood in a sustainable way.

The Theory of Change (TOC) was fundamental to this evaluation, and as such the evaluation team used a mix of approaches to assess the programme theory on the one hand, and to evaluate its relevance, efficiency, effectiveness, sustainability, impact, women, youths and human rights in the implementation of the concession project in Liberia, on the other. These methods included but were not restricted to reviewing the programme documents, articulating the mental models of the programme stakeholders (UNDP, FAO, NBC, other MACs, NGOs/CSOs, beneficiaries) and reviewing prevailing literature on the project. Conclusions were drawn regarding the level of concordance between the articulated project theory and the implementation of the project in reality.

The consultants applied the TOC to analyze the two outcome areas and the many activities with the objective to providing credible evidence justifying why the project priorities are or have been the most appropriate and most likely to contribute to higher level of change in concession communities in Liberia. The project built capacities and provided training sessions on conflict management, leadership skills, non-violent approach to peacebuilding with the view to change the attitude and behaviors of concession communities. To a large extent, these trainings influenced and positively changed the behavior and attitudes of the citizens who became agents of change and peace in their communities. Further, the project addressed improved community engagement in project activities; changed the perception about

the concessions among young men and women; and improved women and youth participation in land concessions. Women and youth involvement in agricultural activities in concession communities also helped to divert their attention from the protests and violent demonstrations that had preoccupied them before. They saw a new dawn in their lives that changed the dynamics in their relationship with the concessionaires. Indeed, the TOC was integral to project implementation.

3.3 Evaluability

The consultants employed methodological approaches that ensured the evaluation is reliable and credible. The consulting team interrogated the objectives, programme logic and activities with the view š } ‰ š µ Œ š Z ‰ Œ } i š [• • µ • • tainability and Ownership. The evaluation also addressed whether the project achieved its planned activities and outputs against the stated outcomes.

3.4 Sampling

The evaluation team worked with the Programme Management Team to obtain a representative sample of programmatic activities that would best meet the learning objectives of the evaluation. For instance, a sample size from Program Management, MACs, CSOs, Communities to be visited etc. were agreed upon by the consulting team and the project management. As such, the following stakeholders were targeted and interviewed: Concessionaries, MSPs, PACs, CSOs, SDIs, GoL (MoA, MiA, EPA, National Bureau of Concessions) and beneficiaries (see annex 4 for face to face sample questions).

The evaluators visited Bom

prepared semi-structured questionnaire and interview guide was designed and administered accordingly. This was done in consultation with Project Management Team.

MSP IN CAPE MOUNT COU

3. Focus Group Discussions- The consultants carried out Focus Group Discussions (FGDs) by engaging CSOs and critical beneficiaries particularly women and youth in the communities to P µP š Z]Œ ‰ Œ ‰š]}v• }v šZ ‰Œ}i š[• ‰ Œ(}Œu v U šZ result of the intervention, constraints experienced, progress made in establishing the multi stakeholder committees and livelihood support, plan implementation issues, and improvement.

Cape Mount, three in Grand Bassa, two in Nimba and two in Bong counties. Additionally, the consultants visited two FAO sites in Bomi and four in Nimba Counties. KIIs with two MSP leaders and two concessionaries in each of the counties were carried out. Five (5) focus group discussions (at least 15 in each group) with local authorities, youths and women, CSOs and other beneficiaries in each of the five counties to collect primary data on the program effectiveness, impact and sustainability, challenges, success stories and for drawing lessons relevant to focusing and calibrating future priorities and programming. Information collected through these focus groups served to cross reference data and validate findings.

FAO WAREHOUSE IN NIMBA COUNT

FAO MODEL GA

Table(4): Field Visits to communities disaggregated by gender

County	Community	Men	Women	Total
Bong	Beh Sao	9	9	18
	Mo Town	6	5	11
Grand Cape Mount	Ballah Town	10	5	15
	Kinjor	11	9	20
Grand Bassa	PASDAC	8	8	16
	Zewein	8	7	15

best practices and recommendations. Skype discussions, telephone conversations, comments from Programme staff and implementing agencies and suggestions arising from the exit debriefing were addressed and incorporated that helped produce this draft report.

3.9 Limitations and Mitigation Measures

Rainy season and poor road network: d Z ‰ } } Œ ‹ µ o] š Ç } (>] Œ] [• Œ } • ‰ } • areas (Sinoe and Maryland) that the team could reach during their fieldwork. The evaluation occurred µ Œ] v P >] Œ] [• Œ] v Ç • • } v U Á Z] Z µ • The team reached by visiting counties that could be reached (Bomi, Cape Mount, Grand Bassa, Nimba and Bong) and remotely administered questionnaire in Sinoe and Maryland to ensure the evaluation had a national outlook. Telephone conversations with stakeholders in the two counties were also carried out.

Threats to validity: The evaluation team experienced some bias and untruthful statements in Bong and Nimba counties as some respondents were not forthcoming with credible evidences relating to efforts from the concessionaries towards their communities. The team sought to mitigate this bias by framing ‹ µ • š] } v •] v Á Ç • š Z š } µ o Z o ‰ • •] • š µ Œ š Œ] Á] š Z } µ š ^ o checking information with company representatives during the FGDs.

3.10 Scoring Criteria

The evaluators used the rating scale below to measure the performance of each criterion (relevance, effectiveness, efficiency, sustainability, impact, women and youth) of the Project. The rating scale • • • • • š Z W Œ } i š [• š] À] š] • U and guidelines for assessing and challenges inherent therein.

Table 5) Rating for evaluation Table

Excellent	d Z W Œ } P Œ u u [• } À Œ o ‰ o v • U •] P v U ‰ o v v successfully carried out and achieved without any challenges. That is Programme plans, design, implementation and monitoring results were attained and successful.
Very Good	d Z W Œ } P Œ u u [• } À Œ o ‰ o v • U •] P v U ‰ o v v successfully undertaken and achieved with minor challenges. Programme d implementation and monitoring results were attained with minimal obstacles.
Good	d Z W Œ } P Œ u u [• } À Œ o ‰ o v • U •] P v U ‰ o v v activities successfully carried out and achieved with some challenges. programme results were attained with limited obstacles.
Fair	d Z W Œ } P Œ u u [• } À Œ o ‰ o v • U •] P v U ‰ o v v activities, undertaken with little success or moderately attained, and v substantial challenges.
Poor	d Z W Œ } P Œ u u [• } À Œ o ‰ o v • U •] P v U ‰ o v v activities were not achieved. Overall, the results show that there was no success Programme implementation.

to improve crop production and value chain involving the following practices: Planting cassava on ridges and mounds, Vegetable field layout and planting distances set up, Integrated pest management practices, Compost preparation and methods of application, and Fertilizers application methods.[7] Additionally, two storage facilities constructed, one in each County (Bomi & Nimba), equipped with post-harvest technologies (rice mills, threshers, stoners, and cassava grater, 240 women trained on VSLA methodologies and business management skills in order to help them manage their businesses and turn produce into profits for sustainable livelihood, and 560 beneficiaries trained on improved crops and poultry productions (200 Women) (360 men); 50 women, 50 men trained on agro processors operation to improve crop production and value chain. These activities directly speak to the corresponding pillars of the AfT and the PAPD mentioned above and contributed to the successful rolling out of the PAPD and the AfT.

To what extent the substantive peacebuilding areas were addressed?

Closely linked to the aforementioned, the project addressed the substantive issue of citizens losing access to ancestral and farmlands and, by implication, loss of livelihood. Concession companies have provided communities with alternative livelihood opportunities for communities to assist themselves, a chief grievance shared by all PACs that has fueled conflict across all concessions.[8] Stakeholder engagements and document reviews reveal that most of the protests and conflicts that had characterized concession communities were related to location that have deprived communities control over and benefits from their own land. A study carried out by FAO[9] identified over 34 potential conflict drivers ranging from land related claims and disputes; compensation for crops, shrines and residential structures destroyed by company operations; employment and /or dismissal of affected local community citizens; contribution to community schools, clinics, agriculture projects; mitigation measures taken to prevent pollution of land, water, air, fish and crop destruction by chemical waste; provision of safe drinking water facilities, etc. The relevance of the project to address these cannot, therefore, be overstated.

To what extent the project implemented addressed the Theory of Change?

The evaluation employed mixed approaches to assess the programme theory on the one hand, and to evaluate its relevance, efficiency, effectiveness, sustainability, impact, cross-cutting issues and partnership in the implementation of the project, on the other. Several respondents noted that the ‰ Œ } i š µ] o š] š] Ì v • [‰] š] • v ‰ Œ } À] š Œ] v] v P • •] } v • } v } v non-violent approach to peacebuilding with the view to change the attitude and behaviors of concession communities towards concessionaires. The capacity building efforts succeeded in changing the modus operandi particularly the relationship between concessionaires and communities. The once violent-prone and trigger-happy youths have become harbingers of peace, dialogue and reconciliation in their communities. The project changed the attitudes, behavior, mindset and thought processes of youths who preferred dialogue with the companies to confrontation and protests. There, therefore, was concordance between the articulated programme theory and the implementation of the programme on the ground.

[7] See Progress Report of 2018 for details
[8] Ibid, pp. 19-20.
[9] See Drivers of Conflict, 2017

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concessions among young men and women, and reduced youth participation in land concession related violence.

How successful was the project at improving the relationships and trust between the affected communities and the land concessionaires?

Building trust and improving relationships cannot be achieved in the short term especially considering the violent engagements between concessionaires and the communities that left mental and psychological scars on both perpetrators and victims such was the situation in the concession communities when the project kicked in. However, the project has been successful in establishing and strengthening 15 MSPs in nine counties who are presently helping to build trust and maintain good relationships between communities and companies. Their achievement cannot be overstated. The fact that concessions can go for more than a year without a major crisis is worthy of mentioning. During field visits, the consultants observed that relationships have been improved as exhibited by the cordiality and the coordination of effort to maintain the peace gained. Regular meetings, dialogue sessions, negotiations and mediation and above

There is substantial evidence from the literature reviewed and interviews with national and local stakeholders that the MSPs have been trained by Educare and IREDD to develop AWP, conflict management approaches, PB, report writing, and drafting of MoU for community development, which is helping build peace and trust. The project supported the training of 60 women in acquiring knowledge on Human rights, Gender Equality, Gender based Violence, Land and Community rights and Conflict resolutions; The trainings have enabled them to have informed engagement with the concession companies on land issues and implementation of existing MOUs; Office spaces have been provided to some MSPs, for in 0 04, nd op25(M)-3(SPs,(f)-n)3(ity)( )] TJ(o)6wherendMen,2(to)3

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implementation; NBC facilitated monthly meetings with MSPs; conducted concession monitoring and evaluation to ensure compliance. However, the evaluation notes that FAO activities have not been fully coordinated with the NBC.

reflected US$ 222,583.22 averaging 69% for 2018 and 141% for 2019. The 69% decline was due to some ongoing and pending activities completed in 2019. However, the project overall implementation

Table 7) RESOURCE ANALYSIS

Type Resources	Donor	Contribution / Core Budget			Expenditure			Un-spent Balance			% Utilization / Delivery		
		2018	2019	TOTAL	2018	2019	TOTAL	2018	2019	TOTAL	2018	2019	TOTAL
Core	UNDP	118,396.29	172,923.97	291,320.26	81,1075.59	109,793.10							

Were Concessionaires supportive of the Project implementation within the affected communities and was staffing adequate?

In many instances, the concessionaires had a good working relationship with MSPs; provided support to construction of their office in Cape Mount. Concessions also supported the project by working with established MSPs to maintain a peaceful concession environment. It was revealed in communities visited that concessionaries attended regular meetings called by MSPs to discuss preventive measures in order to address potential concession conflicts.

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Yes, staffing was adequate with majority of the staff based within the Government IPs. Project activities were carried out in a timely manner. FAO initially had staffing issues but greatly improved later with new recruitments.

Rating:	Efficiency: Good

4.4 Sustainability

Refers to the likelihood of a continuation of benefits for the affected communities from a development intervention after the intervention is completed or the probability of continued long-term benefits

Has the project managed to adhere to key development principles, including national ownership, and ensure sustainability of results?

The project has adhered to key development principles and has a very good chance to be sustainable

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be key for sustainability when the current vegetable and cassava gardens are harvested and VSLA takes off ground.

Progress reports indicate that within the No Cost Extension period, construction of two storage facilities with drying floors were completed in Makinto, Nimba County and Moore Town, Bomi county, equipped with post-harvest technologies (2 rice mills, 2 De Stoner, 2 rice threshers, and 2 motorized cassava graters) have been turned over to the communities. Improved cassava cuttings delivered to beneficiaries in Bomi and Nimba and planted on 10 ha. Six metric tons of improved rice seeds procured for Bomi and Nimba, and 10 ha up land (individuals) rice farms planted in Moore town. Four improved poultry units were constructed and stocked with 4000 birds. Inputs procured and distributed to 560 (200-Women) (360 men) trained on improved crops and poultry productions and 240 women trained on Village Saving and Loan Association (VSLA) methodology and management, and 50 women, 50 men trained on the usage and operations of agro processors[11]. All of these are positive signs for sustainability.

Are there nationally or locally owned structures v u Z v] • u • š } u] v š] v š Z ‰ Œ } i š [• interventions?

Trends emerging from across stakeholder groups thought the project is seen by the people as their own and the morale of MSPs were very high during field visits. The MSPs are local structures established to sustain peace and their efforts are going beyond local initiatives catching the attention of national peacebuilding efforts. Their capacities have been developed to manage and resolve conflicts, and by all indications, they will work without support to maintain the peace their communities are enjoying beyond project duration.

The institution of chieftaincy in the communities is one local structure that has the potential to maintain ‰ Œ } i š [•] v š Œ À v š] } v Ç } v µ Œ š] } v X Z] (• Œ d Ê 4 ñ † 8 - P $ Ê † à g € À

concession companies on land issues and implementation of existing MOUs between the community v š Z } v • •] } v } u ‰ v] • X _ [12]

Additionally, the project clearly addressed women and youth issues by involving them in the implementation and monitoring of programme activities and outputs. For instance, out of the 300 MSPs, at least 33% of them were females. It was revealed during FGDs that women and youths occupy key decision-making roles (such as Chairladies, financial secretaries, treasurers, advisers etc.), which is critical to increasing voice and participation. Equally worth noting is that capacity building initiatives have targeted youth and women, but adequate data have not been gathered to assess whether or not women have benefited from a higher awareness and training. In the same vein, the capacity of youths has been developed and they are now serving as peace monitors and peace ambassadors playing critical roles in building social cohesion and resolving community disputes.

To what extent have UNDP and FAO been able to adopt gender-sensitive and peacebuilding-based approaches to their work?

Women and youths have been prioritized and are actively engaged in peace building efforts in project affected communities. For instance, through their participation in projects such as Peace and Huts awareness campaigns, women were better able to understand their rights and to more effectively advocate their rights and those of their children. Besides, women have become active and are participating more effectively in local decision-making processes. v À v] v P Á } u v [• P v X Government officials and CSO respondents pointed out that the Palava Hut project made a specific effort to ensure the inclusion of women and youth and addressed human right issues. A female Financial Secretary from Beh Sand had this to say:

> NBC trained us in many things including conflict management, SGBV, human rights etc. They understand our right especially the right to equality and participation in decision-making. Today, I si in the executive of the MSP and take decisions just like the men. Women did not have this privil before but we are enjoying this right which is good for us, our girls and for our family.

FAO also adopted a gender-based sensitive approach in the implementation of outcome 2. The agricultural component was heavily tilted toward engaging young men and women in farming. Trends (Œ } u } µ u v š • Œ À] Á v } š š Z u š µ v] š] ((š to improved alternative livelihoods, particularly agro-based ones for young men and women, are taking center stage in } v • •] } v } u u µ v] š] • Y š Z] • ‰ Œ } i š Z •] v - d e p e n d e n c e o n C o n s e r v a t i o n A g r i c u l t u r e as v } v the only source of employment especially among the youth. Support to community agro-based o] À o] Z } } • (} Œ ((š } u u µ v] š] • Á] o o Z o ‰] u ‰ Œ } À (} } • µ Œ] š } u u µ v] š] • U Á Z] o Œ µ] v P Ç } µ š Z ‰ Œ š]] ‰ š] } v [13] FAO creates • •] } v Œ awareness about gender equality in work places, promotes equal participations in decisions making processes and encourage equal participation in leadership decisions irrespective of sex.

The overall gender marker for the UN is score 2. It is a project that has gender equality as a significant objective.

To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?

[12] See the 2018 Annual Progress Report, p. 6.
[13] 2019 First Quarter Report, p. 4.

Stakeholder interviews and FGDs indicate that the project intentionally advanced gender equality and women empowerment. The involvement of women and youths in the executive of MSPs was both strategic and policy-driven. It was strategic because it addressed the fundamental issue of exclusion and marginalization plaguing concession communities. As a policy, the project aligned to both the PAPD v š Z (d • š Z Ç Œ o š š } v (µ o ( ] o š Z o Œ] } v o o } (š Z ^ ' v mantra. As such, the project took steps to promote positive changes and to ensure gender mainstreaming especially at implementation stage of the project. In many instances, the concession ‰ Œ } i š] u ‰ Œ } À Á } u v [• µ v Œ • š v] v P } (š Z] Œ o P o Œ] P Z š • v decision-making processes. During the establishment of the MSPs, it was deliberate that women and Ç } µ š ï Z t e [ests were advanced in the elections of MSP leadership wherein when a male became chairman, a female was the co-chair. In some instances, youths also became key decision makers when they were elected as chairpersons or co-chairs of their MSPs. This was a positive approach taken by the project that is positively changing the gender landscape in concession communities. With the trainings conducted by Universal Empowerment Mission (UEM), the CSO contracted, it is confirmed that 240 women beneficiaries have been trained in both Nimba and Bong counties. This will financially empower them and promote positive changes in their lives.

Similarly, the project also brought on board young people that aimed at empowering youth, which were effective. Youths became peace monitors thereby advancing the peacebuilding approach of the project in affected communities. However, the project missed an opportunity for broadening the scope of the youth targeted probably because of the short span of the project.
In tandem with the above, the project facilitated and supported women to establish Women Peace Hut, which became a rallying point for women in communities and provided safe space where women across religions, ethnic and or political affiliations congregate on common ground and for common purposes to advance community peacebuilding.

t Z š u] P Z š š Z] u ‰ š } (Á } u v [• ‰ Œ š]] ‰ š] } v } v] • • µ • } (} v (o] š
the communities to sustain peace? How have attention to/ integration of gender, youths and human rights concerns advance the area of work?

Women constitute majority of the marginalized and vulnerable persons in project affected communities. Their participations on issues about conflict prevention and livelihood in the communities will increase food security, reduce vulnerability, and improve trust and social cohesion in communities. There were glaring examples that women participated in conflict prevention measures. u] s. v [• participation in projects such as Peace Huts and awareness campaigns, they were better able to µ v Œ • š v š Z] Œ Œ] P Z š • v š } u } Œ ((š] À o Ç À } š } v š Z] Œ } Á establishment of Peace Huts aimed at improving the ability of women to participate more effectively in local decision-making processes, manage and resolve disputes and conflicts emerging from concession } u u µ v] š] • U v À v] v P Á } u v [• u ‰ } Á Œ u v š X t } u v Á Œ š Œ] v leadership skills, domestic violence, increased female civic participation and increased feeling of self Á } Œ š Z] v Œ • Á] š Z W , µ š • X d Z Z] Œ o Ç } (v [• d } Á v] v E] u

Grateful for the establishment of the MSP which has opened our eyes. We have been provided tra in conflict management, peacemaking, SGBV and we can today participate in community develop

The human right aspect of the project remains a challenge. Although women and youths are involved in most of the peacebuilding infrastructure of the deprived communities, the entrenched patriarchal system and chauvinism in rural areas where the project was implemented continue to marginalize these groups. The socio-cultural ethos of these communities is still based on patriarchy that can hardly go away. Equal and fair treatment of men and women in these communities can hardly be achieved a Á } u v [• À] Á ‰ }] v š • ‰ o Ç. It is the view of the evaluators that future similar projects pay a close attention to the human rights aspect that benefits all in the deprived communities.

4.6 Challenges

Project Fragmentation

A critical challenge unearthed by the consultants is that the project is not promoting the principle of Delivering as One (DaO) in some cases. It was established that the two UN agencies were most of the time very busy implementing what is their comparative advantage, which tended to inhibit building synergies in the execution of the two outcome areas as one project.

Issue of Land

Reporting System

Most of the progress (quarterly and annual) reports are not entirely free of inaccuracies and incoherence. This is largely due to Implementing Partners not following the UNDP reporting template, but more importantly, lack of effective project monitoring to ensure that reports from the field reflect the true picture on the ground. Inaccurate reports have resulted in presenting the wrong picture on project activities to consultants.

Stakeholder Consultations

Consultations are key to achieving maximum cooperation and ensure local ownership of the project. Reports from stakeholders in the communities and corroborated by partners indicate that there was

mechanism. Equally worth noting is the fact that Local and traditional leaders remain relevant to any community development and peace building efforts in concession areas;

- Another key lesson learned is that lack of synergetic and strategic approach to Joint programming and monitoring results in the project was missing resulting in lacking capacity to identify critical programmatic challenges at an early stage and respond to them accordingly. This undermines the Delivering as One (DaO) principle.

Chapter Five

Conclusion and Recommendations

5.0 Conclusion

Relevance

The concession project design, planning, strategies and approaches were appropriate and relevant to national development priorities and strategies. Considering their comparative advantage, UNDP and FAO rolled out outcomes 1 and 2 in concession communities that addressed the critical and substantive burning issues and responded to social injustice, land disputes, marginalization and exclusion of youths and women in decision-making processes, corruption, mismanagement of natural resources, to name a few prevalent in concession communities.

Under Outcome Component 2, the project worked closely with MSPs in Bomi, Nimba, Ministry of Agriculture and other relevant stakeholders including Sime Darby to support concession-affected communities to create alternative livelihood opportunities within the communities. This has resulted in increased awareness and has changed young men and women's perception about daily reliance on the concessions for employment opportunities. The project exposed concession communities to agricultural activities, which has helped in economically empowering them and building their livelihood sustenance. It is evident that farmers access to post-harvest facilities for adding value to crops (rice and cassava) in Bomi (Moore Town) and Nimba (Makinto) enhanced; Ten hectares integrated model gardens to increase production and productivity of high-valued vegetables established in Bomi (Moore Town) and Nimba (Sippi town); Over 300 women access to agro processors improved; Two Hundred and forty (240) women capacity enhanced in VSLA & business management; four improved poultry facilities to enhance the production and productivity of meat and eggs established in G-Bomi and Zoloween-Nimba; over 20 hectares of encumbered lowland to improve production and productivity of rice secured in Nimba.

Efficiency

The consultants found that the project delivered most of its financial and technical support for the entire Project implementation. Financial management was strong with clear budget tracking to account for commitments, expenditure and fund utilization. Review of the data on resource mobilization and utilization of Project resources shows that the project has exhibited a high degree of efficiency. The Project progress reports were transparent and provided accountability of how resources were utilized, what activities were undertaken and what were achieved as informed by the quarterly and annual progress reports and AWPs. There has been economical use of financial and human resources, and those resources were used for the intended planned activities and concentrated on the achievements of those results as reflected in the results matrix. Project funding provided through the Multi-party Trust fund/Peace building Fund was US$ 2,761,070.00, UNDP US$291,320.26 and the Government of Liberia US$ 25,000 (in kind), which was equivalent to the total budget of US$ 3,052,390. As at the project duration date 2018 t 2019, contribution received from donors amounting to US$3,052,390.26 have been utilized to the tune of US$2,829,807.00 with an un-spent balance of US$222,583.22 (commitments/ongoing contractual construction services). The cumulative average delivery to date bhm

	consultation at the design stag was lacking. Note: This conclusion is ir respect of and applicable to findings 1,2, 3 and 4. .	agricultural and agri-business continue to provide support to farmers to increase yield provide employment to youths and women and, by implication promote increased income an sustainable peace. This recommendation is ir respect of and applicable to findings 1, 2, 3 and 4.
Finding 2 The Project addresse the two outcomes and attendan outputs in the Prodoc and contributed to the PAPD and Af cprresponding pillars Pillar 2: ^ W } Á Œ š } š Z W } ^ } v } u] v : } Œ W] o o Œ ð WP ^ š ‰ • š W of the PAPD and Pillar 1 (Peac Security and Rule of Law) ar Pillar 2 (Economic Transformation), Pillar 5: tha addresses gender equality ar Youth Empowerment of the AfT Finding 3 The project was relevant because it addresse the critical and substantive burning d 4.	Same as above Same as above	Same as above Same as above

Finding 6: The evaluation established that the National Bureau of Concession (NB worked through implementing ‰ Œš v Œ • U o } o o including EDUCARE and IRE and built MSPs capacities, who turn facilitated conflict management and peacebuildi		

regaining some pieces of lan where communities are nov undertaking agricultura activities.		
Finding 9: The project reached beneficiaries by addressing the rights to access agricultural lan settle land disputes, have a sa in natural resource management, enhanced soci cohesion and cooperation between stakeholders (loca authorities and MSPs workin together) and is yielding result such as information sharing conducting town hall meeting and community conflict resolutions.	Same as 5 above	Same as 5 above
Finding 10: Trends from documents reviewed show tha there exist a draft comprehensive M&E plan, whic envisions quarterly monitoring spot visits and site assessmer but is yet to be implemented M&E and joint project implementation in UNDP/FA remain weak.	Same as 5 above	Same as 5 above
EFFICIENCY		
Finding 11 The evaluation team established that the projec delivery was done through Direct Implementation Modality (DIM). They also note that th Project utilized all of the processes during projec implementation including good planning and giving priority t result oriented activities but	The concession project has, to large extent, demonstrated efficiency in its financia operations and managemen timely delivery of key activities especially for outcome one. I the case of outcome 2, som delays were experience affecting the agricultura activities which require much	Efficiency is critical in timely project delivery and management of resources. U partners particularly FAO shou redouble its efforts in promoting agriculture and agro-business, and work more on projec planning and staffing to ensur the timely and quality

although faced with monitoring challenges.	more time. This conclusion is also in respe of and applicable to finding 14.	implementation of project. This recommendations als holds for finding 14.
Finding 12: The evaluation team found that the project has no attracted additional support although some funding commitments were made through Memorandum of Agreement, (MOA) by concessions but were neve translated into real cash Besides, the GoL continuou demand of advance payment c corporate social developmen fund owing to fulfillment of corporate responsibilities o these companies ha compounded the problem.	The evaluation team concludes that the project did not attract additional funding/ support from concessions and the GoL	It is recommended that the Go provides support (financial material etc.) to the operations of the MSPs in the post project era
Finding 13: Stakeholder interviews revealed that coordination between FAO an UNDP on the one hand, and th PBF secretariat on the other, wa initially weak at the inception stage of the project implementation. However significant improvement ha been made and coordinatio now defines the relationship i the remaining period of projec implementation.	The evaluation concludes tha efficient collaboration and coordination at all stages of th project is critical to optimum output	The team recommends th existence of flexibility for P v] • š } o } } l š W by facing the reality on the ground ensuring that their funding requirements are base on analysis of the country context.
Finding 14: According to the expenditure delivery summar for resoiurces utilized for the period 2018-2019, it shows that out of a total approved budge of US$3,025,390.26 million, th total amount utilized was US 2,829,807.04 and the unspent balance reflected US	Same as 11 above	Same as 11 above

development principles of the GoL as it relates to the Pro-Poor Agenda for Prosperity and Development (PAPD) and the AfT.		
Finding 18. FAO has contributed to building the logistical capacity of the MoA (donation of mobiles) through the CACs (Bomi & Nimba) and DAOs for use to monitor the project after it has ended.	The results will be sustained through the enhanced efforts of MoA, the local community leaders, women groups and youths who have been empowered and fully engaged in the implementation, and have now taken ownership Also in respect of and applicable to finding 19.	

in MSPs	This cconclusion is also respect of finding 21.	
Finding21 : The project adopted a gender-based sensitive approach. The agricultura component was heavily tilted toward engaging young men ar women in farming. Trends fron documents reviewed noted tha affected communities access t improved alternative livelihoods particularly agre-based ones for young men and women, ar taking center stage in concessio communities.	Same as above	It is also recommended that NB and other MACs (MIA MoA u ‰ } Á Œ Á } u v [• ‰ that are currently serving a agents of peace and reducir