



**Request for Proposal for Services:
Final Evaluation of The Carter Center’s Advancing Liberian Security Sector
Accountability and Public Trust (ALSSAPT) Project
November 2021 to November 2023**

Summary

Since 2021, The Carter Center has been implementing a project entitled *Advancing Liberian Security Sector Accountability and Public Trust (ALSSAPT)* with funding support from the U.S. Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (INL). The Center is currently seeking a project evaluator, or evaluation firm, to design and conduct a performance evaluation, including a final report complete with recommendations. The evaluation should (1) identify whether The Carter Center has met its project objectives and expected results; (2) assess additional project outcomes, if any; (3) consider lessons learned; and (4) provide recommended next steps for the sustainability of achievements. The total duration for this evaluation should be no longer than two and a half months, with the first draft due by October 31, 2023, and a final report due by November 15, 2023.

Background and Context

In 2017, The Carter Center’s Rule of Law Program began supporting the Liberia National Police (LNP) to build greater public confidence in the security sector through increased transparency, accountability, and provision of information to the public. From 2017-2021, the Center, with assistance from the U.S. Bureau of International Narcotics and Law Enforcement Affairs (INL), implemented the *Advancing Liberian Police Accountability and Citizen Trust (ALPACT)* project, which helped the LNP to develop, adopt, and raise awareness about new complaints and commendations processes in Greater Monrovia and Bong, Grand Bassa, Lofa, Margibi, Nimba, and Rivercess Counties.

In partnership with the LNP, and key national civil society organizations, the ALPACT project supported the development and issuance of administrative instructions (AIs) and accompanying standard operating procedures (SOPs) for Commendations and Meritorious Awards as well as Discipline and Professional Standards; rolled out a new web-based mobile phone application titled ‘Find Officer’ to help citizens file complaints and commendations of LNP officers; helped institute the Civilian Complaints Review Board (CCRB) to support coordination with the LNP; raised awareness among nearly 1,500 LNP officers; conducted public outreach through SMS blasts, billboards, and bumper stickers; and supported civil society organizations to reach more than 2,000 citizens directly and as many as 70,000 indirectly through radio programming.

To sustain and expand the gains made under the previous programming, INL provided the Center with additional funding for a follow-on project, ALSSAPT. This project is working to increase

accountability in the security sector by helping the LNP improve its internal tracking and reporting of complaints and commendations and expanding assistance to the Liberia Drug Enforcement Agency (LDEA) and Liberia Immigration Service (LIS) to develop, adopt, and raise awareness of new complaints and commendations systems. The ALSSAPT project began in November 2021, and project activities are taking place in Greater Monrovia and Bong, Lofa, and Nimba Counties.

Project Description

The ALSSAPT project is working in collaboration with key Liberian security agencies (LDEA, LIS, and LNP) as well as local civil society organizations to increase public trust in the national security sector. Specifically, the ALSSAPT project aims to fulfill three (3) objectives through the following outputs:

Objective 1: Strengthen LNP complaints and commendations tracking and reporting processes

- *Output 1.1:* LNP tracking systems are modernized (paper and digital)
- *Output 1.2:* LNP reports on complaints and commendations are disseminated

Objective 2: Improve LDEA, LIS, and CCRB responses to complaints and commendations

- *Output 2.1:* Administrative Instructions and Standard Operating Procedures for LDEA and LIS complaints and commendations processes are adopted
- *Output 2.2:* Find Officer web/mobile phone complaints and commendations application adopted by LDEA and LIS
- *Output 2.3:* Increased LDEA and LIS awareness of complaints and commendations Administrative Instructions and Standard Operating Procedures
- *Output 2.4:* Key LDEA and LIS officers and CCRB members trained on recording, tracking, investigating, adjudicating, reporting, and acting upon complaints and commendations
- *Output 2.5:* Key LDEA and LIS officers and CCRB members trained on gender sensitivity

Objective 3: Improve LDEA and LIS reporting and citizen engagement

- *Output 3.1:* LDEA and LIS report on complaints and commendations processes
- *Output 3.2:* LDEA and LIS received feedback on complaints and commendations processes
- *Output 3.3:* Public awareness campaign about complaints and commendations mechanisms (radio, newspapers, billboards, bumper stickers, etc.) completed

To accomplish these objectives and corresponding outputs, The Carter Center has implemented project activities to provide technical assistance and capacity building for LDEA, LIS, and LNP; raise awareness within the agencies regarding the complaints and commendations mechanisms; and support these agencies and civil society organizations to increase awareness about these new accountability mechanisms including how to access them and agency efforts to implement them.

Scope of Work

Programming under the ALSSAPT project will end in November 2023. Therefore, The Carter Center is seeking an external evaluator or firm (hereafter referred to as “project evaluator”) to design and conduct a comprehensive performance evaluation of the project. The evaluation must communicate, when applicable, progress toward achieving project objectives in a measurable way, referencing specific results and activities.

The final report will take into consideration the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria as well as the following:

- A comparison of actual accomplishments to the objectives of the federal award established for the period;
 - This should include information relating to financial data and accomplishments to performance goals and objectives.
- The reasons why established goals were not met;
- Underlying factors and local political developments (beyond Carter Center control) that may have affected the achievement of project results, with a particular focus on elections and the COVID-19 pandemic; and
- Additional pertinent information including an analysis and explanation of cost overruns or high unit costs.

The project evaluator will collaborate with The Carter Center in the design and implementation of the evaluation and report production as follows:

- Any substantive changes to the final agreed upon Terms of Reference (TOR) following the signature of the contract must be agreed upon between The Carter Center and the project evaluator;
- The Carter Center will share with the project evaluator the relevant project and research data and documentation to support the assessment, although it is the project evaluator’s responsibility to identify additional, existing research as part of their desk review;
- The Carter Center will assign a point of contact for management and technical issues; and
- The Carter Center will provide feedback on the first draft of the final report.

Deliverables and Timeline

This will be a deliverables-based contract with a total timeline of approximately two and a half months. Therefore, all prospective project evaluators should submit a proposed timeline for each of the activities outlined below.

1. Desk study and review of all relevant project documentation.
2. Following an inception meeting, submission of inception report including a description of the following
 - a. Updated evaluation work plan and timeline;
 - b. Updated methodology and data collection tools; and

- c. Proposed Table of Contents/Report Outline.
3. Collection of primary data per agreed upon data collection methodology (please include suggested methodology in your proposal document). The Carter Center staff can facilitate connecting the evaluator to or bringing together the relevant participants as necessary.
4. Virtual debrief meeting with Carter Center staff in Monrovia and Atlanta to present broad findings.
5. Submission of the first draft of the final report in English for review and feedback by Carter Center staff. *The Carter Center reserves five (5) business days to provide comments.* The draft should include at least the following sections at a minimum:
 - a. Executive summary of key findings and recommendations
 - b. Table of contents
 - c. Methodology
 - d. Research findings
 - e. Analysis
 - f. Conclusions
 - g. Lessons learned/recommendations
 - h. Appendices, including terms of reference, list of interviewees, evaluation itinerary, research tools, evaluator's biography, and other annexes (including pictures and accompanying informed consent forms, if taken).
6. Submission of the final version of the report of publishable quality within 5 business days following the deadline for receipt of comments, on ***November 15, 2023, at the latest.***

Evaluation Management

The evaluation will be managed by the Associate Director in Atlanta and the Program Lead and Senior Program Officer in Monrovia.

The project evaluator will adhere to the American Evaluators Association guiding principles and observe the highest standard of ethics and gender sensitivity, using their best efforts to protect The Carter Center against fraud, in the performance of the contract. In particular, the project evaluator will not engage in any corrupt, fraudulent, coercive, collusive, or obstructive conduct. The evaluator will agree to abide by The Carter Center's code of conduct during the length of the consultancy (to be provided prior to deployment along with the contract). Moreover, the project evaluator will ensure that all participants representing LDEA, LIS, and/or LNP are vetted in accordance with the U.S. Government's Leahy Vetting policy.

The Carter Center shall have legal title to any research, statistical, and other data and documentation created by the project evaluator.

Qualifications

The successful applicant will demonstrate a strong familiarity with evaluating programs, an understanding of the Liberian security sector and gender sensitization, and a proven record of quality implementation. Specifically, if the successful applicant is an individual, the preferred candidate will have a J.D., Ph.D., or master's degree in monitoring and evaluation, statistics, public administration or policy, international development or development studies, sociology, or a similar

field. Additionally, the successful applicant will demonstrate previous experience leading and/or independently conducting an evaluation. If the successful candidate is a firm, the evaluation leader should demonstrate these preferred qualifications. Individuals are required to provide resumes/ CVs whereas evaluation firms should submit detailed biographies for each member of their team. The Carter Center will provide ongoing input to the process based on its own experience and understanding of the issues being addressed.

Application Instructions and Required Proposal Documents

Interested applicants are to submit their applications to ruleoflawliberia@cartercenter.org with the email subject line titled “**ALSSAPT Final Project Evaluation Proposal**” by the close of business (5 pm EST) on August 23, 2023. Submission should include the following:

1. A cover letter outlining the individual/organization's interest in the position and a short summary of their application.
2. A short technical proposal (max. 5 pages), including a proposed budget and timeline for conducting the evaluation, with a clear description of the methodology.
3. Updated curriculum vitae clearly spelling out qualifications and experiences. If the applicant is a firm, this is required for three (3) primary leads that will undertake the work.
4. A commitment that the service provider or firm will be entirely engaged if consultancy is awarded.
5. Gender-sensitive professional certifications are not required, though highly appreciated.

Proposal Scoring

No.	Evaluation Criteria	Weighting
1	Workplan and Technical Proposal	
1.1	Overall organization and completeness of the proposal	15
1.2	Realistic timeline, procedure, and budget	15
1.3	Technical quality and relevance of the proposal to the RFP	15
	SUB-TOTAL	45
2	Experience (Individual/Firm)	
2.1	Range and depth of experience in similar/ related fields (public sector accountability, institutional capacity building, gender sensitivity, etc.)	20
2.2	Key personnel have a depth of experience and expertise in Liberia	15
	SUB-TOTAL	35
3	Required Documentation	
3.1	All required documentation is included	Pass/Fail
	SUB-TOTAL	Pass/Fail
4	Interview	
4.1	Interview demonstrates the ability to implement the evaluation, knowledge of the space, and expected risks/limitations	10
4.2	Interview shows a clear understanding of how to conduct a large-scale, program-wide, final evaluation and makes known the skills/abilities relevant to carrying out the evaluation	10
	SUB-TOTAL	20
	OVERALL TOTAL	100