

Green, Inclusive and Resilient Liberian Communities (GIRL)



Final Evaluation Report

October ,2025

Table of Contents:

List of Tables	1
List of Figures	1
Abbreviations and Acronyms	2
Executive Summary	3
I. Introduction	5
A. Purpose and Scope	5
II. The Evaluated Project	6
III. Methodological Approach	7
IV. Findings	10
EQ5.1 Relevance	10
EQ5.2 Coherence	12
EQ 5.3 Effectiveness	13
EQ5.4 Efficiency	18
EQ5.5 Impact	20
EQ5.6 Sustainability	24
V. Conclusion	27
VI. Recommendations	28
VII. Appendices	32

List of Tables

Table 1: Risk and limitations during the evaluation and the mitigation strategies used	9
Table 2: Examples of Community-Level Improvements in Disaster Preparedness and Gender-Differentiated Roles.....	15
Table 3: Improvements in community-level knowledge and understanding referred to during the evaluation.....	16

List of Figures

Figure 1: Flow process of the evaluation methodologies.....	7
Figure 2: Main challenges identified from survey.....	10
Figure 3: Community Members feedback on how well the project adapted to evolving context.....	12
Figure 4: Proportion of participants who indicated being prepared to cope with future disasters.....	15
Figure 5: Gender and Inclusion in Project-Supported Community Structures.....	16

Abbreviations and Acronyms

CAP	:	Community Action Plan
CBAT	:	Community-Based Action Team
CBO	:	Community-Based Organization
CEA	:	Community Engagement and Accountability
CIC	:	Community Information Centre
DRR	:	Disaster Risk Reduction
EQ	:	Evaluation Question
EVCA	:	Enhanced Vulnerability and Capacity Assessment
FGD	:	Focus Group Discussion
GIRL	:	Green, Inclusive, and Resilient Liberian Communities
KII	:	Key Informant Interview
LNRC	:	Liberian National Red Cross Society
MoA	:	Ministry of Agriculture
MoH	:	Ministry of Health
MoU	:	Memorandum of Understanding
PGI	:	Protection, Gender, and Inclusion
SRC	:	Swedish Red Cross
ToC	:	Theory of Change
WASH	:	Water, Sanitation, and Hygiene

Executive Summary

The Green, Inclusive, and Resilient Liberian Communities (GIRL) Project, implemented by the Liberian National Red Cross Society (LNRCS) in partnership with the Swedish Red Cross (SRC) and funded by the Swedish Embassy, was designed to strengthen the resilience of vulnerable communities in Grand Kru, Sinoe, and River Gee Counties to climate- and health-related risks. Implemented between 2023 and 2025, the project aimed to improve access to safe water and sanitation, promote healthy hygiene behaviours, and strengthen climate-smart agriculture and disaster preparedness through inclusive, community-driven approaches.

This endline evaluation, conducted between September and October 2025, **assessed the performance of the project against the OECD-DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.** The evaluation combined qualitative and quantitative methods, including key informant interviews, focus group discussions, field observations, and a beneficiary survey.

Summary of findings

Relevance: The project was highly relevant to community needs, addressing challenges such as unsafe water, poor sanitation, limited livelihoods, and weak disaster preparedness identified through the EVCA. Inclusion of the affected people (471 women, 449 men, including 37 persons with different abilities and minority group members) in this EVCA ensured the project objectives reflected the community priorities.

The project also demonstrated adaptability to changing contextual factors, including climate variability and seasonal farming demands, by shifting community meetings and trainings to evenings and weekends to allow affected farmers to carry out their farming activities, and by introducing improved seed varieties and simple water retention techniques to enhance resilience against erratic rainfall. This was confirmed by 93.7% of survey participants (47.8% male and 52.2% female) who agreed that the project adapted “very well” to changing contexts, highlighting its participatory and flexible implementation model.

Coherence: The project was well aligned with national frameworks, including the ARREST Agenda and the National Disaster Risk Management Policy (2012). A formal MoU with the Ministry of Agriculture strengthened local extension services, but the absence of a similar agreement with the County Health Teams limited coordination and technical oversight, despite the involvement of Community Health Volunteers (CHVs) and Community Health Assistants (CHAs) who are part of the CHT and operated without the CHT's formal knowledge. Nonetheless, the project complemented government and partner initiatives, filling key WASH and agriculture service gaps and reinforcing local institutional coherence.

Effectiveness: The project achieved tangible results across its two main outcomes—**(1) increased community capacity to manage disaster and climate risks, and (2) improved health, hygiene, and sanitation practices.** Community health outcomes were particularly strong: handwashing, environmental cleanliness, and latrine use became widely adopted practices, resulting in noticeable reductions in malaria and diarrheal cases. Mothers’ Clubs and WASH Committees emerged as effective local mechanisms for sustaining hygiene promotion and behavioral change.

Disaster preparedness outcomes were more modest. While Community Information Centers (CICs) and CBATs improved awareness and early-warning capacity, uneven functionality and limited technical

follow-up reduced their overall effectiveness. The project's rapid scale-up from 12 to 45 communities within the same timeframe further diluted staff supervision and technical consistency.

Efficiency: Project resources were managed prudently in a logistically challenging environment. The decentralization of financial management to the regional office in River Gee County improved the timeliness of disbursements and enabled faster responses to community needs. Transparent communication with communities about delays also helped maintain trust and participation. However, additional motorbikes were procured following the midterm review, which had identified transportation as a key challenge. **Despite this improvement, the reliance on a single project vehicle remained the most significant logistical constraint affecting supervision and timely field delivery.** The scale-up without corresponding increases in budget, time, or human resources led to trade-offs between reach and depth. Despite these constraints, the project maintained operational momentum and cost-conscious management, demonstrating strong financial integrity and adaptability under pressure.

Impact: The GIRL Project contributed to measurable improvements in community wellbeing, health, and social cohesion. The rehabilitation of hand pumps, construction of latrines, and hygiene promotion campaigns transformed daily health practices, leading to cleaner environments and reduced disease prevalence. The project also strengthened social capital through the establishment of local governance structures and savings mechanisms, such as community "cash box systems" used for pump maintenance. Women's leadership flourished within WASH Committees, CBATs, and Mothers' Clubs, marking a significant shift in gender norms and local decision-making. While agricultural training improved awareness of climate-smart practices, limited follow-up and the absence of a standardized curriculum or training manual constrained deeper resilience outcomes.

Sustainability: Behavioral and institutional sustainability is emerging but uneven. Hygiene and sanitation practices are likely to endure due to community by-laws, peer learning, and the leadership of local structures. Many communities institutionalized monthly cleaning days and latrine maintenance using locally available materials. However, the technical sustainability of key assets such as CICs, hand pumps, and Farmer Field Schools remains uncertain. The lack of structured maintenance plans, water-quality testing, and formalized partnerships with County Health Teams poses risks to long-term continuity. Positive trends include community-managed repair funds and continued women-led mobilization, but sustainability will require stronger institutional linkages, capacity building, and government integration.

Lessons Learned

The project highlighted that community resilience is strongest when built on existing social structures and consistent institutional partnerships. Embedding behavior change within Mothers' Clubs, WASH Committees, and CBATs proved highly effective, demonstrating that social mobilization, not infrastructure alone, drives sustainable outcomes. Future programmes should therefore prioritize scaling these tested models, ensure realistic alignment between scope and resources, and formalize coordination with government entities to enhance technical oversight, accountability, and continuity of results.

Conclusion and Recommendations:

Overall, the project stands as a relevant, moderately effective, and community-owned model for building resilience in Liberia's southeastern counties. It improved access to clean water, strengthened inclusion, and cultivated collective responsibility across target communities. The project's most enduring legacy lies in empowered communities that have internalized hygiene, cooperation, and self-reliance as everyday norms.

Future programming should:

- Allocate additional time focused on consolidation rather than expansion to enable the 33 recently added communities to mirror similar results achieved in the 12 earlier ones, where outcomes are more evident. The extension should prioritize mentoring, technical follow-up, and continuous monitoring to deepen behavioral, institutional, and technical gains across all project sites.
- Integrate water-quality testing into future projects prior to implementation, ensuring it is conducted in consultation with the ministries and agencies mandated to perform such testing.
- Establish formal partnerships with key line ministries—particularly the Ministry of Health—to institutionalize coordination and technical oversight through signed MoUs with County Health Teams, defining clear roles, responsibilities, including joint monitoring, and reporting mechanisms.
- Plan future scale-ups based on realistic timelines, staffing, and resources, ensuring that expansion matches available capacity and funding to sustain quality implementation and supervision.
- Move beyond participation to empowerment by integrating tailored livelihood and accessibility components for persons living with disabilities, supported by small grants and mentorship.
- Embed proven approaches—such as women-led resilience groups and community clean-ups—into county and local development plans to ensure replication and long-term sustainability.
- Include minority group-specific indicators in monitoring tools to track tangible progress in empowerment, livelihoods, and leadership participation, moving beyond attendance-based measures.

Prioritizing these measures will ensure that the GIRL model evolves from a successful pilot into a sustainable framework for resilience programming in Liberia.

I. Introduction

A. Purpose and Scope

This endline evaluation aimed to assess the contributions of the GIRL's project to strengthening community resilience to climate change and related health risks in southeastern Liberia. Implemented by the Liberian National Red Cross Society (LNRCS) in partnership with the Swedish Red Cross (SRC) and funded by the Swedish Embassy, the project operated in 45 communities across Grand Kru, Sinoe, and River Gee Counties between January 2023 and December 2025. The evaluation provided an independent review of the project's performance, identified lessons learned, and delivered recommendations to inform future programming and decision-making.

More specifically, the purpose of this evaluation was to:

- Assess the relevance, effectiveness, efficiency, sustainability, and impact of the GIRL Project.
- Identify good practices, challenges, and lessons learned to inform future programming.
- Provide strategic, evidence-based recommendations to LNRCS, SRC, and the Swedish Embassy for potential scale-up or replication.
- Contribute to organizational learning and accountability for stakeholders and communities involved.

The scope of the evaluation covered the entire implementation period at the time the evaluation was commissioned (January 2023 – September 2025) and all project activities delivered in the 45 target communities. It included engagement with a broad range of stakeholders—affected people or communities, community leaders, local authorities, LNRCS project staff, SRC delegates, and partners. The methodology employed a participatory, mixed-methods approach, combining desk review, surveys, key informant interviews, focus group discussions, field visits, and participatory validation processes. Ethical principles, cultural sensitivity, and the inclusion of marginalized and vulnerable groups were upheld throughout.

The primary intended users of this evaluation are LNRCS, SRC, and the Swedish Embassy. Secondary users include local authorities, community structures, and resilience stakeholders in Liberia. The evaluation was conducted independently in line with the ToRs attached in the annex, ensuring accountability and learning for both the Red Cross Movement and donor partners.

The report is organized as follows: Section 1 presents an overview of the evaluated intervention (the GIRL Project) and its implementation in the target counties. Section 2 outlines the methodology and approach used, including data collection tools and how data were analyzed. Section 3 presents the evaluation findings across the key OECD criteria, and Section 4 offers conclusions and actionable recommendations to strengthen future program design and delivery.

II. The Evaluated Project

The GIRL project (2023–2025) is implemented by the LNRCS in partnership with the SRC and with funding support from the Swedish Embassy. Anchored in the ambition to strengthen the resilience of vulnerable populations, the project was launched in January 2023 to respond to the growing threats of climate change, environmental degradation, and climate-related health risks in Liberia’s southeastern region. Initially operating in 12 communities across Grand Kru, Sinoe, and River Gee Counties, the project has priorities for gender equity, inclusion, protection, and accountability, with a lean on enabling women, men, youth, children, and persons with different abilities to play an active role in shaping community resilience.

Building on the achievements and lessons from its first year of implementation—and drawing on insights from the midterm review conducted in June 2024 in close consultation with the Swedish Embassy—the project expanded its coverage to 45 communities. This expansion responded directly to the heightened demand for sustainable, community-driven solutions that address the interconnected challenges of food insecurity, climate vulnerability, and health risks across rural Liberia.

At its core, the GIRL Project seeks to strengthen local capacity and knowledge among community members to anticipate, prepare for, and respond to climate-related disasters and health threats. Beyond capacity building, the project emphasizes behavior change and community participation, recognizing that resilience can only be sustained when communities are empowered to lead their own adaptive processes and when marginalized groups—including women, youth, and persons with different abilities—are fully included in governance and decision-making structures.

The Final Evaluation of the GIRL Project, therefore, serves a dual purpose. Firstly, it is designed to assess the project’s performance against six key evaluation criteria: **relevance, coherence, effectiveness, efficiency, impact, and sustainability**. In doing so, the evaluation will measure the extent to which the project has achieved its intended outcomes, including:

- ❖ Enhancing the capacity and knowledge of women, men, girls, boys, and persons with disabilities in targeted communities to address the risks of climate change and natural hazards.
- ❖ Strengthening knowledge and promoting positive behavior change to reduce health risks that are exacerbated by climate change.

Secondly, the evaluation will identify good practices, challenges, and lessons learned throughout implementation, providing strategic, evidence-based recommendations to inform future programming. These insights will guide the LNRCS, SRC, and the Swedish Embassy in shaping sustainable, scalable, and community-driven resilience initiatives in Liberia and beyond.

As the project approaches its conclusion in September 2025, this endline evaluation represents a pivotal opportunity to reflect on what has been achieved, assess the significance of outcomes for communities, and determine how best to consolidate results for long-term resilience. By capturing evidence of contributions and providing actionable guidance, the evaluation will contribute to enhanced learning, accountability, and strategic direction for the next phase of resilience building in Liberia.

III. Methodological Approach

In consultation with the Liberia National Red Cross Society and the Swedish Red Cross, the evaluation team selected a participatory mixed-methods approach guided by the OECD-DAC evaluation criteria. Mixed-methods were deemed most suitable for assessing both the measurable results and the processes of change supported by the GIRL Project, enabling the evaluation to understand what was achieved as well as how and why changes occurred within communities. The design also ensured inclusion of diverse perspectives, particularly of women, youth, and persons with different abilities, through gender-balanced data collection and disaggregation by sex, age, and disability.

The evaluation was guided by a detailed evaluation plan and matrix, which outlined the Evaluation Questions (EQs), Judgment Criteria (JCs), and indicators derived from the project’s logical framework and Terms of Reference (ToR). A convergent-parallel design was adopted, whereby quantitative and qualitative data were collected simultaneously, analyzed independently, and then triangulated to build a comprehensive and credible picture of project performance and outcomes.

Fieldwork was undertaken from 20–30 September 2025 across twelve project communities in Grand Kru, Sinoe, and River Gee Counties.

A variety of complementary tools were used to collect information from project stakeholders and community participants (see Figure 1). The figure illustrates how gender and inclusion considerations formed the foundation of the evaluation, ensuring that voices of women, men, and persons with different needs were equally represented. Guided by the OECD-DAC criteria, both quantitative (household surveys) and qualitative (KIIs and FGDs) data were collected and analysed in parallel, then triangulated and consolidated to produce evidence-based findings for the final report.

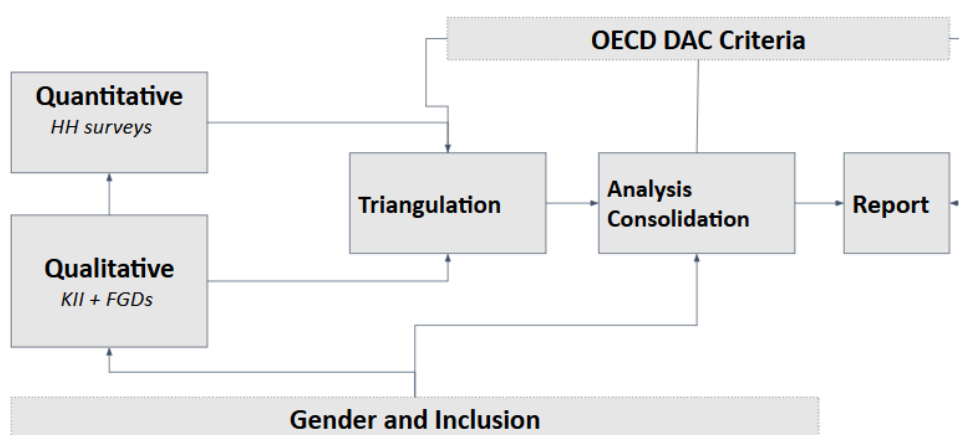


Figure 1: Flow process of the evaluation methodology.

- **Documentary Review:** A structured review of the project and contextual documents was undertaken, including project proposals, EVCA report, monitoring and mid-term reports, progress updates, donor communications, and community feedback summaries. The document review provided background context, supported the construction of the evaluation matrix, and the refinement of the field instruments (the data collection tools).

- **Key Informant Interviews (KIIs):** Conducted with approximately 18 stakeholders, including representatives from the LNRCS, SRC, national government institutions at the local level (MoH and MoA), and community facilitators. KIIs explored strategic relevance, coordination, efficiency, and sustainability dimensions of the GIRL Project.
- **Focus Group Discussions (FGDs):** Nine FGDs were organized across the three project counties—three in each county—with distinct groups such as Mothers’ Clubs, Farmer Associations, WASH Committees, Community-Based Action Teams (CBATs), and broader community members. Each session was co-facilitated by the evaluation team. This exercise was used to capture the affected people’s experiences and perceptions of change and also on the relevance, impact, and sustainability of the project results in the communities. Separate sessions for men and women ensured that women’s voices were equally represented.
- **Household Surveys:** A household survey complemented the qualitative data and was deployed on Kobo Toolbox. Using a multi-stage cluster sampling method, twelve project communities were selected across the three counties, with twenty households per community, yielding a total of approximately 240 households (80 per county). Structured questionnaires captured quantitative data on climate-smart agricultural practices, participation in resilience activities, household WASH and health conditions, and gender equality dimensions.

Data Analysis and Triangulation

Detailed notes were taken during all interviews, and at the end of each day, the team met to review notes, verify translations, and ensure completeness before data entry. Following fieldwork, data cleaning and validation were conducted prior to analysis to ensure completeness, accuracy, and consistency across tools and data sources.

Quantitative data collected through household surveys were downloaded from the digital data-collection platform (kobo), checked for outliers, missing values, and logical inconsistencies, and subjected to double-entry verification. Data cleaning included range and consistency checks, recoding of categorical variables, and removal of duplicates. Once validated, the dataset was exported to Excel for statistical analysis.

Qualitative data from Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) were first transcribed verbatim, reviewed for accuracy. Transcripts were organised thematically based on the evaluation matrix and the OECD-DAC evaluation criteria—relevance, effectiveness, efficiency, sustainability, and impact. The coding framework incorporated both deductive codes derived from the evaluation questions and inductive codes emerging from field narratives. This process allowed patterns and sub-themes to surface organically, particularly around key domains such as community resilience, health system strengthening, gender equality, inclusion of persons with different abilities, and institutional capacity-building.

Quantitative analysis focused on generating descriptive and comparative statistics to highlight trends across the three project counties—Grand Kru, Sinoe, and River Gee—and to assess changes in key indicators such as access to safe water, adoption of climate-smart practices, participation in resilience-building activities, and perceptions of gender empowerment. Cross-tabulations were used to examine relationships between variables, while disaggregation by sex, age, and disability status enabled assessment of equity and inclusion outcomes.

Qualitative findings were analysed concurrently and compared against quantitative trends to explain variations, confirm emerging patterns, and uncover contextual nuances that numerical data alone could not capture. Evidence from desk reviews, KIIs, FGDs, and surveys was then triangulated to strengthen validity and reliability. Converging lines of evidence were used to confirm results, while divergences were explored to understand contextual differences or implementation gaps.

Finally, results were synthesised according to the five OECD-DAC criteria, linking findings to the evaluation questions and judgement criteria. The synthesis produced a coherent narrative that integrates quantitative indicators with qualitative insights, ensuring that the final conclusions reflect both measurable results and lived community experiences. This process of iterative triangulation and synthesis underpins the robustness and credibility of the evaluation findings presented in this report.

Risk and Mitigation

A number of limitations to the research were considered, and mitigation strategies identified. These are addressed in Table 1.

Table 1: Risk and limitations during the evaluation and the mitigation strategies used

Risks and Limitations	Mitigation Strategies
Several project communities were difficult to reach due to the poor state of rural roads, especially during the rainy season, increasing travel time, and risk of missing scheduled interviews.	A well-coordinated fieldwork plan was developed, with stacked travel schedules to minimize delays and ensure timely coverage of all target areas.
Delay in the disbursement of the 60% before data collection from LNRCS.	Maintained constant communication and follow-up with LNRCS to ensure the timely release of funds.
Difficulty scheduling Key Informant Interviews (KIIs) with stakeholders or partners due to competing priorities or absence.	Coordinated all Key Informant Interviews in advance through the county structures of the LNRCS to ensure timely availability of respondents before field arrival.
Out of the targeted 240 surveys, only 203 were conducted due to unforeseen events during fieldwork. A death occurred in one community, and when the nearby community was scheduled, another death had also occurred, resulting in suspended activities. With no other nearby communities and limited time, the team was unable to reschedule an alternative site.	Although the total number of surveys was affected, the representativeness and reliability of the findings were not affected. The evaluation maintained proportional coverage across the three counties and ensured that the sampled communities reflected similar demographic, geographic, and programmatic characteristics as those initially targeted. Data triangulation from multiple sources—including Key Informant Interviews, Focus Group Discussions, and secondary project records—compensated for the smaller sample size, ensuring the robustness and validity of the evaluation results.

IV. Findings

This findings section is structured according to the OECD-DAC evaluation criteria—relevance, coherence, effectiveness, efficiency, impact, and sustainability—with an additional section dedicated to lessons learned.

EQ5.1 (Relevance): To what extent did the project design and objectives respond to the real needs and priorities of targeted communities? How well did the project adapt to changing contextual factors, including climate risks and community dynamics

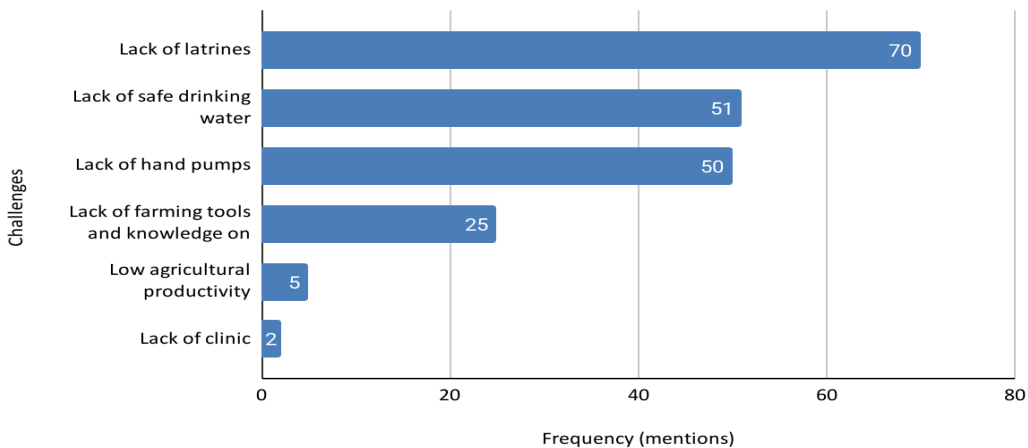
Key Takeaways

- The project design was strongly grounded in community-identified priorities, drawing on findings from the Enhanced Vulnerability and Capacity Assessment (EVCA) which highlighted key local needs such as unsafe drinking water, poor sanitation, limited livelihoods, and weak disaster risk reduction. Its participatory approach ensured that interventions reflected local realities, gave voice to women and vulnerable groups, and built a strong sense of community ownership.
- The project adapted well to changing contextual factors and climate risks, remaining relevant amid local disruptions. Through flexible planning, continuous engagement, and feedback from community structures, it maintained trust and ensured that activities stayed responsive to evolving social and environmental conditions.

The project was highly relevant to the real needs and priorities of the communities it served. Its design was informed by participatory diagnostics—specifically the Enhanced Vulnerability and Capacity Assessment (EVCA), **which identified critical challenges such as unsafe drinking water, poor sanitation, limited livelihood opportunities, and weak preparedness for climate and health shocks.**¹ The survey’s gender-disaggregated data (52.9% female and 47.1% male respondents, inclusive of minority groups) further confirmed these as the main challenges faced before the project (Figure 2), upon which the project objectives were subsequently crafted. The most frequently mentioned challenges included lack of latrines (70 mentions), lack of safe drinking water (51), lack of hand pumps (50), lack of farming tools and knowledge on climate smart agricultural practices (25), insufficient food and low agricultural productivity (5), and lack of a clinic (2). These data reinforce the consistency between the survey results and the participatory diagnostics that guided the project’s formulation, demonstrating that the intervention was directly aligned with community-defined priorities.

¹ Mid-Term Report, 2024, pp. 3–7 & EVCA Report

Figure 2: Main challenges identified from survey



Source: Survey Data

Although the EVCA was only conducted in thirty (30) communities following the project’s expansion, the priorities established during the initial assessments continued to guide implementation. Field teams and local facilitators applied the same participatory methods in new sites, maintaining consistency with the project’s community-led approach. This approach strengthened local ownership and ensured that interventions remained responsive to the most pressing needs identified by community members.²

The project demonstrated strong adaptability to changing contextual factors, including periods of delayed meetings, supervision, and climate variability. In response, the project team rescheduled community meetings and trainings to evenings and weekends, to ensure that the affected people can attend as the initial meeting coincided with their farming activities.

Climatic variations also prompted real-time adjustments. For example, in Wutuken community, delayed rains and poor drainage affected upland rice demonstration sites. The project responded by introducing lowland and climate-smart farming practices, including improved seed varieties and simple water retention techniques, which helped farmers sustain production despite erratic rainfall.³

These responsive actions were complemented by consistent community engagement through CBATs, Mothers’ Clubs, and WASH Committees, which ensured local ownership even amid disruptions.⁴ Informal participation in community events—such as funerals and conflict mediation sessions—further strengthened trust and sustained collaboration with local leaders.⁵ Reflecting this flexibility and embeddedness, 93.7% of surveyed community members (39.7% female, 36% male and 18% of people of different abilities) reported that the project adapted “very well” to evolving contextual factors (see Figure 3). This high level of satisfaction underscores that adaptive management was not a reactive measure but a deliberate strategy that enabled the project to remain relevant and resilient to socio-economic and climatic changes.

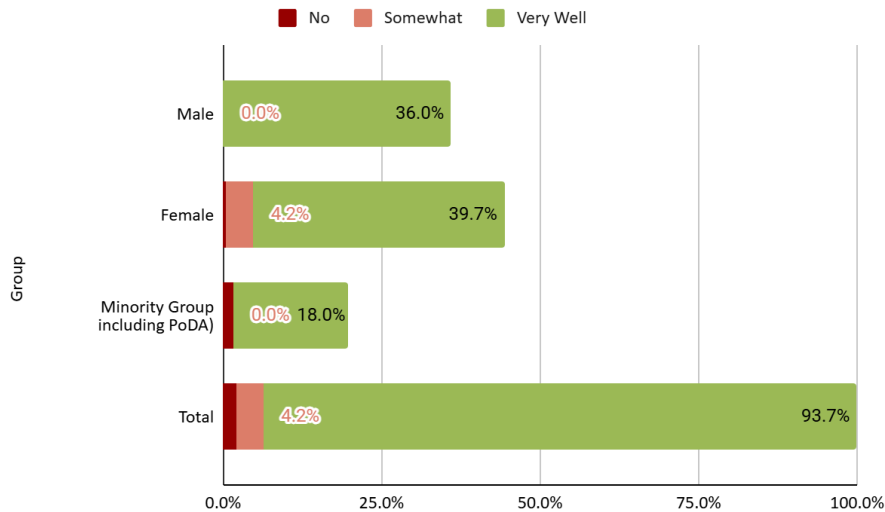
Figure 3: Community members feedback on how well the project adapted to the evolving context

² FGD002; KII003; KII005

³ Mid-Term Report, 2024, p.3

⁴ KII001

⁵ KII007 & KII008



Source: Survey Data

EQ5.2 (Coherence): To what extent are the intervention’s objectives, strategies, and activities aligned with national frameworks, international standards, and the efforts of other actors?

Key Takeaways

- The project was well aligned with Liberia’s ARREST Agenda, the National Disaster Risk Management Policy of 2012, and sectoral priorities of the Ministries of Health and Agriculture. Its MoU with the Ministry of Agriculture ensured structured collaboration and positioned the Red Cross as an extension arm supporting national agricultural goals.
- Unlike in agriculture, there was no formal MoU with County Health Teams (CHTs), limiting their role to workshop facilitation and excluding them from planning, implementation, and monitoring. This weakened institutional coherence, reduced technical quality in health-related reporting, and constrained sustainability.
- The project was widely regarded by local authorities as complementary to government efforts, filling service gaps in health, agriculture, and WASH—especially after other partners withdrew. Regular participation in county coordination meetings ensured alignment with local priorities and avoided duplication of interventions.

The Project showed strong alignment with Liberia’s national and sectoral frameworks, particularly in disaster preparedness, health, agriculture, and WASH. Its overall design and objectives reflected the ARREST Agenda and the National Disaster Risk Management Policy of 2012⁶, which both emphasize community-driven resilience and livelihood improvement. Key informant interviews confirmed that the project’s focus on climate-smart agriculture, hygiene promotion, and community health awareness was consistent with national priorities.⁷ The project’s activities under the health and WASH components complemented the Ministry of Health’s priorities—especially in hygiene promotion, sanitation, and behavioral change—while its agricultural extension support reinforced the Ministry of Agriculture’s Extension and Advisory Services Strategy. Through a Memorandum of

⁶ [National Disaster Risk Management Policy, 2012](#)

⁷ KII001

Understanding (MoU) with the Ministry of Agriculture, the project established a strong operational link that enabled Red Cross teams to act as an extension arm of the government, training farmers in lowland cultivation and providing tools and materials.⁸ These interventions created a practical structure for decentralized agricultural support, directly advancing the government's push for increased local rice production.

However, coordination in the health sector was relatively weak and undermined overall program coherence. **Although the project collaborated with County Health Teams (CHTs) to facilitate workshops and awareness sessions, there was no formal MoU outlining their roles and responsibilities.**⁹ This limited the CHTs' engagement to ad hoc facilitation rather than full participation in planning, implementation, or monitoring. As a result, health-related activities were primarily managed by LNRCS field teams, who lacked the technical expertise to track health outcomes and indicators effectively.¹⁰ This exclusion of the CHTs reduced the project's integration into the county health system and created missed opportunities for capacity sharing and institutional learning. In the absence of a such a structured partnership, sustainability became a concern—especially where project-supported initiatives like radio programs and hygiene campaigns depended on LNRCS resources rather than being embedded within existing county health structures.¹¹

Despite these gaps, the project was widely regarded by local authorities as complementary to existing efforts. Monthly County Coordination Committee meetings, which brought together other partners, served as the main coordination platform. Stakeholders repeatedly noted that *"this GIRL project has no duplication"*.¹² The project filled critical service gaps in both agriculture and health, particularly in counties where other NGOs had withdrawn. For instance, the Red Cross was recognized the County Health Teams as the only organization sustaining Social and Behavioral Change (SBC) activities following the closure of USAID's Breakthrough Action.¹³ Similarly, the installation of community information centers, construction of hand pumps, and delivery of agricultural training were described by local officials as interventions that *"complement the government's efforts to its citizens"*.¹⁴ **Overall, while the project aligned well with national frameworks and effectively complemented government priorities, the absence of a formalized role for the MOH (County Health Teams at the local level) weakened institutional coherence and limited the potential for sustained integration into public systems.**

EQ 5.3 (Effectiveness): To what extent did the project achieve its planned outcomes? Were there any unintended (positive or negative) outcomes? How effectively were PGI and CEA integrated?

Key Takeaways

- The project achieved strong results in hygiene, sanitation, and health behavior change, but evidence on disaster risk reduction and climate adaptation remains limited.
- Results were mainly output-driven, with infrastructure use often mistaken for behavioral change, and weak monitoring systems limiting outcome verification.

⁸ KII005, FDG002

⁹ KII002

¹⁰ KII002

¹¹ KII001 & KII002

¹² KII002; KII005

¹³ KII003

¹⁴ KII003

- Unintended positive outcomes included reduced water-related conflicts and new community savings initiatives that strengthened cohesion.
- Coordination and follow-up gaps—such as lack of water-quality testing and limited supervision—affected quality and sustainability.
- PGI and CEA were inclusive in participation but lacked depth, with minimal follow-up or documented feedback to inform adaptive management.

During the evaluation, it was evident that the project achieved results across both of its outcomes, though the degree of effectiveness varied between sectors and activities. **The project’s strongest achievements were seen in its community-level interventions in health, hygiene, and sanitation, while outcomes related to climate adaptation and resilience building were less clearly demonstrated.** The project’s operational footprint expanded rapidly—from 12 to 45 communities—within the same timeframe, reflecting its high level of activity but also contributing to implementation and monitoring gaps. **Across the intervention areas, the evaluation team observed that results were largely output-driven: community infrastructure, awareness sessions, and training events were delivered as planned, but evidence of deeper behavioral or institutional transformation was limited.**¹⁵

Outcome 1: Disaster risk reduction and climate change adaptation: Increased capacity of women, men, girls and boys in the target communities to address the risk of climate change and natural hazards

At the time of the evaluation, the project had not yet produced verifiable data on the Risk Management dimension of community resilience—the key indicator for Outcome 1.¹⁶ Nonetheless, the project successfully strengthened local structures and awareness. Community-Based Action Teams (CBATs), Mothers’ Clubs, and Farmers’ Groups were formed and trained across all 45 communities. These groups took responsibility for organizing monthly clean-ups, community risk meetings, and early-warning drills.¹⁷

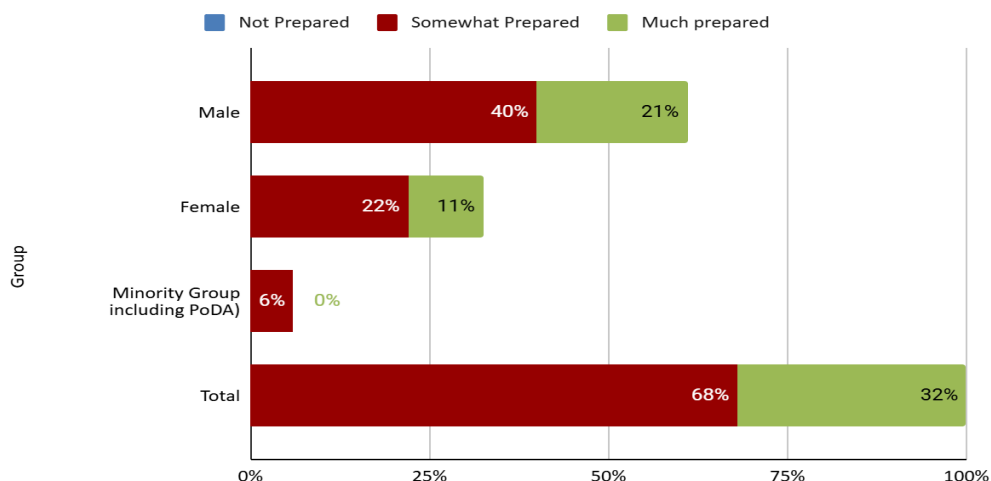
Twelve Community Information Centres were established and used to share messages about storms, floods, and disease outbreaks, although their use and results were mainly visible in communities where the systems were deployed and functional. According to the endline survey (see Figure 4), 68% of respondents reported feeling only “somewhat prepared” for floods, disasters, or health emergencies. Disaggregation shows that 40% of men, 22% of women, and 6% of minority group members felt only “somewhat prepared,” with the latter attributing this to limited support received to strengthen their preparedness.

Figure 4: Proportion of participant who indicated being prepared to cope with future disasters

¹⁵ Project Indicator tracking table

¹⁶ Project Indicator Tracking Table

¹⁷ FGD002, FGD003, KI1005, KI1004



Source: Survey Data

“We now know what to do when a disaster is coming,” said one participant during a focus group in Martuaken, where the early-warning system alerted residents to an oncoming storm in 2024, preventing serious injuries.

These findings suggest that the positive effects on preparedness and cohesion were localized, with tangible results in areas benefiting from the operational early-warning systems, while other communities saw more limited change.

Table 2: Examples of Community-Level Improvements in Disaster Preparedness and Gender-Differentiated Roles:

Example mentioned in all locations	Example common to a specific county or region	Gender perceived differences (if any)
Formation and active engagement of Community-Based Action Teams (CBATs), Mothers’ Clubs, and Farmers’ Groups organizing monthly clean-ups, risk meetings, and early-warning drills.	Community Information Centers (CICs) established and operational in Martuaken and other communities—used to share storm and flood alerts.	Women’s leadership strengthened through Mothers’ Clubs, with women increasingly leading awareness meetings disaster related activities.
Increased awareness and preparedness for disasters, with community members reporting improved knowledge on how to respond to heavy rains, floods, and storms.	Early-warning systems successfully triggered community response in Martuaken during the 2024 storm, preventing serious injuries.	Women actively mobilize neighbours for environmental cleaning and early-warning dissemination.
Regular monthly clean-ups reinforcing environmental sanitation and community cooperation across project communities.	Delay in the supply or provision of materials as agreed in the MoU with the communities.	Women and persons of different abilities emphasized improvements in hygiene and health preparedness; men highlighted reduced community conflict and improved coordination in response efforts.

Field observations confirmed that the project built capacity and increased awareness, but its outcomes were not consistently measurable. **For instance, project staff often interpreted the use of new or rehabilitated hand pumps as evidence of behavioral change, when in reality these reflected improved access to services rather than enduring transformation in hygiene or preparedness practices.** In several communities, hand pumps were either previously unavailable or defective, and their rehabilitation or construction through the project primarily addressed a long-standing service gap rather than triggering a shift in behavior. While these interventions significantly enhanced access to safe water, there was limited evidence to substantiate lasting behavioral change, as observed usage was largely a result of improved infrastructure availability rather than deeper shifts in hygiene norms or practices.

Outcome 2: Health and behaviour change: Improved community health, hygiene, and sanitation practices through WASH and community engagement interventions

Results under Outcome 2 were more tangible and widely acknowledged by community members. The project’s hygiene promotion campaigns and sanitation activities produced clear and visible changes in community behavior. Focus groups and key informant interviews consistently reported improvements in handwashing, regular waste disposal, and the abandonment of open defecation.

“People are not using the bush again, and the awareness level is better than before. People are now more health-conscious,” said a community leader in Sinoe.¹⁸

Community members credited the construction of latrines, dish racks, and regular cleaning exercises for noticeable reductions in malaria and diarrhea cases. Mothers’ Clubs were particularly active in promoting hygiene education and household sanitation, and collaboration with the Ministry of Health helped reinforce messages on disease prevention.¹⁹

Table 3: Improvements in community-level knowledge and understanding referred to during the evaluation.

Example mentioned in all locations	Example common to a specific county or region	Gender perceived differences
Regular community cleaning exercises and environmental sanitation were mentioned in nearly all locations. Communities described these as routine activities introduced by the project, resulting in cleaner surroundings and fewer malaria and diarrhoea cases. ²⁰	In Sinoe County, community members particularly emphasized improved handwashing practices and the abandonment of open defecation, crediting Mothers’ Clubs for sustained awareness campaigns. ²¹	Women were more involved in hygiene promotion and community clean-ups, taking leadership through Mothers’ Clubs and WASH Committees. Men, on the other hand, were more active in constructing latrines and repairing hand pumps. ²²
Construction and use of household latrines and dish racks were common examples reported across almost all project sites. These contributed to reduced waterborne diseases and improved food	In Grand Kru and River Gee Counties, community members highlighted reduced mosquito prevalence due to improved waste disposal and drainage management. ²⁴	Women reported increased confidence and influence in promoting hygiene practices within households and community meetings. Men acknowledged women’s leadership in health

¹⁸ KII002

¹⁹ FGD001

²⁰ KII002; FGD001

²¹ KII002; FGD001

²² KII006; KII007

²⁴ FGD001

While these achievements demonstrate strong progress toward Outcome 2, the evaluation found that changes in hygiene behavior were uneven across the 45 communities. The evaluation revealed a clear correlation between the depth of behavioural change and the phase in which communities were enrolled. **The 12 early-recruited communities, which benefited from longer exposure—averaging over 24 months of engagement—showed stronger and more consistent hygiene practices, higher functionality of WASH structures, and greater ownership of Mothers’ Clubs and WASH Committees.** In these locations, clean-up campaigns, latrine use, and handwashing had become routine and largely self-sustained, supported by local by-laws and peer monitoring. By contrast, the 33 later-added communities, integrated after the 2024 midterm expansion, exhibited partial adoption of hygiene and sanitation practices and less mature institutional structures. KIs and FGDs consistently attributed this gap to the shorter implementation window. This pattern suggests that duration and intensity of engagement are decisive factors in achieving sustainable behavioural transformation. Therefore, extending the programme period would be essential to allow later-phase communities to mirror the gains of the initial 12, ensuring equitable outcomes and deeper institutional consolidation across all 45 project sites.²⁶ Gaps in supervision and monitoring limited the project’s ability to consolidate these gains. At the county level, records of field visits by LNRCS staff were poorly maintained, making it difficult to track whether technical support and follow-up were provided consistently.²⁷ Behavioral change, while significant in many communities, remains at risk of reversal without structured reinforcement mechanisms and stronger institutional oversight.

Unintended Outcomes and Cross-Cutting Integration

Beyond its intended objectives, the project produced a number of unintended yet valuable outcomes. In Grand Kru and Sinoe Counties, women reported that long-standing conflicts over water collection had disappeared following the formation of water management committees and the repair of hand pumps.²⁸ In Kallor Town, farmers voluntarily used part of their harvest proceeds to establish a community kitchen and a small lending scheme, which fostered unity and created a local savings culture.²⁹ These positive spillover effects reflected community ownership and a deepening sense of collective responsibility.

Gender, Protection, and Inclusion (PGI) and Community Engagement and Accountability (CEA) were integrated into the project to varying degrees of success. The establishment of inclusive community structures such as CBATs, WASH Committees, and Mothers’ Clubs ensured balanced representation of men, women, and youth (Figure 5) Persons with different needs were involved in income-generating activities, notably soap-making, and their inclusion helped reinforce community acceptance.³⁰ Focus groups confirmed that both women and persons with different needs participated in meetings and decision-making, with one participant stating, *“Everybody was allowed to be part of the process—men, women, and even people living with disability”*.³¹

²³ Annual Report, 2024, p.2

²⁵ FGD002

²⁶ KII006

²⁷ KII007

²⁸ Mid-Term Report, 2024, pp.15–16

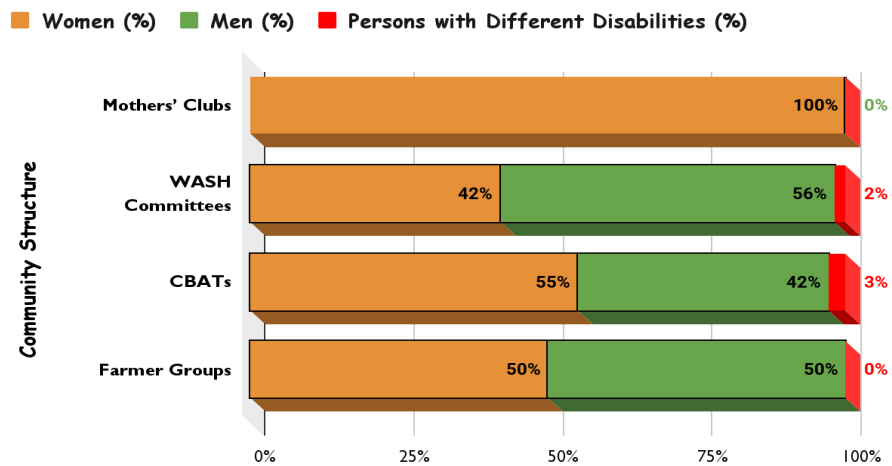
²⁹ KII001

³⁰ Annual Report, 2024, p.1

³¹ FGD001

However, while these steps reflected good intent, the integration of PGI and CEA remained largely procedural. **There was limited evidence that the inclusion of vulnerable groups (particularly persons of different needs) translated into improved livelihoods or empowerment.**

Figure 5: Gender and Inclusion in Project-Supported Community Structures



Source: Survey Data

Overall, the project was effective in mobilizing communities, promoting hygiene and health practices, and increasing local awareness of risk reduction and resilience. Its participatory design fostered inclusion and ownership, and its partnerships with government agencies strengthened local delivery capacity. However, effectiveness at the outcome level was constrained by weak monitoring, inconsistent supervision, and a tendency to conflate infrastructure delivery with behavioral change. **The project achieved breadth of activity but not always depth of transformation.** Sustaining and scaling its results will require stronger institutional coordination, improved data quality assurance, and a more strategic integration of PGI and CEA principles to ensure lasting behavioral and resilience outcomes.

EQ5.4 (Efficiency): Were project resources (financial, human, and logistical) used in the most cost-effective manner to achieve results? Were project timelines and activities well-managed?

Key Takeaways

- The project demonstrated prudent financial stewardship and adaptability, effectively managing scarce resources in a high-cost and logistically demanding environment.
- Decentralizing financial management to the regional level transformed delivery speed—cutting approval delays, improving fund flow, and empowering county teams to act swiftly.
- Persistent logistical gaps, including a single vehicle and aging motorbikes, limited supervision reach and caused recurring delays in material delivery and community follow-up.
- The rapid scale-up from 12 to 45 communities without extending timelines overstretched staff capacity and weakened quality control, trading depth of engagement for wider coverage.

- Despite these constraints, the dedication of field teams, transparent communication with communities, and close coordination among partners sustained momentum and safeguarded implementation efficiency.

The project is currently one of the main sources of structured community support across the three target counties, operating in contexts characterized by poor road networks, long travel distances, and high logistical costs.³² Despite these challenges, project resources were managed with transparency and adaptability, and the team took practical steps to ensure that limited funds, personnel, and materials were used efficiently. The decision made during previous projects to decentralize financial management and delegate budget authority to the Regional Office in River Gee County has strengthened the current project's implementation by improving the timeliness of disbursements and reducing administrative bottlenecks.³³ As a result, field teams could respond more quickly to community needs and plan activities with greater certainty. However, the overall efficiency of implementation was constrained by logistical challenges, delayed procurement, and the ambitious expansion of scope from 12 to 45 communities within the same implementation period.³⁴

Costs of working in these dispersed and remote areas were high. Fuel shortages, deteriorating motorbikes, and the use of a single project vehicle for all inter-county travel placed pressure on transport and supervision schedules. In several instances, activity timelines were extended because materials could not be delivered on time or because the sole vehicle was engaged elsewhere.³⁵

"We received the seed rice, but it came late. The farming season was already over, so we had to keep it until the next time," a farmer in Grand Kru explained.³⁶

Other participants reported delays in receiving WASH materials and tools, but also noted that facilitators maintained consistent communication, explaining reasons for the delays and rescheduling activities transparently.³⁷

Financial resources were managed prudently within these constraints. The decentralized financial process brought decision-making closer to the field and improved cash flow, enabling faster procurement of supplies. All expenditures were supported by documentation and validated by the Project Accountant.³⁸ However, procurement remained cumbersome. Many local vendors lacked the formal business registration and tax documents required for compliance, causing delays in purchasing community-level items.³⁹ The establishment of a regional project account and coordination between county boards, field officers, and the Project Accountant mitigated some of these challenges, improving accountability and shortening approval times. The Memorandum of Understanding between the Liberia National Red Cross Society (LNRCS) and Agricultural Extension Officers—providing for USD 150 as gasoline support and USD 250 as a quarterly allowance for 12 communities—was also instrumental in facilitating local mobility and community members outreach.⁴⁰

³² KII005

³³ KII001

³⁴ Annual Report, 2024, p.1

³⁵ Mid-Term Report, 2024, p.10

³⁶ FGD001

³⁷ FGD002; FGD003

³⁸ KII001

³⁹ Mid-Term Report, 2024, p.10

⁴⁰ KII005

Human resources were deployed effectively, though with notable limitations in capacity development. Field staff often multitasked to meet multiple program demands, and the use of volunteers enhanced outreach while keeping costs low.⁴¹ However, some county-level staff indicated that they had not received any training linked to the project's specific interventions.⁴² The absence of structured monitoring tools at some county offices further constrained efficiency, with reporting focused mainly on attendance logs rather than performance data. The expansion from 12 to 45 communities, while increasing reach, also diluted the intensity of technical follow-up and supervision. Staff workloads increased substantially, and monitoring visits became less frequent.

"We are still waiting for some materials for our operation; maybe it is because we joined the project late," said one participant during a focus group in Sinoe.⁴³

Implementation timelines were generally maintained, but the quality of delivery was uneven. Procurement delays, logistical shortages, and weak coordination occasionally affected timely completion of activities—particularly in agriculture and WASH. The late distribution of seeds and tools disrupted seasonal farming schedules, while limited transport capacity delayed material deliveries to distant communities.⁴⁴ Despite these inefficiencies, the project maintained a steady pace of progress. The consistent presence of field facilitators and their regular communication with community members helped sustain trust and participation.

"Even though there were delays, the Red Cross people always explained things to us, and that helped reduce confusion," a farmer observed.⁴⁵

EQ5.5 (Impact): What significant changes (positive or negative) have occurred in the lives of community Members as a result of the project? To what extent has the project contributed to increased community resilience to climate-related and health risks?

Key Takeaways

- The GIRL Project had a clear and positive impact on community health, sanitation, and environmental hygiene, leading to visible reductions in malaria and diarrhoeal diseases.
- Communities developed stronger collective action systems, including early-warning networks and savings initiatives, that enhanced preparedness and social cohesion.
- Women's participation in leadership roles—through Mothers' Clubs, WASH Committees, and CBATs—was transformative, though empowerment of persons with disabilities showed limited sustainability.
- Climate-smart agriculture and lowland farming improved food security, yet resilience outcomes remain partially realized due to weak supervision and limited post-project support.
- Rapid scale-up diluted the project's depth of impact, and absence of water-quality testing and CIC maintenance threatens the sustainability of resilience gains.

⁴¹ KII001

⁴² KII007

⁴³ FGD001

⁴⁴ KII001; FGD001

⁴⁵ FGD005

Outcome 1: Disaster risk reduction and climate change adaptation: Increased capacity of women, men, girls and boys in the target communities to address the risk of climate change and natural hazards

The GIRL Project made measurable contributions to local capacity building and community organization for disaster preparedness. The establishment of CBATs, WASH Committees, and Mothers' Clubs provided structured platforms for participation, decision-making, and collective action. Twelve Community Information Centers (CICs) enhanced early-warning dissemination and communication, enabling communities to respond more proactively to climate and health risks.

In several communities, these structures fostered new forms of collective resilience. In Kallor Town, for example, farmers formed a communal cashbox from their harvest proceeds, providing small loans to members and creating a local savings culture. Such initiatives, though unintended, reflect deeper shifts in social cohesion and mutual accountability, both of which are hallmarks of resilient communities. Despite these achievements, institutional resilience remains fragile. Several CICs were reported to be non-functional due to lack of maintenance, and no structured sustainability plan was developed for their upkeep. As a result, the resilience gains—particularly those dependent on infrastructure—may diminish without continued support and local capacity reinforcement.

The project also contributed to strengthening agricultural resilience through the promotion of climate-smart and lowland farming practices aimed at improving food security and adaptive capacity. Farmers in several communities reported increased yields and better awareness of sustainable techniques, particularly soil and water management practices. “We are getting used to making farms in the lowland, which has resulted in increased in food production compared to before,” stated one participant.⁴⁶

However, the evaluation found that the depth and consistency of agricultural outcomes were limited due to several factors. While training sessions were organized across targeted communities, no formal training manual or standardized curriculum was developed to guide extension delivery or ensure uniformity in content across project sites. As a result, training quality and coverage varied, with some community members receiving only partial or verbal guidance on the techniques introduced.

Furthermore, some project communities noted that there was limited or no follow-up from county-level extension officers after the initial training sessions. This lack of continued technical supervision hindered farmers' ability to apply new techniques effectively or troubleshoot challenges during implementation.

*“We learned about lowland farming, but after the training, nobody came back to see how we were doing,” explained one farmer.*⁴⁷

Women's empowerment represents one of the project's most transformative impacts. The creation of Mothers' Clubs, WASH Committees, and CBATs provided platforms for women to assume leadership roles, influence decision-making, and promote community health and preparedness. “Women and youth are now more involved in leadership roles—in CBATs, and the WASH Committees. Before, only a few people used to take part in such things, but now women and young people have a voice.”⁴⁸

These inclusive structures improved women's confidence and participation, helping redefine community norms around gender and leadership. Women played leading roles in organizing community meetings, managing hygiene campaigns, and spreading messages on disaster preparedness.⁴⁹

⁴⁶ FGD001

⁴⁷ KII002

⁴⁸ KII001

⁴⁹ FGD003

However, empowerment of persons with disabilities and the poorest households was less evident. Although materials for income generation (e.g., soap-making) were distributed, follow-up data showed no active enterprises, and limited evidence of sustained livelihood benefits. Similarly, feedback mechanisms under Community Engagement and Accountability (CEA) were informal and undocumented, limiting opportunities for adaptive management.⁵⁰

Beyond its planned results, the project produced unintended but positive impacts that reinforced community resilience. In some communities, water-related conflicts disappeared after hand-pump repairs and formation of water management committees.⁵¹ In other areas, the emergence of local savings groups and increased cooperation between farmers and women’s groups strengthened social cohesion and mutual accountability.⁵² These outcomes, while not part of the original logical framework, illustrate how community-driven implementation catalyzed collective responsibility and trust—core dimensions of resilience that extend beyond infrastructure outputs.

Outcome 2: Health and behavior change: Improved community health, hygiene, and sanitation practices through WASH and community engagement interventions

“Because of this project, our lives have changed. We have clean water, better farms, and strong women leading our community. We may still face problems, but now we know how to face them together.”— Female Focus Group Participant, Kallor Town.

The most visible impact of the GIRL Project was in the area of public health improvement. Through the rehabilitation of hand pumps, construction of latrines, and promotion of monthly environmental clean-ups, the project transformed daily hygiene practices. Communities experienced “reduced mosquito prevalence leading to fewer malaria cases, and consistent access to safe drinking water, which decreased diarrhea cases and conflicts over water access.”⁵³

Focus group discussions confirmed that the construction and rehabilitation of hand pumps and latrines significantly reduced open defecation and reliance on untreated creek water. “Before, open defecation and using water from the creek were normal here.”⁵⁴ In addition, environmental hygiene initiatives—such as dish racks and waste management systems—helped prevent contamination and fostered long-term cleanliness.

These shifts mark a significant behavioral and cultural change, supported by community ownership and leadership through Mothers’ Clubs and WASH Committees. The changes were accompanied by a measurable sense of pride and local accountability. However, gaps in technical supervision and water-quality testing prevented full verification of health outcomes. Without continued monitoring, there is a risk that perceived improvements in water safety may not translate into sustained health benefits.

One of the most profound impacts of the project was the enhanced visibility and emergence of women in community leadership. Women emerged as central actors in hygiene promotion, WASH management, and disaster preparedness. Through Mothers’ Clubs and WASH Committees, they not only led clean-up campaigns but also facilitated health education sessions and mobilized other community members. Before, only a few people used to take part in such things, but now women and young people have a voice.”⁵⁵

⁵⁰ Annual Report, 2024, p. 26

⁵¹ Mid-Term Report, 2024, pp. 15–16

⁵² KII007

⁵³ Mid-Term Report (2024, p.3)

⁵⁴ FGD002

⁵⁵ KII001

This demonstrates a shift in social norms toward inclusion and equality, with positive implications for long-term governance and community resilience. **At the same time, results for persons with disabilities were less substantial. While materials were distributed for small businesses, there was no evidence of sustained income generation or active enterprises.** The evaluation therefore finds that empowerment efforts were partially achieved, with inclusion in participation not always translating into improved livelihoods or autonomy.

Box1: Community-Led Sanitation Transformation in Podroken



Join Cleaning Up Activities in Podroken

One of the most visible examples of positive change under the GIRL Project emerged in **Podroken**, where women-led initiatives transformed hygiene practices and community cohesion. Before the project, open defecation and poor waste management were common, contributing to frequent diarrhoeal and malaria outbreaks. “People were using the bush and dumping rubbish anywhere because we didn’t know the harm,” explained a community member during a focus group.⁵⁶

Through awareness sessions facilitated by the Mothers’ Club and WASH Committee, residents began organizing monthly community cleaning exercises and constructing household latrines and dish racks. These efforts led to cleaner surroundings, reduced mosquito breeding, and a noticeable decline in illness. “We now have a clean environment and fewer sick people. Everyone takes part in the clean-ups—men, women, and even children.”⁵⁷

⁵⁶ FGD003

⁵⁷ KII002

An unexpected outcome was the creation of a community cash box system, where households contribute small monthly amounts to fund pump repairs and maintenance. This initiative, entirely community-driven, has ensured continued access to safe drinking water while fostering shared accountability. The collaboration between men and women in managing the fund has also improved trust and communication within the community.

The success of Kallor Town demonstrates how community engagement and ownership can convert short-term project activities into lasting behavioural change. What began as a hygiene promotion campaign has evolved into a locally sustained model of environmental management, showcasing how empowered communities can lead their own pathways to resilience.

EQ5.6 (Sustainability): What significant changes (positive or negative) have occurred in the lives of Community Members as a result of the project? To what extent has the project contributed to increased community resilience to climate-related and health risks?

Key Takeaways

- Communities have institutionalized hygiene and sanitation practices such as monthly clean-ups, latrine use, and hand pump maintenance through local by-laws, peer learning, and use of locally available materials.
- Several communities established cash box systems where members contribute monthly to maintain or repair pumps, reflecting a shift toward self-reliance and collective responsibility.
- Despite coordination with the County Health Team and Agriculture Offices, the absence of formal agreements and technical supervision—particularly the lack of water quality testing and extension support—undermines long-term sustainability.
- Key assets like the Community Information Centers (CICs) and Farmer Field Schools lack maintenance plans and technical guidance, leaving early-warning systems and agricultural support structures at risk of collapse.
- While women’s leadership in WASH and CBAT structures continues to thrive, support for persons with disabilities and broader community outreach remains weak, and rapid project scale-up from 12 to 45 communities diluted technical quality and sustainability depth.

As discussed in the section on effectiveness, the GIRL Project brought about significant improvements in community health, hygiene, and organization; however, its sustainability potential varies considerably across interventions. The most durable changes are those rooted in behavioral transformation and local initiative, such as the widespread adoption of monthly cleaning exercises, consistent latrine use, and the maintenance of hand pumps. Communities have taken ownership of these practices and institutionalized them through locally enforced community laws.

“We no longer drink from the creek or go to the bush; the hand pumps and clean-up days are now part of our lives,” said a participant in Sinoe.

These outcomes are further reinforced by peer learning—many households reported that they adopted hygiene practices by observing their neighbors rather than through formal training sessions. This organic diffusion of behavior change suggests that these practices are likely to endure, particularly as they depend on local materials and community effort rather than external support.

Despite these positive behavioral shifts, the sustainability of infrastructure and institutional linkages remains uncertain. The project expanded rapidly from 12 to 45 communities within the same timeframe and budget period (2023–2024), creating gaps in technical supervision and partnership continuity. While an MoU exists between LNRCS and District Agriculture Extension Officers, it only covers the initial 12 communities, leaving 33 additional sites without formal extension support. Similarly, although the County Health Team participated in awareness workshops, they were excluded from direct implementation. This lack of formal coordination has serious implications for sustainability and compliance: none of the newly constructed or rehabilitated pumps underwent a water quality test, raising concerns about long-term health safety (KII—Environmental Health Department). Furthermore, the Community Information Centers (CICs)—a flagship initiative for early warning and information sharing—are now largely non-functional due to equipment failure and the absence of a maintenance plan. These gaps reveal that while community ownership is strong, the institutional and technical systems needed to sustain impact were not adequately embedded.

Nonetheless, several communities have developed innovative local mechanisms to sustain infrastructure and collective welfare. The introduction of community cash box systems is one of the most promising sustainability outcomes. In these communities, members contribute small monthly amounts to a pooled fund used for pump repair and maintenance when breakdowns occur. “We agreed that each family gives a small amount every month so we can fix the pump ourselves if it spoils,” explained a community leader in Grand Kru (FGD001). This demonstrates a growing culture of financial foresight and shared responsibility—an important shift from dependency toward local self-reliance. Similarly, WASH Committees and Mothers’ Clubs continue to mobilize voluntary efforts for sanitation and environmental cleanliness, showing that the community governance structures established by the project have taken root. However, the lack of monitoring tools at the county level to track community-level activities pose risks for sustaining these initiatives and verifying results over time.

The project’s contributions to resilience and adaptive capacity are evident, but they remain fragile without continued institutional engagement. Farmers continue to apply lowland and climate-smart techniques, yet gaps in extension support and the absence of a Farmer Field School curriculum have limited the consolidation of these practices. Some communities that received seed rice were still waiting for the next planting season, reflecting weak technical guidance. Women’s leadership within WASH and CBAT structures has proven self-sustaining—women continue to lead clean-ups and hygiene promotion—but the inclusion of persons with disabilities has not translated into long-term livelihoods, as there is no evidence of active businesses from the soap-making materials distributed. Moreover, the absence of a sustainability plan for the radio talk shows and awareness platforms supported by the project means that knowledge-sharing mechanisms may phase out. Overall, while the GIRL Project has clearly strengthened social cohesion, community organization, and local responsibility, its long-term sustainability is constrained by the project’s rapid scale-up, weak institutional partnerships, and limited technical follow-up. The enduring legacy lies in the communities’ ability to self-organize, maintain hygiene standards, and mobilize resources—a foundation that, with continued local support, can evolve into lasting resilience against climate and health shocks.

Lessons Learned during the Project

Key findings

- Community resilience was greatest where the project built on established groups such as Mothers’ Clubs, WASH Committees, and CBATs—showing that social mobilization and behavior change, rather than infrastructure alone, drive lasting impact.

- Collaboration with line ministries and local authorities remained ad hoc; formalizing partnerships through MoUs and structured communication channels is essential to ensure technical oversight, continuity, and shared accountability.
- The project's rapid expansion from 12 to 45 communities without matching increases in staff, budget, or time reduced supervision quality and consistency, underscoring the importance of realistic, phased scaling aligned with available resources.

A major lesson emerging from the implementation is the need for more structured and continuous coordination with local authorities and line ministries. The evaluation revealed that while collaboration was initiated at the start, it was not institutionalized through formal agreements. This led to communication lapses, particularly following leadership transitions. As one participant noted, *“When the government changes, things change. Some of the new officials were not fully informed about the project.”*

Despite these challenges, the project demonstrated that early involvement of local authorities can enhance ownership and technical quality. However, engagement remained ad hoc, with county and district officials only joining workshops and not implementation or monitoring activities. Participants emphasized that establishing formal Memoranda of Understanding (MoUs) with government departments such as Health and Agriculture would have clarified roles, minimized confusion, and strengthened accountability. Even small engagements, if documented, could have helped avoid misunderstandings over responsibilities. The lesson underscores that lasting coordination requires structured communication, consistent updates, and institutionalized collaboration rather than individual relationships.

A further key lesson is that community resilience is strongest when built on existing social structures and consistent institutional partnerships. Embedding behavior change within Mothers' Clubs, WASH Committees, and CBATs proved highly effective, demonstrating that social mobilization—rather than infrastructure alone—drives sustainable outcomes. Future programmes should therefore prioritize scaling these tested models to sustain behavioral gains and resilience.

Another critical lesson relates to the ambitious expansion of the project from 12 to 45 communities within the same implementation period. While the scale-up reflected donor confidence and high demand, it placed significant strain on staff and logistical capacity. As highlighted by a KII, **“We spent two years setting up structures in 12 communities, but when we doubled the number, we didn't increase staff or extend the time.”** This imbalance reduced the intensity of supervision, delayed follow-up, and affected consistency and technical support.

The experience demonstrated that scaling interventions must be accompanied by proportional adjustments in time, budget, and human resources. Several team members observed that increasing the scope without increasing duration made it difficult to measure comparable impact between the first and second sets of communities. A KII participant explained, **“You cannot expect the same results in one year that took three years in the first phase.”** The lesson, therefore, highlights the importance of realistic planning, phased expansion, and equitable distribution of resources to sustain quality across all target locations.

KII revealed that collaboration with line ministries, such as Health, is limited by unclear expectations and funding constraints. While these institutions were willing to participate, donor conditions prohibited direct financial support to government staff, limiting their ability to engage in field activities. As KII also explained, **“If you don't support them, they cannot go to the field. They tell you, ‘You want us to go? Then fund us.’”**

This practical challenge created friction in implementation, particularly in areas requiring technical validation—such as water-quality testing or agricultural extension. KII Participants agreed that clearer agreements and realistic resource-sharing mechanisms are essential for effective coordination. KII added that even minimal support, such as fuel or transport allowances, could have enabled stronger government participation. The lesson underscores that while partnership is vital, it must be backed by financial and logistical feasibility, ensuring that all parties can fulfill their roles effectively.

Another lesson drawn from the KII is the importance of building institutional and staff capacity, particularly at the county and field levels. Several participants noted that while the project achieved significant outputs, many staff lacked formal training in project management, M&E, and documentation. As one county officer explained, “We learned by doing, but next time we need structured training to improve consistency and reporting.”

Additionally, the project’s staffing structure did not evolve in proportion to its expanded scope. KII highlighted that the management team was not increased even after the number of communities more than tripled, resulting in staff overstretch and reduced oversight. This experience revealed that strong implementation requires both capacity building and scalable management systems that evolve with project size and complexity.

V. Conclusion

The project has delivered tangible and lasting results in improving community health, sanitation, and organizational capacity while laying the foundation for long-term resilience in Grand Kru, Sinoe, and River Gee Counties. Grounded in participatory diagnostics through the EVCA, the project successfully translated community-identified priorities into action—addressing unsafe water, poor sanitation, and limited adaptive capacity through inclusive, locally led approaches. The establishment of Mothers’ Clubs, WASH Committees, and CBATs created strong platforms for behavioral change, collective decision-making, and women’s leadership—key drivers of community ownership and sustainability.

Results were particularly strong in hygiene promotion, sanitation coverage, and public health improvements, reflected in reduced malaria and diarrheal cases, improved waste management, and sustained adoption of monthly clean-up campaigns. These achievements were accompanied by social cohesion gains, as communities organized savings schemes, maintenance funds, and local by-laws to safeguard shared infrastructure. However, uneven progress in disaster preparedness, climate adaptation, and technical quality—largely due to weak supervision, limited monitoring tools, and the absence of standardized training curricula—tempered overall effectiveness. The rapid expansion from 12 to 45 communities within the same implementation window also stretched human and financial resources, diluting the depth of engagement and institutional follow-up.

Despite these constraints, the GIRL Project demonstrated strong policy coherence and alignment with Liberia’s ARREST Agenda and sectoral priorities of the Ministries of Agriculture and Health. Collaboration with the Ministry of Agriculture strengthened local extension support, though the absence of a formal partnership with County Health Teams (MOH) limited technical oversight and post-project sustainability. Efficiency gains were evident in decentralized financial management and prudent resource use, but logistical and human-resource limitations constrained supervision reach.

Looking forward, the GIRL Project offers clear strategic lessons that directly inform future programming. Sustaining its gains will require institutionalizing coordination with government partners, scaling and standardizing proven community mobilization models, and investing in the technical and managerial

capacities of county teams. Strengthening formal partnerships through clear Memoranda of Understanding, aligning scope with available resources, and embedding behavioral change mechanisms within national and county frameworks will be essential to sustain impact. The project’s experience confirms that resilience and inclusion are most durable when locally led structures are empowered, technical systems are institutionalized, and behavioral change is reinforced through continuous mentoring and policy integration.

As the project concludes in December 2025, it stands as a credible model for community-driven resilience in Liberia. The next phase of engagement should therefore focus on consolidating tested approaches, scaling them through government systems and the Red Cross Movement, and ensuring that empowered communities remain at the center of Liberia’s journey toward inclusive, climate-resilient development.

VI. Recommendations

The following recommendations are derived from the evaluation’s conclusions. They are organized by strategic priority and outline what should be done and how it can be done to ensure sustainability, replication, and institutional uptake.

R1. Extend the duration of the programme so as to allow the remaining 33 communities mirror results obtained in the 12 early recruited communities

The GIRL Project’s rapid expansion from 12 to 45 communities demonstrated high demand and strong community ownership, but it also outpaced available time, staffing, and resources. The initial 12 communities—engaged since 2023—show deeper behavioral change, stronger institutional structures, and more measurable outcomes compared to the 33 newer sites recruited during the 2024 scale-up. Without extended implementation time, these newer communities risk remaining at the stage of awareness rather than achieving comparable resilience outcomes.

What should be done?	How could this be done?
<p>Extend the duration of the programme to consolidate results and equalize progress across all 45 communities, ensuring that later-phase communities mirror the behavioral, institutional, and technical gains observed in the original 12.</p>	<p>Allocate additional time focused on consolidation rather than expansion to enable the 33 recently added communities to mirror the results achieved in the 12 earlier ones, where outcomes are more evident. The extension should prioritize mentoring, technical follow-up, and continuous monitoring to deepen behavioral, institutional, and technical gains across all project sites.</p> <p>Phase the extension by county, allowing structured roll-out of refresher trainings in hygiene promotion, disaster preparedness, and climate-smart agriculture to deepen behavioral and institutional change.</p> <p>Deploy strengthened county-level supervision teams, including Ministry of Health and Agriculture focal persons, to ensure consistent technical quality and oversight during the extension period.</p>

	<p>Integrate water-quality testing into future projects or the next funding cycle of the Red Cross and Embassy partnership, ensuring it is conducted in consultation with the ministries and agencies mandated to perform such testing</p> <p>Use progress data from the first 12 communities as a learning benchmark, guiding adaptive management and peer-to-peer exchange visits for the remaining communities.</p>
--	--

R2. Strengthen formal coordination and government engagement mechanisms.

While the GIRL Project established good relationships with county and district authorities such as the Ministry of Agriculture, relationships and coordination with the MOH at the local level remained largely informal. Formalizing partnerships with key line ministries and local authorities is essential to ensure continuity, technical oversight, and institutional ownership after project closure.

What should be done?	How could this be done?
Formalize and institutionalize partnerships with government ministries	Develop and sign MoUs with the Ministries of Health locally (County Health Teams), clearly outlining roles, responsibilities, and reporting mechanisms. Include modest logistical support (e.g., transportation or fuel) to facilitate field engagement. This will strengthen coordination, improve technical oversight, and ensure sustainability of WASH intervention, which presents the most promising results.
Improve engagement and accountability mechanisms for line ministries	Establish a joint supervision and reporting system either now or in the future, one that integrates line ministry focal points into project monitoring and evaluation. Schedule joint field visits and after-action reviews to strengthen shared accountability and reinforce policy alignment.
Institutionalize joint technical reviews	Conduct quarterly technical review meetings with sector ministries to ensure alignment, share data, and resolve implementation challenges collaboratively.

R3. Plan future scale-ups based on realistic timelines, staffing, and resources.

The project's expansion from 12 to 45 communities within the same timeframe overstretched staff and reduced supervision quality. Future replication or scaling of the GIRL model should be guided by realistic planning, ensuring human, financial, and logistical resources match the intended scope and time horizon.

What should be done?	How could this be done?
Conduct a capacity and workload assessment before expansion	Assess human resource capacity, budget, and logistical feasibility before approving new coverage areas. Adjust project timelines, budgets, and staffing structures accordingly to sustain quality implementation.
Adopt a phased and evidence-based scaling approach	Expand interventions incrementally, using results and learning from earlier sites to refine implementation. Allow adequate consolidation time before expanding to new communities.

Align scope expansion with proportional funding	Ensure that donor agreements link community coverage targets to proportionate increases in staff, logistics, and operational budgets to avoid dilution of impact and quality.
---	---

R4. Strengthen coordination and communication with local authorities.

Coordination with local authorities was strong during implementation but inconsistent following administrative or leadership changes. Establishing structured communication channels can ensure continuity and alignment of project activities with local priorities, regardless of personnel shifts.

What should be done?	How could this be done?
Enhance communication during leadership transitions	Develop a standard communication protocol for briefing new county or district officials on project objectives, achievements, and roles, ensuring that institutional memory is preserved despite political or administrative changes.

R5. Build institutional and staff capacity for project management and monitoring.

Limited staff training and capacity gaps at county level affected project documentation, data quality, and reporting consistency. Strengthening institutional and technical capacity is essential for improving project management, learning, and evidence-based decision-making.

What should be done?	How could this be done?
Strengthen project management and M&E skills	Organize periodic project-specific trainings and mentoring for project and county staff on planning, budgeting, monitoring, and reporting. Integrate capacity-building modules into orientation and refresher training schedules.
Institutionalize learning and reflection sessions	Schedule bi-annual project review meetings at national and county levels to share lessons, analyses performance data, and adapt implementation strategies accordingly.

R6. Deepen Disability Inclusion through Empowerment and Adaptive Livelihood Support

The GIRL Project successfully promoted the participation of persons living with disabilities (PLWDs) in community meetings and awareness sessions, but their engagement remained largely symbolic and activity-based. Although some were supported with soap-making materials, the absence of structured follow-up, business mentorship, or inclusive livelihood planning meant that none of the enterprises remained active. This reveals that while participation was achieved, empowerment and sustainability were not.

What should be done?	How could this be done?
Move from symbolic participation toward functional empowerment by embedding livelihood, leadership, and accessibility components that enable	Create a dedicated micro-grant or revolving fund window within community “cash box systems” to help PLWDs start or revive small enterprises introduced during the project.

PLWDs to contribute meaningfully to resilience and income-generation activities.	<p>Include minority group-specific indicators in monitoring tools to track progress on empowerment, livelihoods, and leadership representation rather than attendance alone.</p> <p>Integrate adaptive livelihood modules within ongoing community structures (e.g., Mothers' Clubs, CBATs, and Farmer Groups), providing tailored vocational training and ongoing mentorship to PLWDs.</p>
--	---

R7. Strengthen sustainability through community-led maintenance and financing models.

Sustainability was strongest where communities established self-managed maintenance systems such as the cash box for hand pumps. These initiatives demonstrate the potential for long-term community ownership when supported with minimal technical guidance and accountability frameworks.

What should be done?	How could this be done?
Scale up community cash box systems and maintenance plans	Institutionalize and replicate community savings schemes for hand pump maintenance in all project sites. Train local committees on transparent record-keeping and fund management.
Support local by-laws and peer learning on sanitation	Facilitate cross-community exchanges to share successful models of hygiene by-laws and community clean-ups, ensuring enforcement through local governance structures.

R8. Transition and Consolidate GIRL Project Results within National Frameworks and Community Systems

As the GIRL Project concludes in December 2025, sustaining its gains requires both institutional integration into government frameworks and consolidation of proven behavioral change models at the community level. The project's social mobilization platforms—such as Mothers' Clubs, WASH Committees, and CBATs—proved critical in sustaining hygiene and preparedness practices. Embedding these structures within county systems and scaling them nationally will ensure that behavior change remains self-sustaining and continues to strengthen resilience across Liberia's communities.

What should be done?	How could this be done?
Promote replication through local government structures	Collaborate with County Authorities to incorporate good practices—such as community-led clean-ups, early-warning systems, and women-led resilience groups—into local development plans. Facilitate capacity building to enable sustained implementation.
Scale tested community approaches through the Red Cross Movement and partners	Document successful social mobilization models (e.g., monthly clean-ups, women-led awareness campaigns) and embed them across Red Cross and partner programmes. Prioritize replication of tested community-led frameworks rather than introducing new or

parallel systems, ensuring consistency, efficiency, and local ownership.

VII. Appendices

a. Data Collection Schedule

September 20 -30, 2025

Target: Implementing Institutions of the Key Informant Interview (KII)

Organization/Committee	Location	Number of participants selected and title	Date	Time
Sweden Red Cross	Monrovia	2 Programme Staff	Friday, September 26, 2025	11:50 AM - 12:50 PM
Liberia National Red Cross Society	Monrovia	3 Programme Staff)	Friday, September 26, 2025	1:30 AM - 2:30 PM
LNRCS County Offices	Sanoe	3 (Project Field Coordinator, County Field Officer & Community Facilitator)	Friday, September 26, 2025	11:30 0 AM - 1:00 PM
	River Gee	4 (Project Coordinator, Project Accountant, County Field Officer & Community Facilitator)	Sunday, September 28, 2025	11:30 0 AM - 1:00 PM
	Grand Kru	2 (County Field Officer, Community Facilitator)	Thursday, September 26, 2025	11:30 0 AM - 1:00 PM
County Health Team	Sanoe	1 (Reproductive Health Focus Person)	Monday, September 22, 2025	9:00 AM - 10:00 AM
	RiverGee	3 (Community Health Services Director, Malaria	Sunday, September 28, 2025	9:00 AM - 10:00 AM

		and Environmental Health Focus Persons)		
	Grand Kru	2 (Malaria and Environmental Health Focus Persons)	Thursday, September 26, 2025	9:00 AM - 10:00 AM
County Agriculture Officer	Sanoë	1 (Focus Person)	Monday, September 22, 2025	10:15 0 AM - 11:15 AM
	RiverGee	1 (Focus Person)	Sunday, September 28, 2025	10:15 0 AM - 11:15 AM
	Grand Kru	1 (Focus Person)	Thursday, September 26, 2025	10:15 0 AM - 11:15 AM

b. Selected Community for FGDs and Survey

Community	County/ District	Date	Time
Kallor Town	Sanoë/ Sanquin	Tuesday, September 23, 2025	10:00 AM - 11:30 AM
Kwitatuzon	Sanoë/ Dubge	Tuesday, September 23, 2025	1:30 AM - 3:00 PM
Pratt Farm	Sanoë/ Juazon	Tuesday, September 23, 2025	4:30 PM - 6:00 PM
Travel Day		Wednesday, September 24, 2025	
Pitty	Grand Kru / Trelin	Thursday, September 25, 2025	10:00 AM - 11:30 AM
Jlatwen	Grand Kru / Barc lyville	Thursday, September 25, 2025	1:30 AM - 3:00 PM
Nrokwia	Grand Kru / Jroah	Thursday, September 25, 2025	4:30 PM - 6:00 PM
Geeken	RiverGee / Sarbo	Thursday, September 27, 2025	10:00 AM - 11:30 AM
Podroken	RiverGee / Gbeapo	Thursday, September 27, 2025	1:30 AM - 3:00 PM

Woliken	RiverGee / Tuobo	Thursday, September 27, 2025	4:30 PM - 6:00 PM
Departure Date:	Monday, September 29, 2025		

VIII. TOR

1. Executive Summary

The Green, Inclusive, and Resilient Liberian Communities (GIRL) Project (2023–2025), implemented by the Liberia National Red Cross Society (LNRCS) in partnership with the Swedish Red Cross (SRC) and supported by the Swedish Embassy, aims to enhance the resilience of vulnerable communities to climate change and related health risks. Initially implemented in 12 communities across Grand Kru, Sinoe, and River Gee counties, the project expanded to 45 communities following a midterm review and donor engagement in 2024. This Final Evaluation aims to assess the relevance, effectiveness, efficiency, sustainability, and impact of the project, and to draw key lessons and recommendations for future resilience programming and donor engagement. A mixed-methods approach will be employed to ensure a comprehensive, inclusive, and participatory evaluation that spans the entire project implementation period from January 2023 to September 2025.

2. Background

The GIRL Project was launched in January 2023 in response to the increasing vulnerability of rural communities in southeastern Liberia to climate-related disasters, environmental degradation, and public health threats. The project is guided by a community-based approach to disaster risk reduction (DRR), climate change adaptation (CCA), and inclusive health promotion, with a strong emphasis on gender equity, protection, and accountability intended to Strengthen t h e resilience of women and men of all ages, disabilities, and backgrounds¹, to climate change in targeted vulnerable communities , and achieved under two main outcomes (Increased capacity and knowledge of women, men, girls and boys in the target communities to address the risk of climate change and natural hazards, and Increased knowledge and behavior change of women, men, girls and boys in the target communities to address health risks exacerbated by climate change. Targeting marginalized and at-risk populations—particularly women, youth, and persons with disabilities—the project focuses on enhancing local knowledge, building skills, promoting behavior change, and creating sustainable mechanisms for community resilience. Following positive progress in its first year, the project expanded its coverage from 12 to 45 communities, guided by findings from the midterm review in June 2024 and strategic consultations with the Swedish Embassy.

1. Evaluation Purpose

The purpose of the Final Evaluation is to:

¹ Hereinafter written as women, men, girls and boys.

- Assess the relevance, effectiveness, efficiency, sustainability, and impact of the GIRL Project.
- Identify good practices, challenges, and lessons learned to inform future programming.
- Provide strategic, evidence-based recommendations to LNRCS, SRC, and the Swedish Embassy for potential scale-up or replication.
- Contribute to organizational learning and accountability for stakeholders and communities involved.

2. Evaluation Scope

Geographic Scope: 45 communities across Grand Kru, Sinoe, and River Gee Counties.

- **Timeframe:** January 2023 – September 2025.

Stakeholders: Beneficiaries (women, men, girls, boys, persons with disabilities), LNRCS project staff, SRC delegates, community leaders, local authorities, and relevant partners

1. Evaluation Criteria and Key Questions

1.1 Relevance

- To what extent did the project design and objectives respond to the real needs and priorities of targeted communities?
- How well did the project adapt to changing contextual factors, including climate risks and community dynamics?

1.2 Effectiveness

- To what extent did the project achieve its planned outcomes?
- Were there any unintended (positive or negative) outcomes?
- How effectively were gender, protection, and inclusion (PGI) and Community Engagement and Accountability (CEA) integrated?

1.3 Efficiency

- Were project resources (financial, human, logistical) used in the most cost-effective manner to achieve results?
- Were project timelines and activities well-managed?

1.4 Impact

- What significant changes (positive or negative) have occurred in the lives of beneficiaries as a result of the project?

- To what extent has the project contributed to increased community resilience to climate- related and health risks?

1.5 Sustainability

- Are the project’s outcomes and benefits likely to continue after external support ends?
- What mechanisms (community structures, partnerships, knowledge) are in place to support long-term resilience

2. Evaluation Methodology

The consultant is expected to propose a robust and participatory mixed-methods approach, including but not limited to:

- Desk Review: Review of project documents (proposal, logframe, reports, M&E data, baseline, and midterm review).
- Key Informant Interviews (KIs): With LNRCS/SRC staff, local authorities, and community leaders.
- Focus Group Discussions (FGDs): With women, men, youth, and persons with disabilities in project communities.
- Surveys: Where feasible, to gather broader community perspectives.
 - Field Visits: To a representative sample of communities for direct observation and engagement.
 - Participatory Approaches: Inclusion of vulnerable and marginalized groups in data collection and validation processes.

All methodologies must ensure ethical research standards, cultural sensitivity, and “Do No Harm” principles.

1. Deliverables

Deliverable	Description
Inception Report	Detailed methodology, tools, sampling plan, and work schedule.
Draft Evaluation Report	Preliminary findings, conclusions, and recommendations.

Validation Workshop	Presentation and feedback session with LNRCS, SRC, and the Swedish Embassy.
Final Evaluation Report	Revised final report incorporating feedback (PDF and editable Word format).
Data Sets and Tools	Cleaned data, analysis files, interview guides, and survey instruments (as annexes).

2. Time Schedule

Activity / Deliverable	Responsible	Timeline / Deadline
Contracting	LNRCS / SRC	18 August 2025
Start-up Meeting	Consultant, SRC, LNRCS	25 August 2025
Inception Report Submission	Consultant	6 September 2025
Review & Approval of Inception Report	LNRCS / SRC	9 September 2025
Fieldwork & Data Collection	Consultant + LNRCS/SRC team	10 – 25 September 2025
Data Analysis & Drafting of Report	Consultant	26 Sept – 2 October 2025
Submission of Draft Evaluation Report	Consultant	3 October 2025
Internal Review & Feedback	LNRCS / SRC	4 – 8 October 2025
Validation Workshop	Consultant, LNRCS, SRC, Swedish Embassy	10 October 2025
Final Evaluation Report Submission	Consultant	17 October 2025

3. Consultant Qualifications

The selected consultant or consulting team must have the following:

- Minimum 5 years of experience in evaluating development, resilience, or climate adaptation projects.
 - Demonstrated experience with participatory and gender-sensitive evaluation methodologies.
 - Proven knowledge of disaster risk reduction, climate change adaptation, and public health programming.
 - Strong understanding of the West African or Liberian socio-cultural and environmental context.
- Excellent analytical, writing, facilitation, and communication skills.
- Familiarity with the Red Cross Movement and donor reporting standards (desirable).

4. Ethical Considerations

The evaluation must uphold the highest ethical standards, including informed consent, confidentiality, voluntary participation, and respect for local customs. Special care must be taken to include and protect vulnerable populations, including women, youth, and persons with disabilities, throughout the evaluation process.

5. Application Process

Interested individuals or firms must submit:

- Technical proposal (max 5 pages) outlining methodology and work plan
- Financial proposal with detailed budget (in USD)
- CV(s) of lead evaluator and team members
- Sample(s) of recent evaluation reports
- At least two professional references

Submission Deadline: 5 August 2025

Submission Email:

Inrcs.procurement@liberian-redcross.org Only

shortlisted applicants will be contacted.