



## Independent Evaluation of the Strengthening the capacity of the judicial system and promoting the rule of law in Mali Phase II Project

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Planning, Performance Monitoring and Evaluation Unit

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The evaluation was conducted by Abigail Hansen and Moussa Sacko. The report is issued without formal copy editing.

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# Foreword

The *Strengthening the Capacity of the Judicial System and Promoting the Rule of Law in Mali Phase II* Project, funded by the German Federal Foreign Office, aimed to support national stakeholders for comprehensive reform of the judicial system. The project was implemented between July 2021 and July 2023 with a budget of 2,480,090 EUR and followed an earlier project phase which focused on an assessment of the Malian judicial system.

The evaluation aimed to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project, together with cross-cutting issues including gender and human rights; to identify good practices and any challenges the project encountered; to identify lessons to be learned; and to formulate recommendations and inform similar projects in the country and elsewhere.

The evaluation followed a mixed-methods approach, with key informant interviews and a participant survey as the main data collection methods. The main challenge encountered during the evaluation was the timing for data collection, which occurred during the December-January holiday season. The lack of baseline data also made the impact assessment more difficult.

The evaluation found the project to be very aligned with and relevant to the Malian judicial system needs and overarching rule of law objectives. Relevance of the project was achieved through extensive consultation with stakeholders. The evaluation also found the project strongly aligned with national and international frameworks, the Sustainable Development Goals 16, 5 and 4; as well as the UNITAR strategic framework and objectives and complementary with other UNITAR programming in Mali and in the region. The evaluation did not find any evidence of cooperation between projects, however. The project was found to be effective in supporting the judicial system reform by enhancing knowledge, skills and cooperation and made a strong contribution in improving knowledge, skills and practices of judicial system actors, but fell short on its modernization and digitalization component. The evaluation found the project to be implemented timely and cost-efficiently with only minor deviations observed. The logistical support provided by the *Institut National de Formation Judiciaire du Mali* significantly contributed to the smooth execution of activities, enhancing cost-effectiveness. Human and financial resources were generally utilised as planned, but greater resources would be required for content development and advance payment for certain activities would be required to alleviate timing constraints. The evaluation concluded that the project is likely to make contributions to reforming the Malian judicial system. The evaluation observed changes in the level of understanding, behaviour and practices among judicial personnel, leading to more effective and sensitive handling of cases and potential improved public confidence. Moreover, the project results are likely to be maintained. The main project components contributing to project sustainability are the training of trainers, creation and dissemination of training manuals and the translation and distribution of legal documents. The evaluation issued a set of six recommendations of which all were accepted.

The evaluation was managed by the UNITAR Planning, Performance Monitoring and Evaluation (PPME) Unit and was undertaken by Ms Abigail Hansen and Mr Moussa Sacko. The PPME Unit is grateful to the evaluators, the UNITAR Peacekeeping Training Programme team and partners, as well as other project stakeholders for providing important input into this evaluation.

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# Acronyms and abbreviations

<b>2030 Agenda</b>	The 2030 Agenda for Sustainable Development
<b>CSO</b>	Civil Society Organisation
<b>EMP</b>	Ecole du Maintien de la Paix (Mali)
<b>EMS</b>	Event Management System
<b>EQ</b>	Evaluation Questions
<b>FGD</b>	Focus Group Discussion
<b>GEEW</b>	Gender equality and women's empowerment
<b>HRBA</b>	Human Rights-Based Approach
<b>IECMS</b>	Integrated Electronic Management System
<b>INFJ</b>	Institut National de Formation Judiciaire du Mali
<b>MINUSMA</b>	United Nations Multidimensional Integrated Stabilization Mission in Mali
<b>MoJ</b>	Ministry of Justice
<b>MTE</b>	Mid-Term Evaluation
<b>OECD DAC</b>	Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>PPME</b>	Planning, Performance Monitoring and Evaluation Unit
<b>PROSMED</b>	Mali Stabilization Support Program through Strengthening the Rule of Law
<b>RoL</b>	Rule of Law
<b>SDGs</b>	Sustainable Development Goals
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UN</b>	United Nations
<b>UNCAC</b>	United Nations Convention Against Corruption
<b>UNCT</b>	United Nations Country Teams
<b>UNDP</b>	United Nations Development Programme
<b>UNITAR</b>	United Nations Institute for Training and Research

# Executive summary

## Introduction

The *Strengthening the capacity of the judicial system and promoting the rule of Law in Mali Phase II* project (the project) was funded by the German Federal Foreign Office, and aimed to support national stakeholders for comprehensive reform of the judicial system. The project was implemented between July 2021 and July 2023 with a budget of 2,480,090 EUR, and followed an earlier project phase which focused on an assessment of the Malian judicial system.

The project objective was to be achieved through training of judicial system actors, in partnership with the *Institut National de Formation Judiciaire du Mali – "Maître Demba DIALLO"* (INFJ); two study tours to Rwanda and Senegal; as well as digitalisation of the judicial system. In addition, a number of handbooks, materials, booklets and legal documents were translated in various national languages, and disseminated in the country.

The purpose of the current evaluation was to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project, together with cross-cutting issues including gender and human rights; to identify good practices and any challenges the project encountered; to identify lessons to be learned; and to formulate recommendations, to inform similar projects in the country and elsewhere.

Interviews were conducted with 33 key informants who were closely involved in the design and implementation of the project, and an evaluation survey was distributed and completed by 267 participants.

## Key findings

### Relevance

*The project was strongly aligned with judicial system needs:* The project demonstrated strong relevance to Mali's judicial system needs and overarching rule of law objectives. Despite shortcomings in the capacity assessment from Phase I, the project responded to real and emerging needs. Activities were designed to address significant challenges within Mali's justice system, such as corruption and access to justice. The project's focus on continuing education and timely responses to emerging needs underscored its alignment with sector needs. However, the initial capacity assessment fell short of acceptable standards and the requirements of the Phase I Terms of Reference, in particular given its substantial budget (*also relevant to Effectiveness and Efficiency*).

*Extensive consultation with stakeholders contributed to the project's relevance:* The project engaged in extensive consultation with key stakeholders, including civil society. Stakeholder buy-in was achieved through active listening and managing expectations. While formal consultation processes during implementation were not evident, feedback from beneficiaries was consistently reviewed and integrated into subsequent activities.

*The project was strongly aligned with international frameworks:* The project aligned well with Mali's efforts to implement the 2030 Agenda, particularly SDG 16 (peace, justice and strong institutions). The project indirectly contributed to SDG 5 (gender equality) and SDG 4 (quality education). Alignment with UNITAR strategic frameworks and objectives further supported the project's relevance. The project did not address

disability and environmental sustainability issues.

*The project was aligned with national human rights, disability, and gender equality frameworks:* The project recognised the importance of gender equality and human rights, aligning with national action plans and legislative frameworks. Human rights and disability issues were not adequately considered in project design. Although a gender adviser was proposed, there is no evidence that an expert was engaged.

*HRBA and environmental considerations were not integrated in project design:* The project did not incorporate a HRBA in design or implementation, despite a focus on human rights issues within training modules. Environmental objectives and considerations were not addressed in project design or implementation.

### Coherence

*The project was complementary with UNITAR programming in Mali and in the region, but no evidence of strong cooperation between projects:* The project demonstrated strong alignment and complementarity with previous UNITAR initiatives in Mali, and built on the findings of Phase I. There was thematic complementarity with regional UNITAR programmes, but missed opportunities for cooperation.

*The project was complementary with other international initiatives, but cooperation could have been stronger:* The project exhibited coherence and complementarity with other international initiatives. While there was little direct collaboration between initiatives, the project filled important gaps in the judicial system.

*The project was aligned with donor priorities:* The project aligned well with donor priorities, and complemented their stabilisation efforts in the region.

*The project's participation in coordination and cooperation frameworks could have been stronger:* The project aimed to engage in coordination with other actors,

including through the UNDP Cooperation Framework. However, participation in sector dialogue frameworks during implementation was lacking.

### Effectiveness

*The project demonstrated a high level of overall effectiveness:* The project provided significant support to judicial system reform by enhancing knowledge, skills and cooperation. Training activities and study tours contributed to building the capacity of judicial officials; support for modernization and digitalization was not achieved. Translation and distribution of legal instruments contributed to increasing accessibility and understanding of key laws within local communities. Visibility activities effectively promoted project contributions.

*The project made strong contributions to improving the knowledge, skills and practices of judicial system actors:* The project enhanced knowledge and skills among participants, although the assessment of the level of knowledge and skills acquired was subjective. Trainers acknowledged personal and professional development through exchanges and sharing of experiences. Participants continue to apply acquired knowledge and skills in their work, indicating the relevance and effectiveness of the training. The project contributed to improved collaboration among justice institutions, enhanced media reporting on legal issues and stronger election oversight. The project led to a shift in approach and perceptions among judicial officials, resulting in more proactive and responsive practices, ultimately increasing public confidence in the rule of law.

*The project made other strong contributions to Mali's justice system and justice sector professionals:* The project made significant contributions to improving the quality, efficiency and effectiveness of Mali's justice system. Justice professionals gained skills and confidence, leading to increased



competence in their work, which in turn may foster greater public trust and confidence. Particular contributions were made relative to mediation practices for minor criminal offences, application of electoral law, ethical and professional conduct, and stronger adherence to procedural requirements. The project facilitated cooperation between justice sector institutions and units within these institutions. However, it is suggested that the formalisation of sector cooperation mechanisms would contribute to judicial effectiveness and efficiency, by building on the achievements already made in this regard. Country visits increased awareness of best practices, facilitated cross-fertilization of ideas, and sparked interest in UNITAR approaches. However, there's a need to sustain such exchanges, and possibly formalise mechanisms for ongoing collaboration.

*A number of factors contributed to the project's effectiveness:*

*UNITAR's added value:* UNITAR added value to the project through its positive 'branding', neutrality, and expertise in training.

*Training Methodology:* The success of the project was attributed to UNITAR's interactive and practical training methodology.

*Flexibility and demand-driven approach:* Flexibility in project implementation and responsiveness to sector demand ensured relevance and effectiveness. The project adapted to challenges and accommodated increased participation where possible.

*Ownership and geographic scope:* Political and institutional ownership, coupled with a country-wide scope, contributed to project relevance, credibility, and effectiveness.

*Holistic and inclusive approaches:* Adopting a 'whole of sector' approach contributed to effectiveness and sustainability, with training on ethics and professional conduct reinforced integrity within the justice sector.

*Management and team dynamics:* Professionalism, flexibility and pragmatism of UNITAR, INFJ, and

project teams, together with solid management mechanisms, ensured effective implementation despite challenges.

*Several factors impeded the project's effectiveness:*

*Weaknesses in results framework and monitoring:* Weaknesses in project monitoring were identified, including incomplete logical frameworks, output-oriented reporting and an over-reliance on participant feedback.

*Familiarity with UNITAR training approach:* Initial constraints were observed due to a lack of familiarity of local trainers (ToT participants) with UNITAR's training approaches, highlighting the need for stronger familiarisation of national trainers in advance.

*Content creation challenges:* In the initial stages of the project, there was some confusion regarding responsibilities of training content creation, the quality of which was initially low, and which led to challenges, emphasising the importance of early engagement of subject-matter experts, and establishing clear delineation of responsibilities.

*Responsiveness and validation of achievements:* Concerns were raised about UNITAR's slow turnaround time in providing concept notes and project applications, and the absence of formal certification of completion, which could have provided more value and incentivised continuous learning.

*The project demonstrates strong potential for adaptation in the region, and elsewhere*

The project demonstrated significant achievements in a challenging context, making it eminently adaptable. Lessons learned and best practices can serve as valuable resources for similar projects in other contexts.

Strong evidence of exchanges of practice between stakeholders from different countries suggests potential for regional cooperation and replication.

*Human rights and gender issues were incorporated in project activities*

Efforts were made to promote gender equality, but challenges remained in achieving balanced representation in activities. Special training on GBV was provided.

While a HRBA was not explicitly developed, the project integrated human rights issues into training modules, particularly concerning children's and detainees' rights.

### Efficiency

*The project was generally conducted in a timely and cost-efficient manner:* The project was generally implemented on time and within budget, with only minor deviations observed. Despite early challenges in resource management and tight timelines, the project exhibited reasonable efficiency. Factors contributing to efficiency included the cooperation demonstrated by justice institutions and participants, as well as strong management and leadership. The logistical support provided by INFJ significantly contributed to the smooth execution of activities, enhancing cost-effectiveness. Budget lines were well-aligned with project objectives and activities, although concerns were raised regarding Phase I budget allocation and outputs correlation (*also relevant to Relevance and Effectiveness*).

*Human and financial resource were generally utilised as planned, but greater resources are required for content development:* The project's human and financial resources were generally utilised as planned. Financial management by both the INFJ and UNITAR was satisfactory, however advance payment for certain activities would alleviate timing constraints. Human resources were managed appropriately. However, there were insufficient resources to engage additional subject-matter experts for content development in order to respond to content creation challenges.

### Likelihood of impact

*The project is likely to make contributions to reforming the Malian*

*judicial system:* Training activities enhanced the skills and capabilities of judicial personnel, which will likely contribute to greater effectiveness and efficiency in the legal system. Changes in behaviour and practices among judicial personnel have been observed, leading to more effective and sensitive handling of cases. Improved collaboration and cooperation between legal institutions has been fostered. Awareness and understanding of ethical and deontological issues among legal practitioners have been increased, which is likely to contribute to increased public confidence. Training activities have helped to instil a culture of continuous learning and improvement within institutions.

*The project contributed to the promotion of human rights, gender equality, and GBV prevention:* The project is likely to have contributed to: enhanced protection of human rights in the legal system; greater respect of children's rights in proceedings; stronger victim-centred and restorative approaches, in particular relative to women and girls; and improved access to justice for marginalised groups.

### Likelihood of sustainability

*There is a likelihood of continuation of the project results:* The project's results are likely to continue beyond the implementation phase. The ToT will help sustain project results, having created a pool of experienced trainers. The creation and dissemination of training manuals will provide ongoing knowledge transfer, and the translation and distribution of legislation will also contribute to long-term benefits for justice sector actors.

*UNITAR's support contributed strongly to the project's sustainability:* UNITAR's support significantly contributed to the sustainability of the project, through their established methodologies and technical support. UNITAR's rigorous quality assessment and monitoring tools will continue to enhance INFJ's management capacities, facilitating future cooperation with other donors and partners.

*Several factors contributed to the project's sustainability:* Key factors contributing to sustainability include the proactive approach of project participants and stakeholders, emphasis on networking and collaboration, and interest from neighbouring countries in adapting project lessons. Challenges to sustainability persist, including personnel movement and reliance on external funding sources. However, the project's focus on capacity building, knowledge transfer, and institutional ownership provides a strong foundation for sustainability.

## Key recommendations

The key evaluation recommendations are outlined below. **Recommendation 1:** When undertaking a needs, capacity or other initial assessment, and in the formulation of justice sector projects, conduct a comprehensive and inclusive context analysis, providing stakeholder mapping and the identification of gaps in existing and desired levels of performance, challenges, priorities, risks and barriers to inform project design and ensure alignment with national priorities and sector needs.

**Evaluation criteria: Relevance**

*Priority: High*

*Main implementation responsibility: UNITAR, helped by current and future Implementing Partners and judicial system stakeholders*

**Recommendation 2: Strengthen** collaboration and coordination between justice sector stakeholders, including UNITAR, Implementing Partner, Ministries of Justice and government agencies, civil society organisations, and development partners to enhance coherence and synergy between different initiatives and programmes.

**Evaluation criteria: Coherence**

*Priority: Medium*

*Main implementation responsibility: UNITAR in consultation with other project stakeholders.*

**Recommendation 3: Consider in project design** the inclusion of formal or structured mechanisms for cooperation and knowledge sharing among justice sector institutions to enhance effectiveness and efficiency in delivering justice services and promoting the rule of law.

**Evaluation criteria: Effectiveness**

*Priority: Medium*

*Main implementation responsibility: Ministry of Justice, Implementing Partner with the support of UNITAR, judicial system professionals, civil society, media and other justice sector stakeholders*

**Recommendation 4: Strengthen** results frameworks and monitoring and evaluation approaches and activities (including assessment of learning), in order to more effectively track progress and assess project outcomes and impacts.

**Evaluation criteria: Effectiveness**

*Priority: High*

*Main implementation responsibility: UNITAR and Implementing Partners*

**Recommendation 5: Strengthen** the development of qualitative training content, to ensure the setting of a clear division of responsibilities between project parties, and the allocation of subject-matter expertise.

**Evaluation criteria: Effectiveness**

*Priority: Medium-High*

*Main implementation responsibility: UNITAR, Implementing Partners and project teams.*

**Recommendation 6: Strengthen** institutional organisational and

financial stability, and ongoing capacity-building to ensure the sustainability of project results.
<b>Evaluation criteria: Sustainability</b>
<i>Priority: Medium</i>
<i>Main implementation responsibility: Implementing Partners, with the support of UNITAR and other judicial system stakeholders.</i>

## Lessons learned

The project generated important learnings that could potentially help inform the design and implementation of other judicial reform projects, both in Mali and elsewhere. Below are the most significant lessons learned.

<b>Contextual assessment:</b> Before initiating a justice sector project, it is essential to conduct a comprehensive assessment of the national and sector context, to ensure understanding the environment, including political, social, and legal aspects.
<b>Continuous consultation and engagement:</b> Projects in the justice sector require <i>continuous</i> consultation and engagement with stakeholders, to ensure that the project remains responsive to the evolving needs and challenges within the sector.
<b>Incorporation of gender and HRBA approaches:</b> Gender and HRBA integrated into project design and implementation help to address inequalities and ensure equitable access to justice for all.
<b>Formalisation of cooperation mechanisms:</b> The integration of formalised mechanisms for cooperation in project design contributes to enhancing effectiveness and efficiency within the judicial sector.
<b>Robust results framework and monitoring:</b> Ensure Logical Frameworks (Logframe) have clearly defined objectives, baselines,

activities, and with qualitative and quantitative indicators.
<b>Familiarisation with and adaptation of UNITAR approaches, methodologies and tools:</b> Ensure project teams are fully familiarised with UNITAR training, quality assurance and monitoring guidelines and tools, to mitigate initial challenges and misunderstandings.
<b>Engagement of subject-matter experts:</b> Engage subject-matter experts to develop training content collaboratively with trainers, to ensure the quality and relevance of the materials and training delivered.
<b>Addressing personnel movement challenges:</b> Develop strategies to address challenges related to personnel movement within justice institutions to ensure continuity of training and institutional support.
<b>Ensuring financial sustainability:</b> Explore diverse funding sources and partnerships to ensure the long-term sustainability of the project beyond external funding.

# Résumé exécutif

## Présentation du projet

Le projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II » (le projet) a été financé par le ministère fédéral allemand des Affaires étrangères, et visait à soutenir les parties prenantes nationales pour une réforme globale du système judiciaire. Le projet a été mis en œuvre entre juillet 2021 et juillet 2023 avec un budget de 2,480,090 EUR, et faisait suite à une phase antérieure du projet qui se concentrait sur une évaluation des besoins du système judiciaire malien.

L'objectif du projet devait être atteint par la formation des acteurs du système judiciaire, en partenariat avec l'Institut national de formation judiciaire du Mali « Maître Demba DIALLO » (INFJ) ; deux voyages d'étude au Rwanda et au Sénégal ; ainsi que la numérisation du système judiciaire. En outre, un certain nombre de manuels, de documents, de brochures et de documents juridiques ont été traduits dans diverses langues nationales et diffusés dans le pays.

L'objectif de l'évaluation actuelle était d'évaluer la pertinence, la cohérence, l'efficacité, l'efficacé, la probabilité d'impact et la probabilité de durabilité du projet, ainsi que les questions transversales telles que le genre et les droits de l'homme ; d'identifier les bonnes pratiques et les défis rencontrés par le projet ; d'identifier les leçons à tirer ; et de formuler des recommandations, afin d'informer des projets similaires dans le pays et ailleurs.

Des entretiens ont été menés avec 50 informateurs clés (à confirmer) qui ont été étroitement impliqués dans la conception et la mise en œuvre du projet, et une enquête

d'évaluation a été distribuée et remplie par 267 participants.

## Principales conclusions

### Pertinence

*Le projet a été fortement aligné sur les besoins du système judiciaire* : Le projet a démontré une forte pertinence par rapport aux besoins du système judiciaire malien et aux objectifs généraux de l'État de droit. Malgré les lacunes de l'évaluation des besoins de la phase I, le projet a répondu à des besoins réels et émergents. Les activités ont été conçues pour relever des défis importants au sein du système judiciaire malien, tels que la corruption et l'accès à la justice. L'accent mis par le projet sur la formation continue et les réponses opportunes aux besoins émergents ont souligné son alignement sur les besoins du secteur. Cependant, l'évaluation initiale des besoins n'a pas été à la hauteur des normes acceptables et des exigences des termes de référence de la phase I, en particulier compte tenu de son budget substantiel (*également pertinent pour l'efficacité et l'efficacé*).

*La consultation approfondie des parties prenantes a contribué à la pertinence du projet* : Le projet a fait l'objet d'une vaste consultation avec les principales parties prenantes, y compris la société civile. L'écoute active et la gestion des attentes ont permis d'obtenir l'adhésion des parties prenantes. Bien qu'il n'y ait pas eu de processus de consultation formels pendant la mise en œuvre, les commentaires des bénéficiaires ont été systématiquement examinés et intégrés dans les activités ultérieures.

*Le projet était fortement aligné sur les cadres internationaux* : Le projet s'est bien aligné sur les efforts du Mali pour mettre en œuvre l'Agenda 2030, en particulier l'ODD

16 (paix, justice et institutions fortes). Le projet a indirectement contribué à l'ODD 5 (égalité des sexes) et à l'ODD 4 (éducation de qualité). L'alignement sur les cadres stratégiques et les objectifs de l'UNITAR a encore renforcé la pertinence du projet. Le projet n'a pas abordé les questions de handicap et de durabilité environnementale.

*Le projet était aligné sur les cadres nationaux des droits de l'homme, du handicap et de l'égalité des sexes :* Le projet a reconnu l'importance de l'égalité des sexes et des droits de l'homme, en s'alignant sur les plans d'action et les cadres législatifs nationaux. Les droits de l'homme et les questions de handicap n'ont pas été suffisamment pris en compte dans la conception du projet. Bien qu'un conseiller en matière d'égalité des sexes ait été proposé, rien ne prouve qu'un expert ait été engagé.

*L'approche fondée sur les droits de l'homme et les considérations environnementales n'ont pas été intégrées dans la conception du projet :* Le projet n'a pas intégré d'approche fondée sur les droits de l'homme dans sa conception ou sa mise en œuvre, bien que les modules de formation mettent l'accent sur les questions relatives aux droits de l'homme. Les objectifs et les considérations environnementales n'ont pas été pris en compte dans la conception ou la mise en œuvre du projet.

## Cohérence

*Le projet était complémentaire avec la programmation de l'UNITAR au Mali et dans la région, mais il n'y a pas de preuve d'une forte coopération entre les projets :* Le projet a démontré un alignement et une complémentarité forts avec les initiatives précédentes de l'UNITAR au Mali, et s'est appuyé sur les résultats de la Phase I. Il y a eu une complémentarité thématique avec

les programmes régionaux de l'UNITAR, mais des opportunités de coopération ont été manquées.

*Le projet était complémentaire avec d'autres initiatives internationales, mais la coopération aurait pu être plus forte :* Le projet a fait preuve de cohérence et de complémentarité avec d'autres initiatives internationales. Bien qu'il y ait eu peu de collaboration directe entre les initiatives, le projet a comblé d'importantes lacunes dans le système judiciaire.

*Le projet s'est aligné sur les priorités des donateurs :* Le projet s'est bien aligné sur les priorités des donateurs et a complété leurs efforts de stabilisation dans la région.

*La participation du projet aux cadres de coordination et de coopération aurait pu être plus forte :* Le projet visait à s'engager dans la coordination avec d'autres acteurs, notamment par le biais du cadre de coopération du PNUD. Cependant, la participation aux cadres de dialogue sectoriel pendant la mise en œuvre a été insuffisante.

## Efficacité

*Le projet a fait preuve d'un haut niveau d'efficacité globale :* Le projet a apporté un soutien significatif à la réforme du système judiciaire en améliorant les connaissances, les compétences et la coopération. Les activités de formation et les voyages d'étude ont contribué à renforcer les capacités des fonctionnaires judiciaires ; le soutien à la modernisation et à la numérisation n'a pas été réalisé. La traduction et la distribution d'instruments juridiques ont contribué à améliorer l'accessibilité et la compréhension des lois clés au sein des communautés locales. Les activités de visibilité ont permis de promouvoir efficacement les contributions du projet.

*Le projet a fortement contribué à l'amélioration des connaissances, des compétences et des pratiques des acteurs du système judiciaire* : Le projet a amélioré les connaissances et les compétences des participants, bien que l'évaluation du niveau de connaissances et de compétences acquises soit subjective. Les formateurs ont reconnu leur développement personnel et professionnel grâce aux échanges et au partage d'expériences. Les participants continuent d'appliquer les connaissances et les compétences acquises dans leur travail, ce qui témoigne de la pertinence et de l'efficacité de la formation. Le projet a contribué à l'amélioration de la collaboration entre les institutions judiciaires, à l'amélioration de la couverture médiatique des questions juridiques et au renforcement de la surveillance des élections. Le projet a entraîné un changement d'approche et de perception chez les fonctionnaires judiciaires, ce qui a donné lieu à des pratiques plus proactives et plus réactives, renforçant ainsi la confiance du public dans l'État de droit.

*Le projet a apporté d'autres contributions importantes au système judiciaire du Mali et aux professionnels du secteur de la justice* : Le projet a contribué de manière significative à l'amélioration de la qualité, de l'efficacité et de l'efficacité du système judiciaire malien. Les professionnels de la justice ont acquis des compétences et de l'assurance, ce qui leur a permis d'être plus compétents dans leur travail et, par conséquent, d'accroître la confiance du public. Des contributions particulières ont été apportées en ce qui concerne les pratiques de médiation pour les infractions pénales mineures, l'application de la loi électorale, la conduite éthique et professionnelle, et le respect plus strict des exigences procédurales. Le projet a facilité la coopération entre les institutions du secteur de la justice et les unités au sein de

ces institutions. Toutefois, il est suggéré que la formalisation des mécanismes de coopération sectorielle contribuerait à l'efficacité et à l'efficacité judiciaires, en s'appuyant sur les réalisations déjà accomplies à cet égard. Les visites de pays ont permis de mieux connaître les meilleures pratiques, de faciliter l'échange d'idées et de susciter l'intérêt pour les approches de l'UNITAR. Cependant, il est nécessaire de maintenir ces échanges et éventuellement de formaliser des mécanismes de collaboration continue.

*Un certain nombre de facteurs ont contribué à l'efficacité du projet* :

*La valeur ajoutée de l'UNITAR* : L'UNITAR a apporté une valeur ajoutée au projet grâce à son « image de marque » positive, sa neutralité et son expertise en matière de formation.

*Méthodologie de formation* : Le succès du projet a été attribué à la méthodologie de formation interactive et pratique de l'UNITAR.

*Flexibilité et approche axée sur la demande* : La flexibilité dans la mise en œuvre du projet et la réactivité à la demande du secteur ont assuré la pertinence et l'efficacité du projet. Le projet s'est adapté aux défis et a permis une participation accrue lorsque cela était possible.

*Appropriation et portée géographique* : L'appropriation politique et institutionnelle, associée à une portée nationale, a contribué à la pertinence, à la crédibilité et à l'efficacité du projet.

*Approches globales et inclusives* : L'adoption d'une approche « sectorielle » a contribué à l'efficacité et à la durabilité, la formation à l'éthique et à la déontologie renforçant l'intégrité au sein du secteur de la justice.

*Gestion et dynamique d'équipe* : Le professionnalisme, la flexibilité et le pragmatisme de l'UNITAR, de l'INFJ et des équipes de projet, ainsi que des mécanismes de gestion solides, ont assuré une mise en œuvre efficace malgré les difficultés.

**Plusieurs facteurs ont entravé l'efficacité du projet :**

*Faiblesses du cadre de résultats et du suivi* : Des faiblesses dans le suivi du projet ont été identifiées, notamment des cadres logiques incomplets, des rapports axés sur les résultats et une dépendance excessive à l'égard du retour d'information des participants.

*Familiarité avec l'approche de formation de l'UNITAR* : Des contraintes initiales ont été observées en raison du manque de familiarité des formateurs locaux (participants à la FdF) avec les approches de formation de l'UNITAR, soulignant la nécessité d'une plus grande familiarisation des formateurs nationaux à l'avance.

*Défis liés à la création de contenu* : Dans les phases initiales du projet, il y a eu une certaine confusion concernant les responsabilités de la création du contenu de la formation, dont la qualité était initialement faible, et qui a conduit à des défis, soulignant l'importance de l'engagement précoce des experts en la matière, et l'établissement d'une délimitation claire des responsabilités.

*Réactivité et validation des réalisations* : Des inquiétudes ont été exprimées quant à la lenteur de l'UNITAR à fournir des notes conceptuelles et des demandes de projet, et quant à l'absence de certification formelle de l'achèvement du projet, qui aurait pu apporter une plus grande valeur ajoutée et encourager l'apprentissage continu.

*Le projet démontre un fort potentiel d'adaptation dans la région et ailleurs.*

Le projet a permis d'obtenir des résultats significatifs dans un contexte difficile, ce qui le rend éminemment adaptable. Les enseignements tirés et les meilleures pratiques peuvent constituer des ressources précieuses pour des projets similaires dans d'autres contextes.

Les échanges de pratiques entre les parties prenantes de différents pays ont été largement démontrés, ce qui laisse entrevoir un potentiel de coopération et de reproduction au niveau régional.

*Les droits de l'homme et les questions d'égalité entre les hommes et les femmes ont été intégrés dans les activités du projet*

Des efforts ont été déployés pour promouvoir l'égalité entre les hommes et les femmes, mais il reste des défis à relever pour parvenir à une représentation équilibrée dans les activités. Une formation spéciale sur la violence liée au sexe a été dispensée.

Bien qu'une approche fondée sur les droits de l'homme n'ait pas été explicitement développée, le projet a intégré les questions relatives aux droits de l'homme dans les modules de formation, notamment en ce qui concerne les droits des enfants et des détenus.

## **Efficacité**

*Le projet a généralement été mené dans les délais et avec un bon rapport coût-efficacité* : Le projet a généralement été mis en œuvre dans les délais et dans les limites du budget, seuls des écarts mineurs ayant été observés. Malgré les difficultés initiales liées à la gestion des ressources et aux délais serrés, le projet a fait preuve d'une efficacité raisonnable. Les facteurs qui ont contribué à cette efficacité sont notamment la coopération dont ont fait



preuve les institutions judiciaires et les participants, ainsi qu'une gestion et une direction solides. Le soutien logistique fourni par l'INFJ a contribué de manière significative à la bonne exécution des activités, améliorant ainsi le rapport coût-efficacité. Les lignes budgétaires étaient bien alignées sur les objectifs et les activités du projet, bien que des préoccupations aient été exprimées concernant l'allocation du budget de la phase I et la corrélation des résultats (également pertinente pour la pertinence et l'efficacité).

*Les ressources humaines et financières ont généralement été utilisées comme prévu, mais des ressources plus importantes sont nécessaires pour le développement du contenu :* Les ressources humaines et financières du projet ont généralement été utilisées comme prévu. La gestion financière de l'INFJ et de l'UNITAR a été satisfaisante, mais le paiement anticipé de certaines activités permettrait d'alléger les contraintes de calendrier. Les ressources humaines ont été gérées de manière appropriée. Toutefois, les ressources étaient insuffisantes pour engager des experts supplémentaires pour le développement du contenu afin de répondre aux défis de la création de contenu.

### Probabilité d'impact

*Le projet est susceptible de contribuer à la réforme du système judiciaire malien :* Les activités de formation ont renforcé les compétences et les capacités du personnel judiciaire, ce qui contribuera probablement à améliorer l'efficacité et l'efficacité du système judiciaire. Des changements dans le comportement et les pratiques du personnel judiciaire ont été observés, conduisant à un traitement plus efficace et plus sensible des affaires. L'amélioration

de la collaboration et de la coopération entre les institutions juridiques a été encouragée. La sensibilisation et la compréhension des questions éthiques et déontologiques par les praticiens du droit ont été renforcées, ce qui devrait contribuer à accroître la confiance du public. Les activités de formation ont contribué à instiller une culture d'apprentissage et d'amélioration continue au sein des institutions.

*Le projet a contribué à la promotion des droits de l'homme, de l'égalité des sexes et de la prévention de la violence liée au sexe*

*: Le projet est susceptible d'avoir contribué à une meilleure protection des droits de l'homme dans le système juridique, à un plus grand respect des droits de l'enfant dans les procédures, à un renforcement des approches axées sur les victimes et réparatrices, en particulier en ce qui concerne les femmes et les filles, et à un meilleur accès à la justice pour les groupes marginalisés.*

### Probabilité de durabilité

*Il est probable que les résultats du projet se poursuivent :* Les résultats du projet sont susceptibles de se poursuivre au-delà de la phase de mise en œuvre. La FdF contribuera à maintenir les résultats du projet, en créant un groupe de formateurs expérimentés. La création et la diffusion de manuels de formation permettront un transfert continu des connaissances, et la traduction et la diffusion de la législation contribueront également à des avantages à long terme pour les acteurs du secteur de la justice.

*Le soutien de l'UNITAR a fortement contribué à la durabilité du projet :* Le soutien de l'UNITAR a contribué de manière significative à la durabilité du projet, grâce à ses méthodologies établies et à son soutien technique. Les outils rigoureux d'évaluation de la qualité et de

suivi de l'UNITAR continueront à renforcer les capacités de gestion de l'INFJ, facilitant ainsi la coopération future avec d'autres donateurs et partenaires.

*Plusieurs facteurs ont contribué à la durabilité du projet :* Les principaux facteurs contribuant à la durabilité comprennent l'approche proactive des participants au projet et des parties prenantes, l'accent mis sur la mise en réseau et la collaboration, et l'intérêt des pays voisins pour l'adaptation des leçons tirées du projet. Les défis à la durabilité persistent, notamment les mouvements de personnel et la dépendance à l'égard des sources de financement externes. Toutefois, l'accent mis par le projet sur le renforcement des capacités, le transfert de connaissances et l'appropriation institutionnelle constitue une base solide pour la durabilité.

## Principales recommandations

Les principales recommandations de l'évaluation sont présentées ci-dessous.

**Recommandation 1 :** Lors de la réalisation d'une évaluation des besoins, des capacités ou d'une autre évaluation initiale, et lors de la formulation de projets dans le secteur de la justice, procéder à une analyse complète et inclusive du contexte, fournissant une cartographie des parties prenantes et l'identification des lacunes dans les niveaux de performance existants et souhaités, des défis, des priorités, des risques et des obstacles afin d'informer la conception du projet et de garantir l'alignement sur les priorités nationales et les besoins sectoriels.

### Critères d'évaluation : Pertinence

*Priorité : élevée*

*Principale responsabilité de la mise en œuvre : UNITAR, aidé par les partenaires de mise en œuvre actuels et*

*futurs et les parties prenantes du système judiciaire.*

**Recommandation 2 :** Renforcer la collaboration et la coordination entre les parties prenantes du secteur de la justice, y compris l'UNITAR, le partenaire de mise en œuvre, les ministères de la justice et les agences gouvernementales, les organisations de la société civile et les partenaires de développement afin d'améliorer la cohérence et la synergie entre les différentes initiatives et les différents programmes.

### Critères d'évaluation : Cohérence

*Priorité : Moyenne*

*Principale responsabilité de mise en œuvre : UNITAR en consultation avec les autres parties prenantes du projet.*

**Recommandation 3 :** Envisager, lors de la conception du projet, l'inclusion de mécanismes formels ou structurés de coopération et de partage des connaissances entre les institutions du secteur de la justice afin d'améliorer l'efficacité et l'efficience de la fourniture des services de justice et de la promotion de l'État de droit.

### Critères d'évaluation : Efficacité

*Priorité : Moyenne*

*Principale responsabilité de mise en œuvre : Ministère de la Justice, partenaire de mise en œuvre avec le soutien de l'UNITAR, des professionnels du système judiciaire, de la société civile, des médias et d'autres parties prenantes du secteur de la justice.*

**Recommandation 4 :** Renforcer les cadres de résultats et les approches et activités de suivi et d'évaluation (y compris l'évaluation de l'apprentissage), afin de suivre plus efficacement les progrès et d'évaluer les résultats et l'impact des projets.

**Critères d'évaluation : Efficacité**

*Priorité : élevée*

*Principale responsabilité de la mise en œuvre : UNITAR et partenaires de mise en œuvre.*

**Recommandation 5 :** Renforcer l'élaboration d'un contenu de formation qualitatif, afin de garantir une répartition claire des responsabilités entre les parties au projet et l'attribution d'une expertise en la matière.

**Critères d'évaluation : Efficacité**

*Priorité : Moyenne-élevée*

*Principale responsabilité de la mise en œuvre : UNITAR, partenaires de mise en œuvre et équipes de projet.*

**Recommandation 6 :** Renforcer la stabilité organisationnelle et financière des institutions, ainsi que le renforcement continu des capacités afin de garantir la durabilité des résultats du projet.

**Critères d'évaluation : Durabilité**

*Priorité : Moyenne*

*Principale responsabilité de la mise en œuvre : UNITAR, partenaires de mise en œuvre et équipes de projet.*

Le projet a permis d'apprendre d'importants leçons qui pourraient contribuer à la conception et à la mise en œuvre d'autres projets de réforme judiciaire, au Mali et ailleurs. Les enseignements les plus significatifs sont présentés ci-dessous.

**Évaluation du contexte :** Avant de lancer un projet dans le secteur de la justice, il est essentiel de procéder à une évaluation complète du contexte national et sectoriel, afin de s'assurer de la compréhension de l'environnement, y compris les aspects politiques, sociaux et juridiques.

**Consultation et engagement continus :** Les projets dans le secteur de la justice nécessitent une consultation et un engagement continus avec les parties prenantes, afin de s'assurer que le projet reste adapté à l'évolution des besoins et des défis du secteur.

**Intégration des approches en matière de genre et d'approche fondée sur les droits de l'homme :** L'intégration de l'égalité des sexes et de l'approche fondée sur les droits de l'homme dans la conception et la mise en œuvre des projets permet de lutter contre les inégalités et d'assurer un accès équitable à la justice pour tous.

**Formalisation des mécanismes de coopération :** L'intégration de mécanismes formalisés de coopération dans la conception des projets contribue à renforcer l'efficacité et l'efficacité du secteur judiciaire.

**Un cadre de résultats et un suivi solide :** Veiller à ce que les cadres logiques (Logframe) aient des objectifs, des niveaux de référence et des activités clairement définis, ainsi que des indicateurs qualitatifs et quantitatifs.

**Familiarisation et adaptation des approches, méthodologies et outils de l'UNITAR :** S'assurer que les équipes de

## Leçons apprises

projet sont parfaitement familiarisées avec les lignes directrices et les outils de formation, d'assurance qualité et de suivi de l'UNITAR, afin d'atténuer les difficultés et les malentendus initiaux.

**Engagement d'experts en la matière :** Engager des experts en la matière pour développer le contenu de la formation en collaboration avec les formateurs, afin de garantir la qualité et la pertinence du matériel et de la formation dispensée.

**Relever les défis liés aux mouvements de personnel :** Élaborer des stratégies pour relever les défis liés aux mouvements de personnel au sein des institutions judiciaires afin d'assurer la continuité de la formation et du soutien institutionnel.

**Assurer la viabilité financière :** Explorer diverses sources de financement et partenariats pour assurer la viabilité à long terme du projet au-delà du financement externe.

# Introduction

## About UNITAR

1. The United Nations Institute for Training and Research (UNITAR) is a principal training arm of the United Nations, with the aim of increasing the effectiveness of the United Nations (UN) in achieving its major objectives through training and research.
2. UNITAR's mission is to develop the individual, institutional and organisational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges.
3. UNITAR's first strategic objective calls to "*Promote peace and just and inclusive societies.*" The Institute works towards supporting institutions and individuals to contribute meaningfully to sustainable peace. It incorporates activities aimed at strengthening capacities of institutions and individuals towards peaceful coexistence, conflict prevention and resolution, restoration of the rule of law, and the development of sound regulatory frameworks in promotion of public participation in decision making and access to information and justice.

## Context

4. Longstanding inter-communal clashes, the marginalisation of communities, limited access to public services and the vastness of the territory contributed to the development of armed militias affecting the stability of Mali and neighbouring countries. Mali experienced a deep crisis, which culminated in a military coup in 2020, and the subsequent establishment of a transitional government.
5. One of the main consequences of the instability and security situation in Mali has been the dysfunction and deterioration of the judicial system, which in turn has led to increased corruption, problems of access to justice and decreased public confidence in justice institutions. In the 'Charter for Mali's Transition of 12 September 2020',<sup>1</sup> the transition authorities formally expressed their will and determination to strengthen the rule of law and Mali's institutions with the support and assistance of the international community, throughout the transition period and beyond.
6. The transitional government further established the emergency programme on the strengthening of the judicial system in December 2020, with the establishment of the Law on the Orientation and Programming of Justice. This law's general objective was to build over five years (2020- 2024), an accessible, efficient and effective public justice service, on the premise that strengthening the justice system would improve the rule of law (RoL) that is one of the pillars of the Partnership for Security and Stability in the Sahel (P3S) under the International Coalition for the Sahel (*further discussed at Relevance below*). This was expanded by the 2021 N'Djamena G5 Sahel Summit, which stated that '*the military victories achieved so far will have lasting effects only if the state's sovereign functions are restored and basic state services are delivered once more.*'

## About the project

7. The *Strengthening the capacity of the judicial system and promoting the rule of Law in Mali Phase II* project (the project) was funded by the German Federal Foreign Office, and aimed to support national stakeholders for comprehensive reform of the judicial system, as part of Mali's governmental transition. It sought to accomplish this objective through strengthening and modernising the Malian judicial system, particularly in its

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<sup>1</sup> <https://sgg-mali.ml/JO/2020/mali-jo-2020-17-sp.pdf>

desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development; and through digitalising Mali's judicial system. The project was implemented between July 2021 and July 2023, with a budget of 2,480,090 EUR.

8. The project was implemented subsequent to an earlier project phase entitled *Strengthening the capacity of the judicial system and promoting the rule of law in Mali*, implemented between December 2020 and May 2021, which focused on an assessment of the strengths and weaknesses of the Malian judicial system, including a needs assessment. An action plan was prepared and agreed upon with the Ministry of Justice (MoJ). The project also built on previous UNITAR project interventions in the country and region.
9. The project objective was to be achieved through various capacity building interventions in the form of training to judicial police officers and lawyers, judges, magistrates, prosecutors, court clerks, bailiffs, notaries, the media and civil society organisations (CSOs), together with an improved case management and filing system and the computerisation of the judicial system.
10. The project comprised two components, the first of which focused on improving the knowledge, skills and behaviour of a range of stakeholders, including judicial workers, the media, NGOs, political parties and civil society actors through the development and implementation of training packages and learning tools, and organising study tours to Rwanda and Senegal. The project's training component was implemented in partnership with the *Institut National de Formation Judiciaire du Mali – "Maître Demba DIALLO"* (INFJ).
11. The project's second component on creating an Integrated Electronic Management System (IECMS) encompassing the Judiciary, MoJ, National Public Prosecution, Criminal Investigation Department and the Correctional Services was planned as a pilot initiative in Bamako.
12. In addition, a number of handbooks, materials, booklets and legal documents were to be translated and published in various national languages and disseminated in the country.

## About the evaluation

### Evaluation purpose

13. The purpose of the evaluation was:
  - To assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project (*see Evaluation criteria below*);
  - To identify good practices as well as any challenges that the project has encountered;
  - To identify lessons to be learned on the project's design, implementation and management; and
  - To formulate appropriate and actionable recommendations, to inform any similar projects in the country, and other projects in other contexts outside Mali, in particular in the immediate region.
14. The evaluation therefore intended to provide findings, conclusions, recommendations and lessons learned to contribute to the improvement of future projects, and to broader organisational learning. The evaluation not only assesses the project's performance, but also identifies factors contributing to, or hindering, the successful delivery of results.

## Evaluation scope

15. **Substantive scope:** The evaluation verifies, analyses and assesses the performance of the project in accordance with the evaluation criteria provided in the evaluation's Terms of Reference (see Annex A). The evaluation also examines the integration of cross-cutting issues in the project, notably relative to human rights, gender, disability and environmental sustainability. It therefore provides responses to a set of evaluation questions (EQs) set out in the Evaluation Matrix (see Annex B), and formulates conclusions and recommendations in line with the evaluation's purpose outlined above.
16. **Geographical scope:** The evaluation encompasses the project implemented in Mali and includes an examination of activities conducted in regional areas of the country, as well as those conducted in Rwanda and Senegal.
17. **Temporal Scope:** The evaluation encompasses the entire project timeframe, from 1 July 2021 to 30 June 2023. While Phase I is not formally part of the evaluation scope, the outcomes of this phase are directly related to the second phase, and are therefore taken into consideration.

## Evaluation criteria, questions and matrix

18. The evaluation is structured around the assessment of all six OECD DAC criteria<sup>2</sup> (relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability), together with gender, disability, human rights and environmental sustainability considerations.
19. The evaluation questions were formulated in the inception phase of the evaluation, and guided its approaches, data collection, analysis and structure. Each question was complemented by several sub-questions, outlined in the Evaluation Matrix.
  - **EQ1 Relevance:** To what extent was the project aligned with UN strategic frameworks, and with Malian judicial sector needs and reached its intended users leaving no one behind?
  - **EQ2 Coherence:** To what extent did the project complement other relevant initiatives in the Malian judicial sector and adhere to international frameworks?
  - **EQ 3 Effectiveness:** To what extent did project design and implementation contribute to reforming, strengthening, modernising and digitalising the Malian judicial system?
  - **EQ4 Efficiency:** To what extent was the project implemented in line with its timeframes and available resources and optimized partnerships?
  - **EQ 5 Likelihood of impact:** To what extent did the project contribute, or is likely to contribute, to reform of the Malian judicial system?
  - **EQ6: Likelihood of sustainability:** To what extent are the project's results continuing, or likely to continue?
20. The Evaluation Matrix provided a set of judgement criteria and indicators to answer the EQs, together with the potential sources of information.

## Evaluation policy and guidelines

21. The evaluation was undertaken in accordance with the UNITAR Evaluation Policy<sup>3</sup> and Independent Evaluation Operational Guidelines, as well as the United Nations Norms

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<sup>2</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>3</sup> <https://unitar.org/sites/default/files/media/file/UNITAR%20Evaluation%20Policy.pdf>

and Standards for Evaluation<sup>4</sup>, the UNEG Ethical Guidelines for Evaluation,<sup>5</sup> as well as the UNEG Guidelines on Integrating Human Rights and Gender Equality.<sup>6</sup>

22. The evaluation was undertaken by two independent evaluators (the 'evaluators') under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME).

## Evaluation structure

23. The evaluation comprised an inception phase, a data-collection/ field phase and a synthesis phase.

- **Inception phase:** This phase included meetings with UNITAR project staff, followed by the review of documents and material. The key deliverable for this phase was the Inception Report containing the evaluation question matrix and observations from the documents reviewed.
- **Data collection phase:** This phase comprised the main information-gathering activities, including the launch of an online survey, online interviews, and further documentary review. The key deliverable for this phase was a presentation of emerging findings, conclusions and recommendations.
- **Synthesis phase:** This phase was devoted to the preparation of the evaluation report. The key deliverables for this phase were a Zero Draft Report, a Draft Final Report, and a Final Evaluation Report.

## Data collection

24. The evaluation employed a mixed-methods approach to obtain qualitative and quantitative information to answer the evaluation questions, comprising:

- **Desk research and review of project documentation.** A list of documents consulted is provided at *Annex D*.
- **In-depth semi-structured online interviews** with 33 selected key informants, with some of these interviews conducted with training participants as small focus groups.
- **An online mobile survey**, which was launched in January 2024, and sent to 1,130<sup>7</sup> invitees by email or on WhatsApp, and to which 267 responded.

25. The selected key informants for interviews were those most closely involved in the design and implementation of the project, and included representatives from UNITAR project management and the INFJ, trainers and other project experts, project activity participants (legal professionals, representatives from civil society and the media), and international cooperation partners. A list of persons interviewed is provided at *Annex D*.

26. The evaluation survey was completed by 267 participants. The respondent demographic data reveals that 75 per cent were male, 25 per cent female, and 0.4 per cent identified as non-binary. The majority of respondents (74 per cent) were between the ages of 26-45 years old. Approximately 6 per cent reported having disabilities. In terms of professional affiliation, 30 per cent work directly in the judicial system as magistrates or judicial police officers, while around 28 per cent are journalists, civil society organization representatives, or independent workers. The employer organisation reflects the distribution above 17 per cent work for the private sector

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<sup>4</sup> <https://www.unevaluation.org/document/detail/1914>

<sup>5</sup> <https://www.unevaluation.org/document/detail/2866>

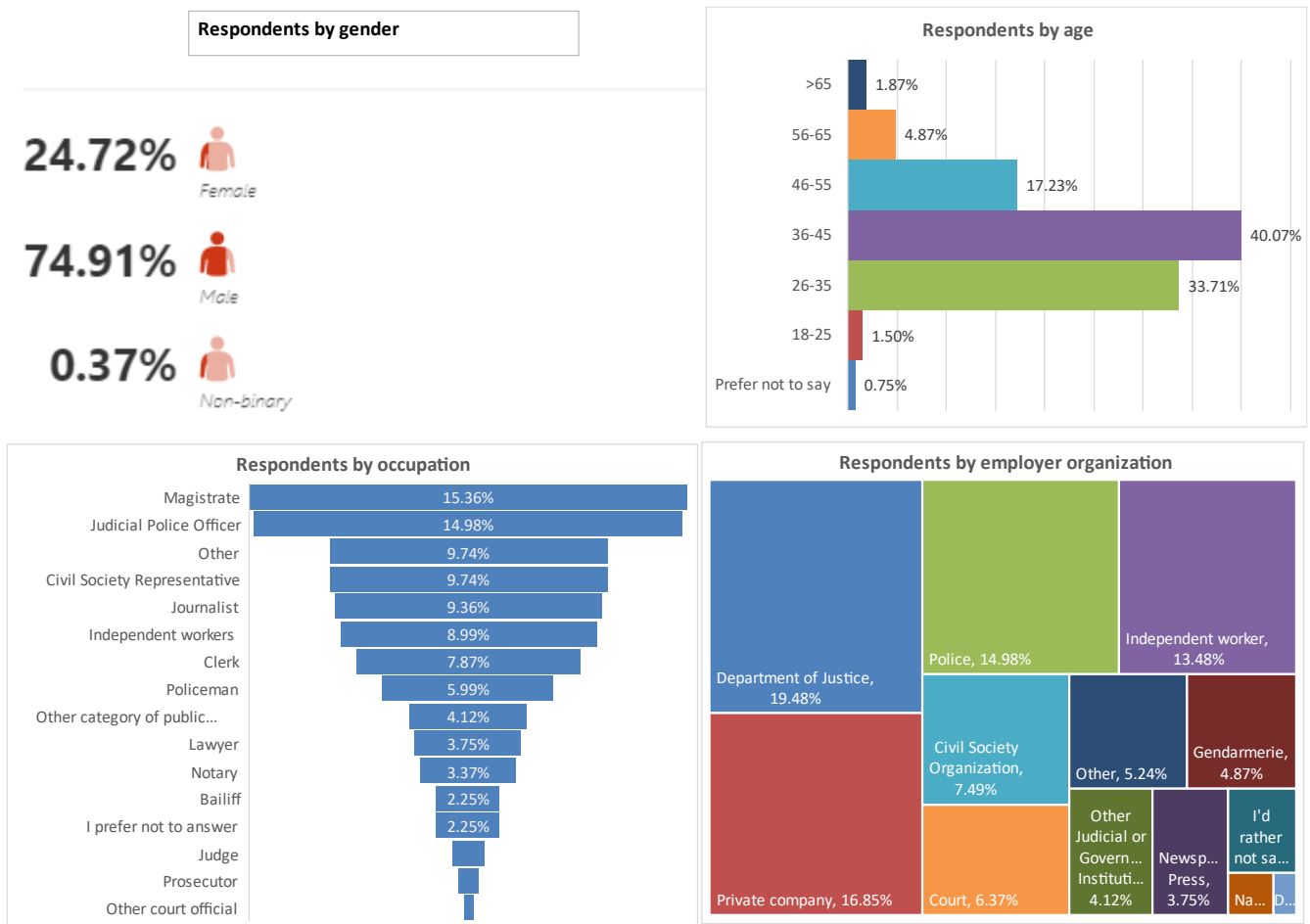
<sup>6</sup> <https://unevaluation.org/document/detail/1616>

<sup>7</sup> 917 invitations by WhatsApp and 213 by email.



(Figure 1).

Figure 1 – Evaluation survey respondents' demographics



## Limitations

27. A set of evaluation risks and associated mitigation strategies were outlined in the evaluation's inception report; however, the majority of these potential constraints fortunately did not materialise. Documentation was fully forthcoming; interlocutors were responsive, and generous with their time, and frank and open in their inputs; and the percentage of respondents to the survey was acceptable and similar to the UNITAR average for independent evaluations.
28. However, the evaluation experienced some delay in the original work-plan, due to the end-of-year holiday period between December 2023 – January 2024, and interviews took place over a much longer period than originally estimated, due to informants' availabilities. Some interviewees also experienced minor technical challenges, due to power outages and difficulties with IT material or utilising certain online platforms. Furthermore, a lack of statistical data and baselines meant that results and impact were somewhat difficult to assess.

# Findings

## Relevance

*To what extent was the project aligned with UN strategic frameworks, and with Malian judicial sector needs and reached its intended users leaving no one behind?*

### Alignment with needs

*EQ 1.1 To what extent were the project's objectives and design aligned to Mali's judicial system needs, as assessed in the project's first phase, and the overarching need to strengthen and modernise the judicial system and promote the rule of law? Have project objectives remained relevant throughout project implementation despite changes of the political and national context or were they adjusted using adaptive management?*

#### Relevance to sector needs

29. The project demonstrated strong overall relevance to the judicial system and the overarching RoL context in Mali, and throughout the project period.
30. Phase I of the project, as indicated above, comprised an assessment of sector needs, which outlined a summary of the principal challenges facing the Malian Justice Sector, grouped according to those identified by key stakeholders, including the MoJ (see also EQ 1.3 regarding the level of consultation during this Phase). This needs assessment was intended as the fulcrum around which UNITAR would design the project.
31. The evaluation found however that the assessment methodology is only briefly described, context and stakeholder analyses were not provided, and there is limited discussion of the evidence leading to these observations, either from external sources or from the stakeholders themselves. Further in the report, there is a list of 14 challenges that appears to be regrouped from the stakeholder summaries, which were identified in the following order: insecurity, corruption, impunity, access to justice, capacities of judicial and non-judicial personnel, digitalisation, translation and dissemination of legal texts, promotion of gender in the judiciary, problems of preventive detentions and prison conditions, regulation of the role of Cadis (traditional judges), influence of religion on the legislative procedure, slowness in the administration of justice, career management for magistrates, and codification of children's rights and gender. Activities to address some of these challenges and improve justice access and delivery were apparently selected and agreed upon with the Ministry of Justice.
32. However, there is again no discussion of these challenges, and while the list's order can be reasonably assumed to represent the relative priority of each item, no analysis is provided to justify such prioritisation. Furthermore, there is no evidence or discussion concerning the rationale, means and feasibility of the proposed responses to these challenges – which are again presented in the form of a broad list – including a Theory of Change (ToC) or intervention logic that could anchor these responses. Finally, while a risk analysis was present, and identified areas of potential concern, few risks were identified relative to project implementation, and again analysis was absent (see Recommendation 1).
33. The findings from the assessment were transferred to the subsequent application for Phase II, without exploring deeper each of the elements outlined above, and which formed the basis of the project's design (objectives, outputs, outcomes, etc.), as outlined in the results framework (Logframe).
34. Despite these methodological and analytical shortcomings, external independent analyses of the sector context in Mali, and in comparable countries in the immediate region, amply confirm that the project objectively responded to real and emerging needs and priorities, notably relative to insecurity, corruption, fundamental rights, general

governance constraints, enforcement, and civil and criminal justice effectiveness.<sup>8</sup> In particular, these constraints and their everyday human impacts are amplified in regions outside the capital, Bamako.<sup>9</sup>

35. The project clearly responded to these and other justice-related concerns in a timely, and generally well-conceived and logical manner. For example, the Phase I assessment highlighted the enormous demand for continuing education in judicial sector, and the final formulation of the project responded directly to needs that emerged in the wake of the March/ April 2020 parliamentary elections, through its support to electoral law, with the involvement of key actors, not only within the judicial system, but also media and civil society and political parties representatives.
36. The country visits undertaken in the context of the project provided practical exchanges that complemented training activities: by leveraging successful strategies observed in Rwanda and Senegal, the project aimed to address challenges within Mali's judicial system, and promote institutional stability. The choice of countries was based on well-considered criteria. Firstly, Rwanda's exemplary administrative practices, and success in combatting corruption and promoting good governance, aimed to showcase the potential for change within Mali's judicial institutions. Secondly, Senegal's advanced judicial system, close proximity and shared cultural context with Mali made it a particularly relevant case study. The exchange of experiences with Senegal's judicial practitioners, and notably its Judicial Training Centre, aimed to provide insights into practical methodologies for training and institutional organisation, thus offering tangible approaches to enhancing daily judicial practice.
37. The project was also highly relevant to qualitative approaches within the sector, with a focus on improvement of judicial reasoning, and increased awareness of legal ethics and professional conduct amongst legal actors.

*'Lawyers believe they know [their] ethics and professional conduct rules, when there are aspects that we are always learning. We need a lot more of this information'. Lawyer*

38. The project aimed to respond to the critical issue of corruption, through dedicated training, and complemented by concrete support to the digitalisation of the judicial system, with a Phase I team member remarking that *'we noticed that the weakness of this judicial system was largely due to corruption, there was a lack of monitoring and evaluation of the judicial service, so we recommended that if there was digitalisation of this system, it could ensure [such] monitoring.'* However, this component was ultimately not fully implemented as originally designed (see Effectiveness below).

#### Alignment with sector policy and legislative framework

39. The Phase I report and UNITAR application for funding (project document) made explicit reference to the project's intended alignment with Mali's judicial system policy and legislative framework and related initiatives. In particular, the project was aligned with the 2020 Transition Charter,<sup>10</sup> which highlighted justice as a value upon which the transition would be conducted (Art. 1).
40. Strengthening the justice system was intended in turn to improve the rule of law, which was one of the four pillars of the 2020 International Coalition for Security and Stability in

<sup>8</sup> <https://worldjusticeproject.org/rule-of-law-index/country/2023/Mali/>

<sup>9</sup> <https://www.amnesty.org/en/latest/news/2022/04/mali-a-justice-at-loss-with-the-crimes-against-civilians-in-the-central-regions/>

<sup>10</sup> <https://sgg-mali.ml/JO/2020/mali-jo-2020-17-sp.pdf>

the Sahel (P3S).<sup>11</sup> More specifically, the project was intended to build on the 2015 *Emergency Program for the Strengthening of the Judicial System and the Implementation of the Agreement for Peace and Reconciliation in Mali resulting from the Algiers Process*, structured around consolidation of the judiciary and the rule of law, protection of human rights, and the fight against impunity, corruption and financial crime. This in turn led to the establishment of the *Loi d’Orientation et de Programmation pour le secteur de la Justice 2020-2024*, the objective of which was to establish an accessible, efficient, and effective public justice service capable of restoring the public confidence, through the fight against corruption and economic crimes.

41. The survey conducted in the context of the current evaluation (‘evaluation survey’) highlighted the participants’ view that the project’s training component responded strongly to national priorities and policies, in particular relative to human rights and Mali’s international obligations, as presented in Table 1.

Table 1 - Participants’ perception of training response to national priorities and policies

	Development	Human rights	Gender equality	International obligations
Not addressed at all	11.16%	9.71%	16.59%	10.19%
Somewhat addressed	16.74%	11.17%	14.15%	16.99%
Addressed	44.65%	51.94%	41.46%	43.69%
Very well addressed	18.14%	22.33%	18.05%	20.87%
I am not sure	9.30%	4.85%	9.76%	8.25%
Not applicable				
Total	100.00%	100.00%	100.00%	100.00%

#### Relevance to specific needs of beneficiaries and institutions

42. Self-evaluations with 1,511 responses from 16 learning events showed that the course content had high job relevance, with more than 96 per cent of respondents confirming its applicability to their work (surpassing the UNITAR average for 2022 by 20 percentage points).
43. The evaluation survey consistently highlighted the high relevance of the project’s training to judicial sector actors, with 52 per cent of respondents indicating that it responded to their own professional needs, and 26 per cent indicating that it responded strongly in this regard. Areas that participants indicated were of particular relevance to their work included electoral law, gender-based violence, children’s rights, and ethical and professional conduct, with civil society and media representatives providing consistently strong feedback in this regard.

Table 2 - Extent to which the training responded to participant’s professional needs and priorities

	Frequency	Percentage
Not addressed at all	4	1.8%
Somewhat addressed	39	17.1%
Addressed	118	51.8%
Very well addressed	59	25.9%
Not applicable	8	3.5%
Total	228	100%

44. The evaluation survey also highlighted the relevance of the project’s training to the

<sup>11</sup> <https://www.diplomatie.gouv.fr/en/country-files/africa/the-international-coalition-for-the-sahel/#:~:text=The%20Partnership%20for%20Security%20and,of%20defence%20and%20internal%20Osecurity>.

training participants institutions, with 49 per cent of respondents indicating that it responded to institutional needs, and 26 per cent indicating that it responded strongly in this regard. The areas that were indicated as being of strong institutional relevance again included electoral law and children’s rights, however the topics of improving institutions’ capacities and procedures, and supporting continuing education of personnel were also reported as highly pertinent. Participants’ reflections regarding the effects and practical applications of the training are provided under Effectiveness below.

Table 3 - Extent to which the training responded to institutional needs and priorities

	Frequency	Percentage
Not addressed at all	2	0,9%
Somewhat addressed	39	17,1%
Addressed	111	48,7%
Very well addressed	59	25,9%
Not applicable	17	7,5%
Total	228	100%

### Theory of change

45. The project proposal focused on the implementation of the findings presented by the Phase I assessment described above, and outlined its ToC, which aimed at *‘promoting peace and stability in Mali, by enhancing the capacities of judicial system actors, while empowering judicial institutions to fulfil their mandates. In turn, improved rule of law and governance at the national level are expected to sustain stabilisation efforts at the regional and regional levels.’* This was to be achieved through interventions *‘supporting the strengthening of the capacity of judicial bodies and judicial accessibility, combating impunity and corruption, and regulating and computerising the judicial system.’*
46. The project logic assumed that training judicial professionals would impact the quality of justice positively, with interlocutors highlighting the fundamental role of training in the judicial system, with capacity development considered crucial for the development of legal professionals. The project therefore aimed to strengthen positive practices identified by practitioners themselves, based on the needs analysis and UNITAR’s training methodology.
47. However, certain interlocutors expressed doubt regarding the logical coherence of the ToC, with one stating that *‘if one of the issues is corruption, how did you get to the logical conclusion that training on anti-corruption is the solution?’* The intended support to digitalisation would have complemented the training activities, and better supported the ToC, however this component was not fully implemented, as indicated above (see Recommendation 1).
48. Linked to this, concerns were also raised about the lack of logic in the chosen training topics, and the quality of the initial assessment, which in turn raised doubts about the accuracy of identified needs, the correlation between training and the anticipated outcomes, and hence the effectiveness of the proposed interventions. The absence of learning specialists in the project design phase (project conceptualisation) was also queried, which could have highlighted flaws in understanding performance and knowledge gaps (see Recommendation 1).
49. Despite these concerns, however, the evaluation found the project’s ToC reasonably well-constructed, given its specific objectives, thematic and sectorial scope, budget, and in particular its modest focus on improving *qualitative* aspects across the justice system, rather than addressing the underlying causes of problems, which would have required far greater scope, timeframe and activities and complex multi-sectorial approaches.

*The fundamental goal of the project was to change poor practices, which were raised by the practitioners themselves’ - Project team-member*

## Results framework

50. The project was designed around an initial Logframe, which set out the intended objectives, results, activities, and related indicators of achievement. This was reworked during the project period, and is discussed fully under Effectiveness below.

## Ongoing relevance of objectives

51. The project’s objectives and anticipated results remained relevant throughout its implementation, with the March 2023 Interim Report stating that *‘the fragile political situation in Mali has so far had no impact on the project [...] judiciary still remains extremely willing to reform and open to the implementation of our training activities.’* Whilst not directly confirmed by other stakeholders, the evaluators observed no evidence that the external context influenced the project’s outcomes.
52. In addition, the project responded fortuitously to other emerging needs, beyond those that had been initially identified during Phase I and the project formulation proper, for example by providing training to bailiffs (*huissiers de justice*) and auctioneers (*commissaires priseurs*), following the merger of these two previously separate professions. As one interlocutor stated *‘by merging the two bodies, we created a double skill-set, [so] each now had to learn the profession of the other. The project came as a godsend for them.’*
53. Such sustained relevance was rooted in the relative flexibility of project design and implementation, and ongoing institutional commitment, as highlighted in the following section.

## Factors influencing relevance

54. The strong relevance of the project was primary due to numerous intertwined factors, which can be summarised as follows:
  - **Timeliness:** The project was conceived and implemented in the wake of the September 2020 coup d’état, and was directly aligned with the Transition Charter, as described above. It was also positioned to address needs that emerged in the wake of the 2020 parliamentary elections, and will be of ongoing relevance to the upcoming 2024 presidential election. The project also responded to increasing threats related to terrorism, and related population movements.
  - **Flexibility:** The project showed relative flexibility in responding to a volatile political context (*see also Effectiveness below*) and changing sector needs; for example, support to electoral law was added in response to the 2020 elections, and additional training was developed to respond to the bailiff/ auctioneer merger, as previously described.
  - **Consultative approach:** The project was based on recommendations arising from consultations that occurred during Phase I, thereby ensuring its responsiveness to sector needs.
  - **Tailor-made:** While the project utilised established UNITAR training approaches and methodologies, and applied existing international standards where appropriate, the activities were all carefully adapted to Mali’s judicial sector institutions and target groups. As one interlocutor stated, *‘you need to be very conscious of not running the risk of having a ‘one size fits all’ approach.’*
  - **Institutional and political ownership:** An important indicator of relevance was the early engagement of sector institutions and actors, and at the ministerial level, who fully understood the opportunities the project would present to improving the

justice sector, and in turn the rule of law.

- **Choice of national partner:** The Phase I assessment identified the INFJ as the most appropriate partner to implement the project, given its existing role as the sole provider of judicial training, and importantly its strong independence from other institutions, which was of particular importance in the Malian context.
- **Choice of trainers:** The trainers were individually selected from their respective professions, on the basis of their considerable experience and credibility, including senior members of the judiciary. As one of the trainer-of-trainer participants indicated, *'we had trainers who could talk at length about [their subjects], while we served as a guide for them to translate this into the training.'*
- **Choice of participants:** Activity participants were selected through exchanges between the INFJ and the respective judicial institutions. It is unclear however whether a set of criteria were employed in this regard. The importance of this was underscored by one interlocutor, who stated that *'there [needs to be] a strong accent on who you are training, and for what, not just training people for the sake of training people'* (see Recommendation 1).
- **Inclusiveness:** An important indicator of relevance was also the inclusion of participants from a broad range of professions that are not ordinarily included in judicial sector programmes, and notably the media, civil society and the political corps, for whom the training related to electoral law, human rights and child protection was of considerable relevance, as evidenced by their extensive narrative feedback in the evaluation survey.
- **Emphasis on 'daily justice':** The training was focused on the practical aspects of the judicial system, which strongly corresponded to beneficiaries' needs, as confirmed by survey participants, one of whom stated *'What really changed me was realising the extent to which everyday justice in Mali remained important, despite a very, very complicated political context. This is also a lesson to be learned for other contexts, where we [risk having] an approach to a country that is very pessimistic. I think we really need to insist on the essential role of everyday justice.'*
- **Geographic reach:** While training activities were conducted in the capital Bamako, participants were nevertheless brought from outlying regions, and training specifically addressed the significant constraints arising in those areas.
- **Neutrality and independence:** An important element of relevance was the neutrality and independence of the INFJ, and its relationship with UNITAR and the German government, which increased the programme's credibility amongst stakeholders, and allowed it to align training and content with sector needs, rather than political priorities.

*'This type of training must be extremely careful; we must be sure that we can do it without constraint and without being exploited ourselves. This is where the importance of the agreement we signed comes from, between the Institute and UNITAR, with all its detailed points'. INFJ*

## Consultation with stakeholders

EQ 1.2 To what extent and how were key stakeholders, including CSOs consulted or implicated in project design and implementation? How did the project ensure that no stakeholders were left behind?

55. Phase I engaged in considerable consultation with a number of relevant stakeholders in meetings with the MoJ, and a broad range of judicial system stakeholders. The January 2021 Interim Report stated that *'the methodology consisted of active listening [...] during the various meetings and interviews [...] starting with the Minister of Justice, local NGOs, international organisations and [other justice organisations].'* The Final Report confirmed that the project *'received the buy-in of the local stakeholders, specifically the Minister of Justice in Bamako who is fully supporting the initiative of reforming the justice sector'*.
56. One Phase I team member indicated that *'it was important that Malian stakeholders take ownership of the project; this is a concern that we had from the start, since it was not at all obvious.'* Phase I also ensured however that stakeholder expectations were well-managed, with the Final Report also indicating that *'the project kept a low public profile, since it was supposed to assess needs and opportunities [...] without already creating the expectation of such activities on the ground'*.
57. Phase 2 was subsequently designed in line with the findings of these consultations, with training subjects and content developed with beneficiary institutions, with the July 2023 Interim Report stating that *'participants confirmed that the choice of topics was completely in line with the needs and wishes of the different target groups.'* (Annex C)
58. There is no evidence that continuing or formal stakeholder consultation took place once the course structures and content were established, which the evaluation survey largely confirmed. Nevertheless, feedback obtained from participants was reviewed after each training module, and observations integrated into subsequent training. Furthermore, there is strong evidence that the project team maintained excellent and dynamic relationships with all the involved justice sector institutions, including civil society representatives, throughout project implementation.

## Alignment with international frameworks, human rights and gender equality

EQ 1.3 To what extent was the project aligned with Mali's efforts to implement the 2030 Agenda for Sustainable Development, and its other UN development, human rights and gender quality obligations and strategic objectives, and UNITAR strategic frameworks?

59. The project proposal emphasised that *'access to justice is an essential component of sustainable development, recognized in Sustainable Development Goal (SDG) 16'*, of the 2030 Agenda for Sustainable Development.<sup>12</sup> It also outlined the role of UNITAR's Division for Peace, and its grouping of programming *'to provide the most comprehensive support to the promotion of peace, justice and strong institutions worldwide, thereby essentially advancing the implementation of SDG 16'*, as well as promotion of democratic governance and human rights. The project therefore clearly aimed to contribute to the realisation of SGD 16 in Mali, in particular relative to the outcome targets relative to promoting the rule of law and ensuring equal access to justice; reducing corruption; and developing effective, accountable and transparent institutions.
60. Whilst not expressly stated in the project proposal, it also aimed indirectly to contribute to the realisation of SDG 5 (gender equality), and in particular the outcome target *'ensuring full participation of women in leadership and decision-making'*, and the implementation target *'adopting and strengthening policies for gender equality, and supporting legislation to enforce it'*. It also indirectly aimed to contribute to SDG 4 (quality education), and notably outcome target 5 *'eliminate all discrimination in education'*, and outcome target 7 *'education for sustainable development and global citizenship'*.

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<sup>12</sup> <https://sdgs.un.org/2030agenda>



61. Whilst also not specifically mentioned in the project document, the project was also aligned with the UNITAR Strategic Framework<sup>1314</sup> in particular the strategic objectives related to peace and building just and inclusive societies, notably relative to insecurity, injustice, and corruption; to supporting equitable representation, notably relative to accessing quality education, training and lifelong learning opportunities; and to cross-fertilising knowledge and expertise, in support of the 2030 Agenda.
62. In addition, and again while not superficially referred to in project design, the project was aligned with the provisions of the United Nations Convention Against Corruption (UNCAC),<sup>15</sup> in particular relative to prevention and law enforcement measures.

## Alignment with national human rights, disability and gender equality frameworks

*EQ 1.4 To what extent was the project aligned with relevant national human rights, disability and gender equality and the empowerment of women (GEEW) frameworks and agreements, and other relevant documents?*

63. Human rights and GEEW were strong preoccupations of the project, as confirmed in project management's narrative reporting. The Phase I Report highlighted the low representation of women (less than 30 per cent) in justice institutions, which meant that the sector did not align with the requirements of Act 2015-052 of 18 December 2015, establishing measures to promote gender in access to nominative and elective functions. Accordingly, the promotion of gender was identified as a key sector need, and corresponding training modules were already under development in cooperation with the INFJ.
64. This was subsequently reflected in the project proposal, which provided an outline of the policy and legislative background surrounding gender issues in the country, including the 2019 National Action Plan for the implementation of Resolution 1325 on Women, Peace and Security (1325 NAP). Gender barriers were discussed in project documents; however, these were not centred on the specific Malian context, but rather UNITAR's global understanding of such issues.
65. The project proposed the integration of a gender approach, and the assignment of a gender advisor to the team; however, there is no evidence such an approach was developed, and the intended inclusion of women in project planning and implementation was not adequately discussed. Nevertheless, UN WOMEN was consulted in Phase I and their perspective integrated, albeit somewhat cursorily, in the assessment findings.
66. The proposal also highlighted the issue of access to justice as a basic principle of the rule of law and a key human rights safeguard, and the barriers to achieving access for women and vulnerable groups. While not highlighted to the same extent as gender in project design, human rights were clearly a priority, as evidenced by the mainstreaming of human rights issues in training modules, and specifically addressed in others, including relative to child rights in the judicial system.
67. The evaluation observed however that disability was not addressed in project design and implementation, notably in training content, despite the very real barriers to access to justice experienced by persons with disabilities. Information on disability was not collected on the participants.

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<sup>13</sup> [https://unitar.org/sites/default/files/media/publication/doc/unitar\\_strategicframework\\_web-new.pdf](https://unitar.org/sites/default/files/media/publication/doc/unitar_strategicframework_web-new.pdf)

<sup>14</sup> [https://unitar.org/sites/default/files/media/publication/doc/UNITAR\\_Strategic%20Framework\\_2022-2025.pdf](https://unitar.org/sites/default/files/media/publication/doc/UNITAR_Strategic%20Framework_2022-2025.pdf)

<sup>15</sup> [https://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026\\_E.pdf](https://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026_E.pdf)

## Incorporation of HRBA and environmental issues

EQ 1.5 To what extent did the project incorporate a human rights-based approach (HRBA), and environmental objectives and/or considerations?

68. No HRBA or environmental objectives were proposed in project design or developed in the project's implementation, despite the project's human rights focus as outlined above.

## Coherence

To what extent did the project complement other relevant initiatives in the Malian judicial sector and adhere to international frameworks?

### Complementarity with UNITAR programming

EQ 2.1 To what extent did the project complement other UNITAR programming in Mali, including the results of Phase I?

69. As a training arm of the United Nations, UNITAR is mandated to develop individual and institutional capacities for the implementation of the 2030 Agenda, through outcome-based training and learning initiatives. In the area of RoL and democratic governance, UNITAR's Division for Peace contributes to integrated efforts aimed at stabilising and promoting peace and sustainable development by supporting the strengthening of the RoL in post-conflict settings.
70. UNITAR has operated in Mali since 2016, where it has supported effective, efficient, accountable and responsive security sector institutions and promoted effective legislation and national frameworks in compliance with international human rights norms and standards. From January 2020, UNITAR had an out-posted staff presence in Bamako, hosted on UNDP premises.
71. The project was directly conceived in line with the findings and recommendations of Phase I, and notably the 14 areas of priority that were identified, and the suggested responses.
72. The project was also aligned with and complementary to the *Strengthening Crisis Management Capacities of Malian National Police, Gendarmerie and National Guard during Elections* project, which was implemented in partnership with the *École de Maintien de la Paix "Alioune Blondin Beye"* (EMP), which was implemented from July 2021 to December 2022. The project's overarching objective was to support national authorities in Mali to transition towards democratic governance and the rule of law, contributing to peace and development in the country, through developing training packages targeting the national police, gendarmerie and national guard, as well as civilian protection units.
73. In this respect, the project built on the findings of Phase I and was complementary to existing UNITAR initiatives and partnerships in the country.
74. However, while there was reasonable thematic complementarity with the regional programme '*Training and Advanced Training of West African Security Forces*', which was implemented from 2022 to 2023, possibilities for cooperation with Malian initiatives were not explored, with the Final Evaluation Report indicating it '*did not find any evidence that the project took advantage of UNITAR's cooperative engagements including with ongoing projects with [...] EMPABB in Mali, to organise exchanges of practice, reduce the francophone divide in course provision or coordinate their activities to fully support ECOWAS*'<sup>16</sup> (see Recommendation 2).

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<https://unitar.org/sites/default/files/media/file/Final%20report%20advanced%20training%20of%20WA%20security%20forces%20KAIPTC%20-%20UNITAR.pdf>

## Complementarity with other initiatives in Mali

EQ 2.2 To what extent did the project complement and establish synergies with other projects supported by the donor, the UN, or other donors and organisations aimed at strengthening the Malian judicial system capacities, or more broadly the Malian judicial sector, by contributing to implementing international frameworks?

### Coherence and complementarity

75. Difficulties existed in assessing and analysing the cooperation and sector context in Mali at the time of project design, with the proposal indicating that *'as the [political] situation [was] still evolving, it [was] not possible to have a clear picture of how other governmental and non-governmental organisations will be involved in supporting the transitional government.'*
76. Nevertheless, the Phase I team met with two international organisations operating in the country. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)<sup>17</sup> was involved in the justice sector through two areas of intervention; firstly, re-establishing the state presence and authority in the centre of the country, including relative to security and judicial entities, where their interventions included assistance with the transport of judicial personnel for hearings in remote, inaccessible areas. The second area of intervention included fighting impunity in the centre of the country, by bringing to justice those responsible for the massacres of hundreds of civilians in 2019 and 2020.<sup>18</sup> MINUSMA was dissolved in June 2023.
77. The second organisation, UN WOMEN (ONU FEMME Mali) responds to widespread gender-based violence in the country, and associated lack of access to justice, through support to national partners including government, civil society and local private sector partners, to establish policies, laws, services and resources to help women achieve equality and justice.
78. UNITAR also undertook desk research concerning the cooperation context, and identified several other donors involved in the sector, including the United States of America, France, and the international NGO *Avocats Sans Frontières* (Lawyers without Borders).
79. The project achieved considerable coherence and complementarity with these important initiatives, while both organisations are involved in the justice sector, UN WOMEN plays more of an advocacy role, whereas MINUSMA focusses on impunity and restoring justice. The UNITAR project filled important gaps relative to the capacity of institutions and key stakeholders.
80. Throughout implementation, the project also maintained regular exchanges with UNDP, not least because UNITAR was hosted in their premises in Bamako. UNDP Mali focuses *inter alia* on peace, peacebuilding, justice and security, anti-corruption, and the fight against violent extremism, and justice sector infrastructure, and has also provided support to capacity building. In particular, the *Mali Stabilization Support Program through Strengthening the Rule of Law* (PROSMED),<sup>19</sup> implemented since 2020 by UNDP, in association with UN WOMEN and MINUSMA, has been training bailiffs, lawyers and other justice sector actors.
81. The complementarity of the project with PROSMED was highlighted by a UNDP representative, who indicated that *'we supported the [INFJ], which is where we met UNITAR, and saw that there were activities that were developed in parallel. We supplemented this with other training [...] and also the production of modules. There are many needs.'* Indeed, the significant training gaps that persist in the judicial system

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<sup>17</sup> <https://peacekeeping.un.org/en/mission/minusma>

<sup>18</sup> *Inter alia*: <https://www.amnesty.org/en/latest/news/2020/07/mali-recent-killings-in-central-region-could-fuel-humanitarian-disaster/>

<sup>19</sup> <https://www.undp.org/fr/mali/projets/programme-dappui-la-stabilisation-du-mali-travers-le-renforcement-de-letat-de-droit-prosmed>

meant that, in reality, there was little risk of duplication of activities.

82. The project also exhibited significant complementarity with UNFPA-supported One-Stop Centre initiative, which provides medical care and psychosocial support to survivors of sexual exploitation and abuse, under a partnership with the Ministry of Health, as well as legal services and socio-economic reintegration through implementing partners.
83. It is noted that the United National Office (UNODC) has been present in Mali since 2020, where it implements a wide range of activities in coordination with national authorities, UN agencies and partners. There was significant complementarity with the project, notably relative to the UNODC's support to the Police Component of the G5 Sahel Joint Force, the Security Cooperation Platform, and the Regional Police Academy; its support to anti-corruption efforts; and its contribution to strengthening criminal justice systems, in particular relative to reducing the number of prisoners awaiting trial, technical assistance for juvenile justice, and capacity building of prison staff.
84. Nevertheless, despite the strong complementarity of the project with other initiatives in the rule of law sector, there was little direct collaboration between them, as confirmed by UN WOMEN, UNDP and civil society organisations working on these issues. This meant that opportunities to establish synergies, and even joint approaches and activities were not leveraged (see Recommendation 2).

#### Alignment with donor priorities

85. The project exhibited strong alignment with donor priorities, with the German Foreign Office's representative stating that *'our focus is on short-term responses aimed at improving trust between the state and its citizens in order for violence to be reduced, and setting up a peaceful and [...] democratic approaches to conflict resolution. That's our stabilization approach.'* These approaches are outlined in the 2017 *Federal Government of Germany Guidelines on Preventing Crises, Resolving Conflicts, Building Peace*,<sup>20</sup> the 2022 *Foreign and security policy concept for an integrated action for peace*<sup>21</sup> and the 2019 *Strategy of the Federal Government for promoting the rule of law*.<sup>22</sup> Their suspension of support to Mali was anchored in their response to the 2023 coup d'état in Niger, which *'has changed [...] our engagement with the Saharan countries. [Our approach] is to try to prevent a spill-over into the wider region.'*

#### Coordination and cooperation

86. The project's application anticipated participation in the United Nations Sustainable Development Cooperation Framework coordinating mechanisms,<sup>23</sup> in order to *'ensure coordination with other actors while implementing project activities, in the view of avoiding duplications and taking advantage of synergies.'*
87. The project also aimed to be aligned with UNDP coordination approaches, which focus on working with agencies of the United Nations system, as well as with other technical and financial partners. Donor coordination took place within the framework of the Justice Dialogue Group, one of several sector groups, but which have been suspended since September 2023. Interlocutors indicated however that the UNITAR project was not present at any sector dialogue frameworks during its implementation (see Recommendation 2).

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<sup>20</sup> <https://www.auswaertiges-amt.de/blob/1214246/057f794cd3593763ea556897972574fd/preventing-crises-data.pdf>

<sup>21</sup> <https://www.auswaertiges-amt.de/blob/2586726/4810ccb8aa4d2140817311f68afe74/aussen--und-sicherheitspolitisches-konzept-fuer-ein-integriertes-friedensengagement-data.pdf>

<sup>22</sup> <https://peacelab.blog/uploads/Rechtsstaatsförderung-EN-WEB.pdf>

<sup>23</sup> <https://unsdg.un.org/sites/default/files/2022-06/UN%20Cooperation%20Framework%20Internal%20Guidance%20--%201%20June%202022.pdf>

## Effectiveness

EQ 3 Effectiveness: To what extent did project design and implementation contribute to reforming, strengthening, modernising and digitalising the Malian judicial system?

### Overarching project outcomes

88. Overall, the judicial system project has proven highly effective in enhancing skills and knowledge and cooperation within the legal sector. The project's comprehensive approach, coupled with practical application and collaboration, has resulted in tangible improvements in justice delivery, with participants continuing to apply and disseminate the knowledge and skills acquired, contributing to sustained improvements in the functioning of the justice sector in Mali.
89. This effectiveness is evidenced in the context of the analysis below, and was also highlighted in reporting and project management's self-evaluation and IP performance assessment conducted during project implementation, with the IP's overall performance rated as very good and excellence in 2022 and 2023 respectively.

*'This is one of the best programmes we have had in the last years at the National Judicial Training Institute.'* - INFJ

90. Despite the complex sector and country context, and overall working constraints, and the large quantity of themes, training sessions and participants, the project workplan and related activities were largely completed. The project application provided an outline of outputs, by institution and key target groups, and of anticipated impacts (*see however Results Monitoring below*).
91. The completion of the overall outputs was confirmed through ongoing project monitoring, reporting and self-evaluation. For example, the performance assessment of implementing partners 2022, indicated that *'the partner fulfilled all responsibilities as per the Letter of Agreement, in full compliance with UNITAR quality standards'*, with the final Interim Report (July 2023) confirming that *'the project has achieved its goal to train more than 1,500 actors in the justice sector'*. Initial delays related to staff changes and further consultations with INFJ resulted in some activities being implemented later than planned (Interim Report October 2021), and training on electoral law was postponed due to the adoption of the new law. Implementation was accelerated in response to these challenges, and the project proceeded to completion as planned.

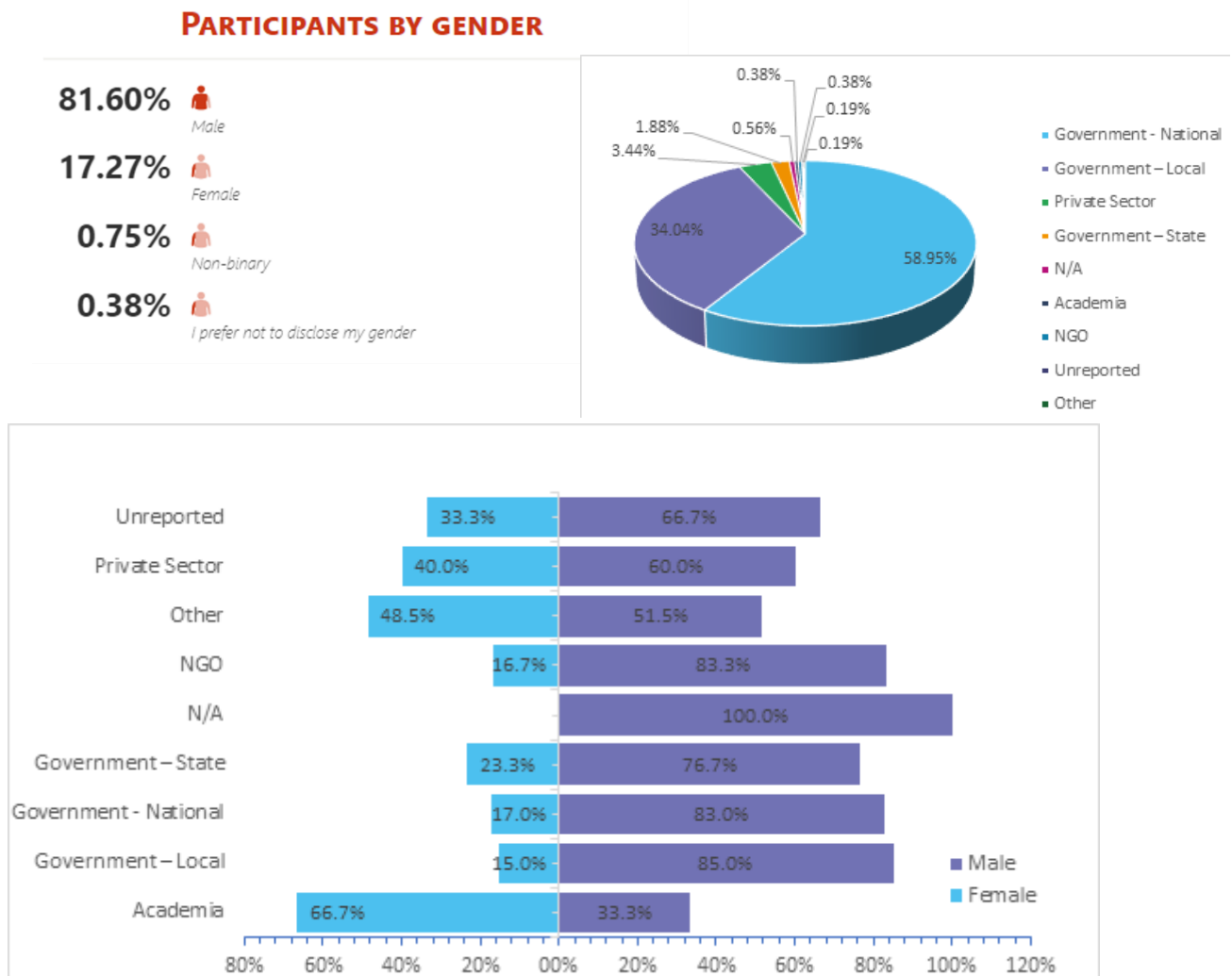
### Training activities

92. The project commenced with the training of trainers in 2021 and a second cohort later in 2022, selected from experienced judges and other experts from Mali. They received input from UNITAR trainers, based on UNITAR's 'Comprehensive Training of Trainers Course', and interactive methodologies. The trained trainers then conducted the delivery of the subject-matter training courses, which was the project's core component.
93. The subject-matter training courses were prepared and conducted by external experts hired by UNITAR and legal experts from the Malian justice sector. Training was conducted on ethics and deontology, criminal procedure, writing of judgments and court decisions, preparation of judicial acts, securities and enforcement of court orders, counter-money laundering, protection of minors and vulnerable persons, and on addressing gender-based violence, and electoral law. The courses brought together over 1,500 participants, including judges, public prosecutors, judicial police officers, lawyers, bailiffs, court commissioners, notaries, clerks as well as representatives from civil society, political parties and the media (see Figure 2).
94. For each course, the INFJ, with the support of UNITAR, prepared teaching materials, including training programmes, session plans, handouts, background information, and visual aids, and at the conclusion of each module, online self-assessments were

distributed to participants.

95. Under the first component of the project, a total of 25 with defined learning objectives were implemented under the project between October 2021 and July 2023. The training sessions were conducted face-to-face in Mali, with participants directly invited to participate in the sessions. According to data from UNITAR's Events Management System (EMS), five events took place in 2021, 10 in 2022, and 10 in 2023, training 1,645 participants. The majority of these (93 per cent) were public servants of the national and local government of Mali and men (82 per cent) (Figure 2). While male participants comprised the majority across affiliations, the higher female representation was found in academia at 67 per cent. In the other organisational affiliations, there is an underrepresentation of female participants (Figure 2). Additionally, two Training of Trainers (ToT) events were held with 30 participants total, only 3 per cent of whom were female. There was also an attempt to have ToT participants take part in an online ToT course, however, none of the invited trainers participated (*see also Constraints below*).

Figure 2 – Training participants' demographics



Source: EMS Data

### Study tours

96. Two study tours were carried out in the framework of the project:

- Study tour to Kigali, Rwanda, from 18 to 22 July 2022, with 12 participants (11 male, 1 female);
  - Study tour to Dakar, Senegal, from 28 November to 2 December 2022, with 10 participants (8 male, 2 female).
97. The study tours contributed to facilitating exchanges between Malian judicial officials and their respective counterparts in Rwanda and Senegal, focusing on improving the efficiency and accountability of Mali's judicial system, and building capacities and competencies of legal actors.

### Support to modernisation and digitalisation

98. While the project aimed to implement activities to support the modernisation and digitalisation case management, a major challenge was the limited IT skills of legal professionals. Brief training was therefore included in each training module on using IT equipment, and laptops were provided to the INJF.
99. The study visit to Rwanda also contributed to this component, where participants observed the Rwandan Integrated Electronic Case Management System (IECMS), which connects all legal sector institutions. This led to discussions on a follow-up project to support first steps towards the digitalisation of the Malian justice sector.
100. While the project clearly aimed towards a more ambitious approach in this regard, the high cost of establishing and then maintaining full sector digitalisation, and training users, were not taken into consideration in the Phase I assessment. Nevertheless, the project helped to provide an opening towards the achievement of this long-term objective, and provided training participants with basic IT skills, which were greatly appreciated.

### Translation and distribution of legal instruments

101. Project activities also included the translation of key laws into local Malian languages, and their printing and distribution, in order to increase knowledge and understanding, as follows:
- *Code penal du Mali*: Translated from French to (Bambara) (1,000 copies);
  - *Code de Procédure pénale du Mali*: Translated from French to Bamanankan (Bambara) (1,000 copies);
  - *Code des personnes et de la famille du Mali*: Translated from French to Bamanankan (Bambara) (1,000 copies);
  - *Loi sur l'Assistance Judiciaire et son Décret d'application*: Translated from French to 13 local languages (13,000 copies).

### Visibility

102. The project engaged in a number of visibility activities to highlight its contributions to Mali's judicial system and the issues it addressed. This included the official ceremonies to mark the opening and closing of the project and other important project phases, which brought together a broad spectrum of stakeholders, including the international community and other donors, and highlighted Germany's contribution to stabilisation and peacekeeping in the country and region.
103. The opening and closing events were promoted on Malian national television, which enabled the project to reach a wide public.
104. Other visibility activities included the preparation and dissemination of reports and information materials, such as newsletters and leaflets, concerning the project, disseminating photos and videos of training events, providing information about project

events on the INFJ website and social media channels, including Facebook and YouTube, disseminating materials through UNITAR channels, including online.

105. This proactive, multi-level focus on visibility therefore contributed to building broad awareness of the project, maintaining direct communications with relevant stakeholders, improving coordination and information exchange, and increasing confidence in the judicial system.

*'We felt that there had to be enough visibility, that Malians know that this project exists and that this project must begin. We had a symposium, where we invited more than 150 people, [which] launched the project under the aegis of the Minister of Justice, the First President of the Court, [...] and many personalities, [which was helped by] the arrival of [senior UNITAR management] from Geneva'* INFJ representative

## Contributions to knowledge and skills

EQ 3.1 To what extent did the project support national stakeholders in judicial system reform, as part of the Mali governmental transition?

EQ 3.2 To what extent did the project contribute to improving the knowledge, skills and practices of trained trainers, and ultimately of Malian judicial stakeholders? Were there any differential results, or substantial gaps? Were knowledge and skills used in the workplace?

106. The project yielded important results in enhancing knowledge and skills among participants, as evidenced by the wealth of positive feedback from interviews, the evaluation survey and self-assessment (by participants) and self-evaluation (by project management) conducted after the delivery of training events. This was confirmed by the project's interim and final reports, which observed a significant improvement in knowledge acquisition and appreciation among participants, with the April 2022 Interim Report referring to a *'high level of appreciation'*, and the Final Report observing a *'high level of knowledge gain among the participants'*. The evaluation noted however some discrepancy between the assessment made in the Final Report and the lack of outcome performance measures in the update of the Logframe (see also the discussion of the limits of self-assessment at Constraints below).
107. The self-assessment reveals significant improvements in participants' perceptions and knowledge and skills related to the learning objectives. Prior to the training, only 11 per cent of participants reported having very high overall proficiency in the areas associated with the learning objectives. However, after completing the training, 72 per cent reported having very high proficiency, representing a substantial 62 percentage point increase (Table 4).

Table 4 - Learning Objectives self-assessment pre and post training

	Before the training	After the training	(After-Before)
Very Low	9%	0%	-8%
Low	15%	2%	-13%
Moderate	33%	6%	-28%
High	33%	20%	-13%
Very High	11%	72%	62%
	<b>100%</b>	<b>100%</b>	

Source: Self-evaluation results survey

108. Interlocutors expressed strong approval of the project's effectiveness in this regard, and provided numerous concrete examples of specific knowledge areas to which the project contributed, including relative to technical skills, increased awareness and changed attitudes, improved understanding of ethical considerations, and more



effective and sensitive practices. For instance, one participant, a regional police officer, highlighted the effect of the training on ethics and professionalism, stating, *'when we discussed [professional] disinterest, it was a new word for me. When I first heard the word during the training, I was a bit lost.'*

109. Journalists who participated in the project also emphasised the significance of the knowledge gained. One journalist noted that *'this training has allowed us to understand that when a minor is in conflict with the law, there is a whole procedure to follow to ensure the child is heard [...]. Previously, we were not familiar with this notion.'*
110. Importantly, trainers acknowledged the project's impact on their own professional development, with one stating that *'for me personally, it was a very enriching experience because of the exchanges – the cases we discussed, the sharing of experiences.'* They also highlighted the importance of increased cross-professional understanding, with one stating that *'[exchanging with] the lawyers also allowed me to understand the way the investigating judge was looked at, and the difficulties they have with judicial police officers when they have to assist their clients.'*
111. The results of the participant self-assessment of knowledge acquisition and participant testimonials are indeed positive. Some degree of caution needs to be applied when interpreting these findings, however, as there are limitations to participant self-assessment of knowledge and skills (e.g. subjectivity, social comparison bias, limited depth) particularly when such exercises entail assessing achievement of competencies in technical areas such as many of the subject matters of the project's diverse trainings.

### Application of knowledge and skills

112. Interlocutors almost universally confirmed that the knowledge and skills acquired through the project continue to be applied, with participants incorporating their learning into various aspects of their work. Participants expressed high regard for the ongoing importance of the training, with the March 2023 Interim Report indicating that, *'most participants considered the trainings to be highly relevant for their jobs, with a high or very high rating on overall usefulness, plus their intent to use the newly acquired knowledge and skills'*.
113. The high levels of participants satisfaction and intent to use the acquired knowledge and skills, as expressed by interlocutors, are further corroborated by the self-evaluation assessment report. According to the report, over 97 percent of respondents affirmed that they agree or totally agree with the intention to apply the knowledge and skills gained through the training. This figure surpasses the UNITAR average for the year 2022 by 20 percentage points.
114. According to the qualitative analysis of survey responses, approximately 69 per cent of participants applied the knowledge and skills gained directly to their work tasks, while 16 per cent used them for teaching purposes, and 13 per cent for dissemination activities.
115. However, it is observed from the evaluation survey that some trained trainers had little if any opportunity to apply their skills in the context of the current project. Nevertheless, they represent a pool of trainers that can be called upon in the context of future projects (see Sustainability below).

Some specific areas and examples of effectiveness also included the following:

116. **Contributions to media and civil society representatives:** The particular benefits of the project to the media were repeatedly highlighted in interviews and surveys. For example, one journalist remarked that *'since the training, I feel better equipped in my daily work. I am no longer reluctant to address these issues.'* The journalist indicated

that the documentation provided relative to ensuring children's rights continues to be used and shared, and considers that the training *'sincerely made it possible to be more-equipped in our daily and increasingly better work'*.

117. Similarly, the inclusion of civil society in training contributed to skills and knowledge that continue to be applied in their work, with one representative indicating that *'this training was an opportunity for me to learn many things, [including] criminal procedure applicable to children [...] and has also helped me a lot in the implementation of the projects for which I am responsible, and to really improve our practices'*.
118. **Improved collaboration and exchange:** The project also facilitated improved collaboration and exchange between justice institutions, which will undoubtedly lead to improvements in the justice system's effectiveness and efficiency (see *Impact below*).
119. **Effects of country visits:** The country visits to Rwanda and Senegal provided valuable insights into different judicial systems, with one participant observing that *'the visit to Rwanda was very beneficial, as we visited almost all judicial institutions, starting with the Ministers and the Supreme Court.'* Importantly, the visits contributed to increased awareness of the Mali project, and UNITAR's work in general, and generated considerable interest in applying their approaches in other jurisdictions, with one participant indicating that one Minister *'jumped at the opportunity, to ask if we can support them as we are supporting Mali.'* Engaging with other justice officials therefore allowed for continued learning and sharing of best practices, and reinforced the sustainability of the project's impact beyond national borders (see also *Impact and Sustainability below*).

*'There was [previous] training that was more or less similar, but not based on need, and there had been only a single 'déclaration de soupçon' by Malian notaries. A week after our training, after five years, there was the first declaration. Even if it's one declaration, two declarations, three declarations per year, we will have won. It's an investment.'*

120. **Contributions to election oversight:** Training relative to electoral law was included in order to provide knowledge and skills in the wake of the 2020 elections, and related unrest, and prepare for the forthcoming elections in 2024. Interlocutors indicated the training received will help support election supervision, to ensure fair and transparent electoral processes. This indicates the sustained relevance of the project's outcomes to contributing to the effective functioning of democratic institutions in the country (see also *Relevance above*).
121. **Shifts in approach and perceptions:** Interlocutor feedback consistently highlighted a shift in approaches following project training, with a police officer indicating that he now makes a more concerted effort to engage with the community, and address negative perceptions of law enforcement, thus illustrating the project's contribution to improving police-community relations and fostering more proactive and responsive approaches to policing, and in turn increasing public confidence in the rule of law.

### **Contribution to Mali's justice system and justice sector professionals**

*EQ 3.3 To what extent did the project's design and methodology, including through training of trainers and study visits, contribute to achieving outcomes related to strengthening, modernising and digitalising the Malian judicial system including through improved case management and filing?*

122. There is considerable evidence that the project provided strong contributions to improving the quality, efficiency, and effectiveness of Mali's justice system, and relevant judicial system actors. Substantial or likely changes are discussed at *Impact below*, and specific contributions are discussed in the sub-section related to

### *Contributing Factors.*

123. There is also considerable evidence that justice professionals were equipped to conduct their work more confidently and competently, which in turn will have fostered public trust and confidence in the legal system.
124. Participants reported significant contributions to the practice of mediation in minor criminal cases across the justice sector, and were confident of the utilisation of participants' knowledge of electoral law in the coming elections, including by the judiciary. Qualitative contributions to justice sector professions as a whole included increased knowledge of ethical and professional conduct, greater respect of procedural requirements, and notably relative to deadlines, with trained members of the judiciary having developed internal checking mechanisms to ensure compliance.

### **Increased cooperation between institutions**

125. There is considerable evidence of increased cooperation between justice sector institutions, and between units within institutions themselves. Participants reported that they have created informal groups on platforms such as WhatsApp, in order to exchange learnings. One regional police officer indicated that '*I had mixed training, and so I had new contacts with other people, and now, outside of the training, these exchanges continue.*'
126. It is observed however that such mechanisms remain *ad hoc*, and that formalisation of cooperation mechanisms would substantially contribute to judicial sector effectiveness and efficiency (see Recommendation 3).
127. Similar benefits were noted relative to the country visits, which increased participants' awareness of other practices, provided a cross-fertilisation of ideas, and increased interest in UNITAR approaches. There is however no indication that such exchanges continue, nor whether any other formalised mechanisms of exchange are, or are likely to be, developed (see Recommendation 3).

### **Influencing factors**

*EQ 3.4 What were the key factors that contributed to, or impeded, the effectiveness of the project?*

#### **Contributing factors**

128. A number of factors contributed positively to the overall outcomes of the project, across some or all of the components and activities.

#### **UNITAR added value**

129. An important factor contributing to the project's results was the added value of the United Nations branding, and UNITAR in particular. In addition to the UN's overall 'positive branding', achieved through the combined efforts of all its institutions, the UN's neutrality – given the sensitivity of the Malian and regional context – is seen as having '*distributed political risk [and] strengthened multilateralism*', which was identified as a strong priority of the German government. The global reputation and approaches of UNITAR were particularly appreciated, and contributed to the broader interest expressed across the region (see *Replicability* below), with one interlocutor stating that '*they know what they're doing*'.

*The INFJ obviously takes care of all that is continuing training, and the provision in particular of experts. There is an added value of UNITAR which has the capacity to mobilise expertise and make it available to the Institute.'* UN representative

#### **UNITAR Methodology**

130. Another key factor contributing to project results, and which was universally lauded by

interviewees and survey participants was the UNITAR training methodology and results-based approach, that were adapted and employed by the project, with one interlocutor stating that *‘the success of this project [...] is the methodology that was adapted, which was the very soul of this project. People were a little sceptical [at first], because it’s a new methodology which is a bit Anglo-Saxon, which was not known by the INFJ’. This perspective is further supported by the self-assessment data, which revealed that the participatory methodology was praised by over 98 per cent of participants, suggesting that techniques like group work and role plays were impactful and well-received.*

131. The standardisation of the ToT toolbox, referred to above, and which exists in English, French and Spanish<sup>24</sup>, was highly appreciated by trainers, and provided them with the reassurance of a proven global approach, that was accordingly adapted to the Malian context.
132. These approaches consisted largely of an emphasis on the practical applicability of both theory and skills, and the integration of real-life scenarios in the training provided, and during the country visits. This was complemented by a variety of training tools, including the use of case-studies, group work, and mixed professional groups, and complemented by field visits outside of Bamako.

*‘We have integrated the UNITAR methodology, which means that, today, it is a real learning process. There have been so many good practices. It was very, very, very practical.’* Trainer

133. The UNITAR experts were particularly appreciated, who were observed regularly engaging in debriefing with their colleagues in Geneva. In the same vein, ‘UNITAR’s approach of training of trainers [...] has shown that the local experts are fully capable of passing on their knowledge to their colleagues, and has increased the training capacity of the INFJ’ (Interim Report July 2023). The approaches also allowed trainers to have qualitative exchanges with participants that resulted in lasting changes, with one trainer indicating that *‘this practice allowed us to receive feedback. [...] which allowed us to correct a lot of aspects so that on a daily basis, we see a change in each other’s behaviour.’*
134. UNITAR approaches thereby ensured that essential knowledge was provided in an accessible manner, which in turn contributed to the application of these benefits (see *discussion above*), with justice professionals better-equipped to conduct their work more confidently and competently, and in turn fostering public trust and confidence.

*‘I have rarely heard so much praise about a training methodology. The UNITAR methodology above all allowed the participants to get involved’.* Trainer

*‘I have had very positive feedback on all the training, really high quality, including from trainers who are trying the experiential approach for the first time. Some were stressed, even a little terrified.’* Trainer

### UNITAR results monitoring and quality assurance

135. Project results monitoring was identified as both a strength and a considerable weakness during implementation. The methodologies referred to above were complemented by the provision of established UNITAR evaluation frameworks and templates, underpinned by a results-based approach to training, as part of the

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<sup>24</sup> <https://player.flipsnack.com/?hash=Qjg5OTIDNkQ3NUUrdG1sd25wMTZyaA==>

organisation's quality assurance process. UNITAR's Quality Assurance Framework<sup>25</sup> comprises ten quality assurance standards, with associated tools developed by the Division for Peace's Learning Solutions team, to assist project managers with their implementation. The associated template provides numerous criteria, including gender and human rights, which are applied to determine whether these standards were achieved, which then provides an overall score for a project.

136. This is complemented by UNITAR's Evaluation Policy,<sup>26</sup> which aims to improve organisational learning, quality and accountability, and improve decision-making. These guidelines and tools are reinforced by support from UNITAR in Geneva, where dedicated learning solutions specialists provide support to project managers. UNITAR therefore ensures standardised results-based approaches to quality assurance and monitoring processes, and from which the project clearly benefited, to a significant extent (see however Constraints below).

### Flexibility

137. The flexibility demonstrated throughout the project's implementation not only ensured on-going relevance, as discussed above, but ensured that any challenges could be effectively addressed, with the 2021 performance assessment of the implementing partner observing that *'slight delays in the preparation and delivery of training materials have been mitigated by a high level of adaptability to UNITAR methodology and standards.'* The project also responded swiftly to training feedback, for example, following a participants' suggestion, *'UNITAR took this up and is currently conducting one-on-one sessions'* (Interim Report October 2021). One interlocutor observed that *'there may be small difficulties, but they have always been able to transcend these. They were quite flexible, quite pragmatic.'*

### Demand-driven approaches

138. An important factor that contributed to both relevance and effectiveness was that the project was conceived and implemented in response to strong sector demand. This was reflected in the project's inclusiveness, the breadth of interest demonstrated across the justice sector, and the degree of participation in project activities, with demand for training often exceeding supply, in particular sessions that included members of civil society. The project was highly responsive to this demand, with the duration of training increased, and the number of participants exceeding those planned, where feasible.

*'There were a large number of participants from all sectors, that is to say the police and the gendarmerie. The number was always reached.'* Trainer

### INFJ as implementing partner

139. The expertise of the INFJ was perceived as an important element of added value that contributed directly to project outcomes, given the Institute's training expertise, strong credibility and independence, as discussed at *Relevance* above, with the 2021 Evaluation of Implementing Partner(s) stating that the INFJ *'demonstrated possessing all skills needed for the successful implementation of the project'*, and the October 2021 Interim Report indicating that UNITAR benefited from a *'solid relationship with the INFJ'*.

<sup>25</sup>

[https://www.unitar.org/sites/default/files/uploads/pprs/quality\\_assurance\\_framework\\_revised\\_april\\_2017\\_with\\_annexes.pdf](https://www.unitar.org/sites/default/files/uploads/pprs/quality_assurance_framework_revised_april_2017_with_annexes.pdf)

<sup>26</sup> <https://unitar.org/sites/default/files/media/file/AC.UNITAR.2021.07%20-%20Evaluation%20Policy.pdf>

140. Stakeholders indicated that the INFJ was an *'indispensable partner'* at multiple levels, and the Final Report confirmed that the Institute was able *'to ensure local ownership and sustainability [and] guaranteed the appropriate consideration of applicable laws [...] as well as of the needs and expectations of the target groups.'*

### Ownership

141. Political and institutional ownership of the project not only contributed to its relevance, as discussed above, but also was a strong factor in the achievement of results, with sustained interest demonstrated by the Minister of Justice, who spoke at major project events, and a powerful commitment displayed by the INFJ and the participating institutions. This was confirmed in regular reporting (for example, October 2021 Interim Report), and by interviewees who underscored in particular the importance of fostering ownership at the highest levels, with one stating that *'[The Minister] was very, very moved by the work that we had done.'*

### Geographic scope

142. The country-wide scope of the project was also a significant factor of success, which ensured a broad geographical representation of participants, who came from different parts of the country (including Bamako, Sikasso, Kayes, Ségou, Timbuktu, Mopti and Gao) to attend the courses held at INFJ premises in Bamako. This resulted in training that took into account the challenges and constraints outside the capital, and allowed participants to spread knowledge and skills across the country, which in turn resulted in greater standardisation of practices.

*'They were not only actors from Bamako, they were also actors from the interior. So very often, it is very difficult to be able to mobilise so many people who are responsible for security, to move them to be able to participate in training.'* Civil Society representative

### Holistic and inclusive approaches

143. The project adopted a 'whole-of-sector' approach to the activities, which contributed enormously to its effectiveness, and as well as to the likelihood of impact and sustainability. Following from this, the INFJ adopted a 'whole-of-institution' approach, with the very active implication of their leadership in the activities, which in turn would almost certainly have increased the credibility of the project, and contributed to its sustainability at the institutional level.
144. The inclusion of a number of cross-disciplinary elements, such as the practice of mediation in minor criminal cases, and electoral law, underscored the importance of holistic approaches to improving the access to justice and the rule of law.
145. Moreover, the inclusion of training on ethics and professional conduct reinforced the importance of upholding high standards of integrity within justice sector actors, while the inclusion of civil society, media and political parties reinforced oversight of these standards, and hence a culture of accountability. As interlocutor remarked *'the diverse composition of participants underscores the inclusive nature of these initiatives, which have the potential to catalyse positive change across various sectors intertwined with legal affairs and human rights.'* The Final Report indicated that *'UNITAR plans to integrate civil society actors more prominently in similar future projects and to strengthen dialogue and cooperation between judicial and civil society actors.'*
146. The project thereby ensured the engagement of the entire justice chain and its oversight mechanisms, which in turn contributed to increased cooperation and mutual understanding between different justice sectors, as discussed above.

### Management and team dynamics

147. The professionalism, flexibility and pragmatism of UNITAR, the INFJ and the project team were universally appreciated by interlocutors, and were a powerful contributing factor to the project's results. In addition, the team's knowledge of and sensitivity to the national and local contexts, and their awareness of political and other risks, as well as intercultural dynamics, ensured that steady implementation was assured, in an otherwise difficult and unpredictable environment. As one interlocutor described a project team-member *'he knew the legal world, he knew the mentality of political actors, everything.'*
148. These elements were supported by solid management mechanisms, and notably through weekly team meetings, which strongly contributed to fostering teamwork and coordination, increasing effectiveness and efficiencies, and managing risk. As one interlocutor stated *'this really in-depth weekly follow-up, where the difficulties were well-discussed, was an example of risk control. Often, there are programmes where there may be a meeting every month [or so], and that's where a project can go off the rails.'*

### Choice of trainers

149. A significant factor which contributed to the project's effectiveness was the selection of national trainers, which provided powerful credibility to the INFJ, and will help sustain the project results through the creation of a pool of trainers (*see Sustainability below*). As one civil society representative stated: *'My expectations were fully met. Why? Because the people who were responsible for providing the training were practitioners, and in particular magistrates who have hands-on experience'*. Another interlocutor noted that *'the project allowed us to have our own trainers on the themes themselves, and modules which were designed with these same trainers.'*
150. Furthermore, one trainer was engaged from EMPABB for training-of-trainers, which provided *'synergetic effects for both training institutions'* (Interim Report October 2021).
151. The trainers provided by UNITAR were also praised for their effectiveness, with one interlocutor stating that *'they really gave us high-level experts, of a very great capacity, and of a very great capacity for adaptation.'*

### Limiting factors

152. The project outcomes were limited to some extent by a number of factors, which are outlined below.

### Results framework and monitoring

153. Despite the availability of UNITAR results monitoring and quality assessment frameworks, as described above, these elements were somewhat weak in project implementation.

### Logical framework

154. UNITAR systematically applies Logframes as a tool to guide project monitoring and managing for results. The Logframe contained in the project application was incomplete and poorly articulated, however. It lacked objective baselines against which results would be assessed, which could have been reasonably expected to be established in the Phase I report, and the activities linked to results are not defined. The results indicators were purely quantitative, despite the qualitative nature of the intended results (for example *'improved knowledge and skills'*), with reference given to

participants '*meeting the completion requirements*', with no definition of same, and other values linked solely to participant feedback, without other objectively verifiable indicators.

155. The Logframe was revised on several occasions during project implementation, with the final version provided with the project's Final Report. This demonstrated minor changes, with for example sources of information provided (again, largely participant feedback), and baselines established. The baselines however were all fixed at 0 per cent, which presumes that levels of technical knowledge were non-existent, which clearly does not correspond to realities on the ground. These baselines are therefore largely meaningless, since the project's real contribution to knowledge of skills cannot be realistically assessed. This is particularly problematic given that there is no evidence that the completion processes referred to above, such as pre- and post-training testing of participants, were developed or conducted (see Recommendation 4).

### Results monitoring

156. Linked directly to the difficulties regarding the Logframe described above, and despite an emphasis on results monitoring in the project application, this aspect represented a significant project weakness.
157. In general, reporting was more 'output-oriented' than 'results-oriented', with a focus on quantitative data, but not on more qualitative aspects of project results. For example, reporting could have provided concrete examples of participant feedback regarding training usefulness and relevance, and how it is likely to be used, and the outcomes of the country visits. Instead, the project's results were assessed according to participant numbers, in line with the targets set in the Logframe.
158. Further, and again linked to the project Logframe, an over-reliance was placed on participant feedback in the provision of interim reports, without recourse to other, external indicators, with a UNITAR interlocutor stating that '*we would never assess the quality of a training by participant reaction alone*'. Related to this, no analysis of performance indicators was undertaken or provided as the project progressed, with one interlocutor stating that '*they made a lot of descriptions [...] of exactly what they did. I did not really see how much it actually impacted people*' (see Recommendation 3).
159. In particular, relative to the digitalisation component there was a failure to update the indicators as the project approach shifted, as indicated above. As a result, there was an absence of measurement of one outcome indicator in the Final Report, and inaccurate measurement (numbers vs percentage) of another indicator, without an explanation for same, which resulted in the report providing inaccurate information.
160. Nevertheless, while reporting was overall considered weak, interlocutors confirmed that, in general, the methodological quality of reporting '*did start to improve over time, and the evaluation noted this with the issuance of the Final Report*'.

### Familiarity with UNITAR training approach and learning tools

161. An early project constraint was national trainers' lack of knowledge and ease with UNITAR's learning approaches, with several international trainers indicating that national trainers should have had stronger familiarisation in advance. Related to this, there were misunderstandings in the early stage of the project concerning the extent to which the trainers had been adequately trained by the Project Team, and in particular their knowledge of UNITAR approaches, with one international trainer stating that '*we arrived being convinced that the trainers were trained, and in fact, no, not at all. I had to move beyond that, put everyone at ease by saying 'we'll take our time', and [in the end] there was no problem*' (see Recommendation 3).



### Responsiveness

162. There was some concern expressed regarding UNITAR's slow turnaround in providing concept notes and project applications, at a time when the project was being considered for continuation, with one interlocutor stating that *'we are working in a stabilisation field and therefore we need to work quickly and move fast in order to use windows of opportunity that can close quite quickly.'*

### Content development

163. There was confusion in the initial stages of the project concerning the provision of training content, the initial approach being that this would be primarily created by the local trainers, with the support of the Project Team. Problems arose however when the first training content was provided by the trainers selected by the INFJ and Project Team, which was considered *'patchy at best, was inconsistent, had no coherence, was just weak and some just simply didn't exist. It was completely not training ready.'*
164. While UNITAR international experts assisted in the development of content, which ameliorated to some extent these concerns, the strict timelines for training delivery created considerable pressure on both the Project Team and UNITAR learning and subject-matter experts. This resulted in UNITAR learning specialists, without RoL expertise, being required to develop some course content. This highlights the need for a very clear delineation of responsibilities relative to the development of training content, and the early involvement of subject-matter experts.

### Validation of learning achievements

165. Participants appreciated that they were awarded a certificate of participation; however, no certificates of completion were awarded as the training events did not include objective assessments of learning, which was consistent with the UNITAR Certification Policy. Validation of learning outcomes through formal certification would serve as a significantly more valuable testament to the participants' acquired skills and knowledge, particularly for the more technical training subjects, and would contribute to incentivising continuous learning sector-wide.

### Replicability

166. As indicated above, the country visits helped to facilitate networking between stakeholders from the justice sector, and an exchange between representatives of African countries on judicial reform and digitalisation, the benefits of which are evidenced by a request by the Ministries of Justice in neighbouring Senegal and Niger to implement a similar project in their respective countries.
167. The evaluators consider that the project is eminently adaptable for the following reasons:
- The project established significant credibility, having made significant achievements in a difficult context, with numerous lessons learnt and best practices upon which other projects can draw;
  - The standard UNITAR 'Training of Trainers' and other tools can be easily integrated in other projects that include a training component, as evidenced not only in Mali but in UNITAR's activities throughout the world; and
  - The UNITAR training methodologies already adapted to the Malian context can be utilised as an initial 'template' for other projects, given the strong similarities between legal systems in the region, and associated strengths and constraints;
  - Certain Malian trainers of trainers, and trainers themselves, could be directly deployed in the region, given these similarities. Indeed, the UNODC has

requested a list of the trained trainers, with a view to integrating them in future capacity-building projects in other West African countries ;

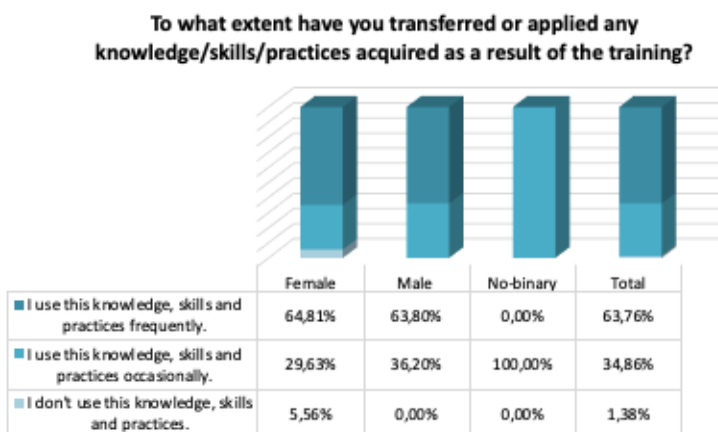
- There is a strong need for ‘South-South’ and regional cooperation, with the project having provided strong evidence of the relevance of cross-pollination and exchanges of practice between judicial system stakeholders of different countries.
168. While there is overwhelming consensus as to the feasibility and desirability of replicating the project, stakeholders emphasised the need to assess and focus upon the local context, since *‘the devil is in the detail.’* Hence future projects should not be simply a duplication of the Malian experience, but rather an adjustment that takes into account the learnings that have emerged.

### **Human rights, gender, disability and environmental sustainability**

*EQ 3.5 To what extent were HRBA, gender mainstreaming, disability, environmental sustainability, and an inclusiveness strategies applied in the implementation of the project?*

169. As indicated under the relevance criterion above, a key focus of the project was on gender equality and mainstreaming. In this regard, the project actively promoted the participation of female participants from the Malian justice sector, aimed at increasing their representation in training courses. Furthermore, all project reporting provided disaggregation of data by gender.
170. However, despite considerable efforts and reflection by UNITAR and the INFJ, no more than 20 per cent of participants were female, due to the predominance of male personnel in the project’s target groups.
171. The INFJ nevertheless consistently emphasised the need to increase the proportion of female actors in the justice system, and discussed this issue with representatives of the Malian justice system; however, specific activities in this regard were not anticipated by the project. Despite these constraints, the project included special training courses on gender-based violence, and most modules addressed gender issues in a cross-cutting manner; interlocutors indicated that these subjects had been very well-received, in particular by members of civil society, with an interviewee stating that *‘these questions [on gender] were asked with great acuity and attention, and various answers were effectively provided’*.
172. Feedback was provided by a GBV focal-point judge that highlighted the usefulness of the training provided, with the evaluation survey data further supporting the relevance and applicability of the training content for female participants. When asked about the extent to which they have transferred or applied the knowledge, skills, and practices acquired from the training, 65 per cent of female respondents reported using them frequently, slightly higher than the 64 per cent reported by male participants. However, it is worth noting that 6 per cent of female participants indicated not using the acquired knowledge, skills, and practices at all, compared to zero per cent of male respondents. Despite this discrepancy, the majority of female participants (94 per cent) found the training content valuable and applicable to their work, either using it frequently or occasionally (Figure 4).

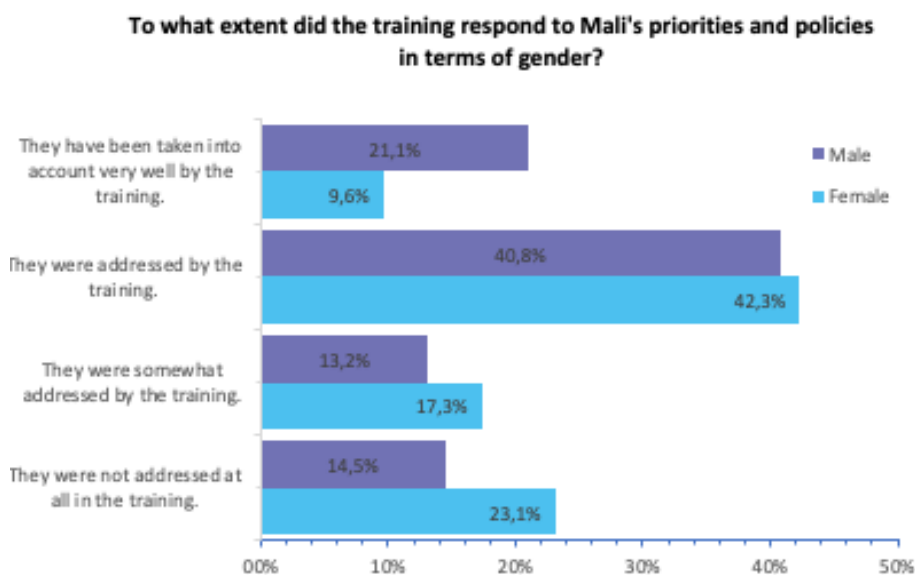
Figure 3 - Application and transfer of knowledge by gender



Source: Evaluation Survey

173. The evaluation survey data also sheds light on the extent to which the training responded to Mali's priorities and policies from a gender perspective (Figure 5). While 21 per cent of male participants felt that gender issues were taken into account very well by the training, only 10 per cent of female participants shared this view, resulting in an eleven percentage-point gap. Moreover, 23 per cent of female participants stated that gender issues were not addressed at all in the training, compared to 14 per cent of male participants. This suggests that there is room for improvement in terms of addressing gender-related priorities and policies in the training content and delivery.

Figure 4 - Extent to which the training responded to Mali's priorities and policies in terms of gender by participants gender <sup>27</sup>



Source: Evaluation Survey

174. The evaluation survey data also reveals that the majority of both female (73 per cent) and male (79 per cent) participants felt their own professional needs and priorities were either taken into account or very well taken into account by the training. However, some disparities were observed, such as 4 per cent of female participants stating that

<sup>27</sup> Non-binary was not considered for the gender disaggregation since the sample was not representative.

their needs were not taken into account at all, compared to 1 per cent of male participants, and 9 per cent of female participants selecting "Not applicable" when asked about the training's relevance to their professional needs, compared to only 2 per cent of male participants (Figure 6).

Figure 5 - Extent to which training met participants professional needs and priorities by gender



175. As also indicated under relevance, a human rights-based approach was not developed for the project, and human rights considerations were not directly targeted by the activities. Nevertheless, the project integrated numerous human rights issues in modules, either specifically, relative to children’s rights in the judicial system, or as a cross-cutting issue, for example related the rights of detainees, with one police officer stating that ‘*human rights issues were taken very seriously by the project.*’

*The training on the treatment of minors in investigation units, and the protection of children, I know that it has brought many, many improvements in the respect of these procedures, in my field.’ -- Training participant*

## Efficiency

EQ 4 Efficiency: To what extent was the project implemented in line with its timeframes and available resources, and optimised partnerships?

### Timeliness and cost efficiency

EQ 4.1 To what extent was the project implemented in a timely and cost-efficient manner, including through the implementing partner (e.g., in comparison with alternative approaches)?

176. During project implementation, no difficulties impacting on the conduct of the activities were encountered by the project team, and with changes (notably relative to the adjustment of the digitalisation component) appropriately re-distributed and absorbed in the budget. The project was therefore delivered on time and well-within budget, (see EQ 4.2 below). The Interim Report of July 2023 noted that there was ‘*only one deviation as to the timeframe of one training [which] needed to be postponed due to the adoption of the new electoral law*’, but that this had little overall impact on project execution. This is particularly commendable considering the considerable operational constraints and political risks existing in the Malian context at that time.

177. Nevertheless, the project encountered some challenges related to resource management and tight timelines, particularly in the earlier phases of the project, for example relative to the development of qualitative content, as described above. This was confirmed by several interlocutors, with one trainer stating that *'we didn't necessarily appreciate the rigid timeline of training delivery [...] with huge amounts of trainings to be designed, prepared and delivered.'*
178. The factors that contributed to the project's efficiency were similar to those influencing its effectiveness; however, interlocutors pointed in particular to the levels of openness, cooperation and motivation demonstrated by both justice institutions and participants regarding the training initiatives. The working relationship between the MoJ, the INFJ and UNITAR was highlighted as being a particular factor that contributed to the project's efficiency in the organisation of all activities, with one interlocutor pointing that *'the INFJ collaborated well with UNITAR personnel and experts, continuously demonstrating interest and initiative'*.
179. In total, INFJ received funding through three grant agreements with a total value amounting to \$1,514,405, or 55 per cent of the total project's budget. The project concluded with an USD 6,819 underspend that was returned to the donor.
180. Interlocutors also emphasised the importance of strong management and leadership to project efficiencies, with one stating that *'the team leader undertook his work as coordinator in a truly exceptional manner'*, thereby ensuring team cohesion and the delivery of outputs.
181. The logistical support provided by partners was also underscored, with the INFJ praised for its organisational skills and support, with a participant noting that *'it was very, very well-organised'*, which provided a significant contribution to the professionalism and smooth execution of activities, and to their cost-effectiveness, with the Institute contributing the premises and other practical support for training sessions.

*'The availability of rooms, and the good condition of the rooms and equipment, and the logistics in general – it was really very, very well-organised. They took care of the availability of trainers and even their conduct during the training sessions, the breaks, the timing, and the punctuality of participants. They were really involved in a way that made my job easier.'*

- Trainer of trainers

182. Furthermore, UNITAR personnel already on the ground prior to the project's commencement were able to support their colleagues from a logistical and security perspective, such as booking hotels, organising transfers and drivers, and identifying potential national experts through the Institute's long-standing partnership with EMPABB.
183. Generally, the budget and expenditure for Phase II are considered to have provided cost-effectiveness, with UNITAR financial managers having confirmed, prior to the project agreement that budget lines, including for salaries and consultancy fees, were well-within acceptable norms for this kind of project in the region, and were aligned with the project's objectives and activities.
184. There are significant concerns, however, that the budget and expenditure for Phase I of the project, the aim of which was to produce a 'capacity assessment', provided little correlation to the outputs received.
185. This phase had a separate allocation of overall allocation of 314,000 EUR, with the Terms of Reference that outlined the interventions objectives. Section 4 of the ToR addressed 'Project Planning,' which indicates that the assessment will include the development of a Theory of Change, and that the Phase 1 Output *'will consider three key dimensions: enabling environment; organization; and individuals. The enabling*

*environment dimension relates to the context, as well as legislative and regulatory environment in which the judicial system is framed.'*

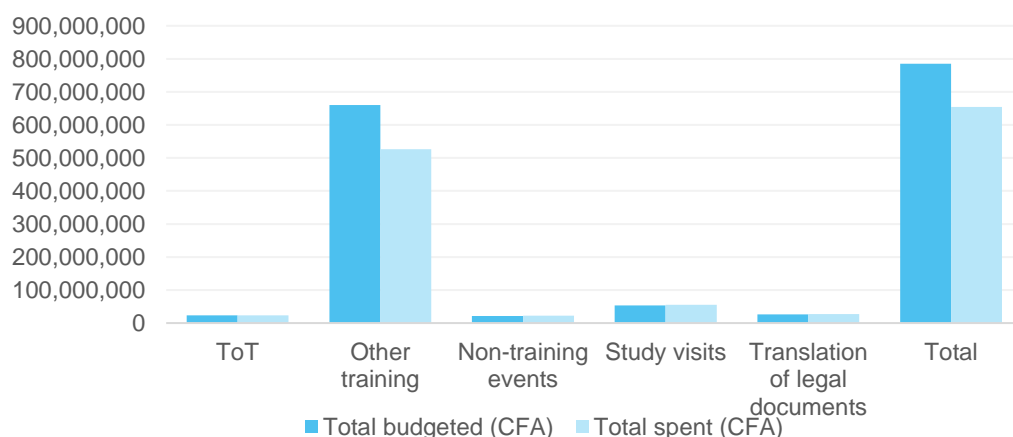
186. However, the Outcomes, Impact and Indicators, which are contained in an annexed Logframe, relate to those of the project proper, rather than for Phase I itself. Furthermore, the identification of target groups and their interactions and levels of ownership are somewhat summarily defined. Further, there is no evidence that separate guidance or ToR were prepared contractually for the Phase I Team, setting out the assessment's specific approach and content, and based on the anticipated Phase I Output outlined above, and UNITAR's other quantitative and qualitative expectations for the final report.
187. However, the Phase I Report consisted of a cursory 11-page assessment, that contained minimal evidence-based analysis, as described at *Relevance* above, and failed to adequately address the three dimensions identified in the Phase I ToR. This underscores the need for established templates, guidance and set of expectations for capacity, needs and problem analyses of this kind, combined with more proportional budgets (see Recommendation 1).

## Human and financial resources

### EQ 4.2 Were the project's human and financial resources utilised as planned?

188. The project application provided a detailed budget, which anticipated expenditures that were balanced and appropriate for the particular project. As indicated above, there were no significant project implementation constraints, and accordingly the financial resources were utilised as planned, with slight underspending as indicated above, given that the digitalisation activities were not undertaken as originally planned, for the reasons described under *Effectiveness* above.
189. INFJ's expenditures as per financial report were closely aligned with the amounts budgeted. Only small variations were observed on different budget lines, with an overall underspending in comparison to the budgeted amounts.

Figure 6 – Total budgeted vs total spent by Implementing Partner



Some interlocutors described slight delays in payments, but overall financial management by both the INFJ and UNITAR was deemed satisfactory, with UNITAR's Peace Division's financial focal point indicating that '*when I was making comments on the [financial] report, [the INFJ] responded adequately. They had an accountant, and the institution [...] had a good understanding when it came to finances.*'

190. In the same vein, human resources were managed appropriately and as planned, with the exception of an additional three learning specialists that were engaged by UNITAR to meet training delivery deadlines in the early stages of project implementation, notably flowing from the time constraints and difficulties relative to training content development, as indicated above. These additional human resources did not significantly impact the overall project budget, however there were insufficient resources to engage subject-matter experts in addition to the international experts originally foreseen, which were indisputably needed for the development of content, as described under the *Effectiveness* criterion above.

## Likelihood of Impact

EQ 5 Likelihood of Impact: To what extent did the project contribute, or is likely to contribute to the reform of the Malian judicial system?

### Contribution to reforming the Malian judicial system

EQ.5.1 To what extent did the project contribute to, or is likely to contribute to, the reform of the Malian judicial system, through strengthening, modernizing and digitalizing the Malian judicial system?

191. The project was completed in July 2023, and hence it is difficult to pinpoint substantive impacts, which can only be achieved through consistent, intense and long-term contributions. Furthermore, it is observed that no mechanisms were contained in project design and the results framework to assess such impacts or their likelihood, which is combined with the paucity of external data and statistics against which impact could be reliably attributed to this or any other justice sector project in the country.
192. Nevertheless, there is strong evidence, provided by relevant stakeholders, that the project has significantly contributed to the strengthening of the Malian judicial system and justice sector reform. Firstly, it has '*laid the foundation for a well-trained and more capable judiciary*', as observed in the programme unit's 2021 evaluation of the implementing partner. The training activities provided have been instrumental in enhancing the skills and capabilities of judicial personnel, including judges, prosecutors and lawyers, which will be crucial for the more effective and efficient functioning of the justice sector.
193. In addition, the translation of key legislation will undoubtedly contribute to greater access to legal information, not only by judicial professionals but also civil society and the wider public, and in turn to improved access to justice.
194. The training of civil society and media representatives, and political parties, has also provided a contribution to oversight of the judicial system, which will help ensure that this increased effectiveness is maintained, and ideally expanded.
195. Moreover, the project has facilitated the adoption of modern practices and approaches within the Malian judicial system, with one interlocutor noting that '*there has been a visible impact on the ground, especially concerning the handling of detainees and other practical matters by judicial officials*'. There was also emphasis placed on training in mediation in minor criminal cases, which suggests a potential shift towards stronger alternative dispute resolution mechanisms, which will not only support the modernisation of the system, but also promote efficiency and access to justice.
196. Additionally, the project has led to changes in behaviour and practices among judicial personnel, as highlighted by numerous training and survey participants. For example, there have been instances where judges have applied newly acquired knowledge in handling cases of sexual violence with sensitivity and discretion, demonstrating a positive impact on the judicial system's responsiveness to human rights issues (see also EQ 5.3 below).

197. Furthermore, by improving collaboration and cooperation between different institutions within the criminal justice chain, such as the police, gendarmerie and judiciary, the project has fostered a more integrated and coordinated approach to addressing legal challenges. This holistic approach is likely to be essential for a more comprehensive reform of the judicial system.

*'We often forget the users of justice, the general public. With the media coverage around the opening and closing ceremonies, where the Minister was there, all the personalities were there, it was publicised and everyone saw. Better than that, people will also know [the project] was a bridge towards a change in agents' everyday behaviour in the field.'* - Trainer

*'I am always happy to be able to say that a project has contributed to a certain trend, even if we cannot perhaps completely isolate the contributions of a project, it is part of a movement, of a trend, of collective support.'* - Project team-member

### Other results and organisational changes

*EQ 5.2 What other results or organisational changes (positive or negative, intended or unintended) have occurred or are likely to occur?*

198. Apart from directly impacting the judicial system, as indicated above, the project contributed to several other organisational changes and results, both intended and unintended, which may have long-term implications for the effectiveness and efficiency of judicial institutions and actors.
199. One positive outcome is the increased awareness and understanding of ethical and deontological issues among legal practitioners, as highlighted by interlocutors. This is likely to lead to improved adherence to professional standards, thereby enhancing the integrity and credibility of the judicial system. Additionally, the project has inspired organisational changes within institutions, such as the police and judiciary, by instilling a culture of continuous learning and improvement. For example, officers and judges have reported changes in their approach to handling cases, demonstrating a willingness to adapt and evolve in response to new knowledge and practices. This also indicates an increased openness to future cooperation in support of capacity-building, and to different and more effective learning methodologies.
200. Unintended positive changes include a shift in behaviour among police officers towards respecting citizens' rights, and implementing new procedural techniques learned during the training sessions. These changes are likely to have not only enhanced the overall efficiency of the judicial system, but also contributed to improved public trust and confidence in the administration of justice.

*'After the training, some lawyers started to raise certain issues and draw the attention of the judicial judge to certain difficulties in the procedure.'* Lawyer

*'There was a judicial police officer who told us, I have been a judicial police officer for twelve or thirteen years, but in my practice, I was doing certain things out of ignorance. But the training that I received with UNITAR allowed me to correct these practices.'* Trainer

*'My practice of questioning, of evidence and of the accused in the investigating office, has completely changed after having followed the training. I have another perception of my profession, of my mission as an investigating judge'* Judge



## Promotion of human rights, gender equality, and GBV prevention

*EQ 5.3 To what extent did the project contribute to promoting and protecting human rights, gender equality and preventing and reducing GBV?*

201. The project has made significant contributions to promoting and protecting human rights (although not described in the project document), advancing gender equality and preventing and reducing gender-based violence (GBV) within the Malian judicial system.
202. First, by strengthening the capacity of judicial personnel and promoting adherence to ethical and deontological standards, the project likely contributed to enhancing the protection of human rights within the legal framework, with judges and prosecutors likely to be better equipped to handle cases involving human rights violations in a sensitive and effective manner, and ensure that victims and survivors receive fair and impartial treatment.
203. Interlocutors also repeatedly stressed the importance of training relative to children's rights within judicial proceedings, which they report having had considerable impacts in their daily work, and which in turn will likely contribute to the overall protection of children in Mali's justice sector.
204. Moreover, the emphasis on training in mediation in minor criminal offenses cases has provided opportunities for addressing cases in a more victim-centred and restorative manner, while inter alia protecting the rights of children in conflict with the law. This approach will likely not only promote access to justice for children and victims (including survivors of GBV), but also contribute to preventing its recurrence, by addressing underlying conflicts and tensions. These potential impacts will be of particular importance in remote areas of Mali, where access to justice is considerably more limited.
205. Furthermore, the project's focus on gender sensitivity and inclusivity has led to positive changes in how judicial personnel interact with victims, particularly women and girls. Numerous examples were provided where judges and prosecutors have demonstrated greater empathy and understanding towards survivors of GBV, thereby creating a safer and more supportive environment for those seeking justice.
206. These efforts have therefore contributed not only to improved access to justice for marginalised groups, but also to changing societal norms and attitudes towards gender equality and GBV prevention.
207. The inclusion of civil society and the media in training will also contribute to leveraging these potential impacts, by contributing to the broader promotion of human rights, and ensuring the oversight and accountability of the judicial system as a whole.
208. However, it is essential to recognise that addressing deeply ingrained issues such as gender inequality and GBV requires sustained efforts beyond the duration of the project. While the project has laid the groundwork for change, ongoing commitment and engagement from all stakeholders are necessary to ensure lasting impact in this area.

*'The project has contributed to protecting the rights of victims, especially women and girls, by ensuring immediate care and protection in cases of sexual violence. It also promoted gender-sensitive approaches within the judicial system, leading to changes in behaviour towards treating victims with empathy and respect' Judge*

## Likelihood of sustainability

EQ 6: Likelihood of sustainability: To what extent are the project's results continuing or likely to continue?

### Continuation of project results

EQ 6.1 To what extent are the project's results likely to continue beyond the implementation of the activities in the mid- to long-term, and what is the potential role of the training-of-trainers component in sustaining the project results?

209. The project's results generally demonstrate a reasonable likelihood of continuing beyond the implementation phase, particularly in the mid- to long-term. The ToT component represents a critical element in this regard, with trainers having been equipped not only with subject-matter knowledge, but also with highly-appreciated and effective methodologies to impart that knowledge out into the future. This is despite the limited opportunities that some ToT's had to utilise their acquired training competencies, as outlined in *Effectiveness* above.
210. These capacity-building activities therefore ensured that trainers have been empowered to continue providing legal training after the project's conclusion, and have created a pool of trainers upon which the INFJ and other institutions can continue to rely in future, with one interlocutor stating that '*the trained trainers can easily be integrated in other projects.*'
211. As indicated under *Effectiveness* above, these trainers are already being sought by other UN institutions to provide support to capacity-building in neighbouring countries, and will be available as a crucial resource when the planned UNITAR projects in Senegal and Niger are implemented.
212. The project's emphasis on creating and disseminating training manuals, compassing a broad range of legal subjects, further enhances the project's sustainability. These manuals, importantly now owned by the INFJ, will likely serve as a valuable resource for future training activities, thus providing a lasting, structured approach to knowledge transfer and continuity. The translation and distribution of key Malian legislation will provide enormous, ongoing benefits to justice sector stakeholders, particularly in remote areas of the country, where access to legal information – even by justice professionals – is extremely limited, and where proceedings generally take place in local languages. The INFJ also received electronic files of the translations and will therefore be able to print and distribute further copies after the conclusion of the project, as required.
213. Moreover, the project has ensured sustainability within the INFJ itself. By contributing to the restructuring of the institute's initial and continuing education programs, the project has left a lasting impact on the institutional framework – with the modules already forming an integral part of the institution's 5-year forward planning. The ongoing availability and use of modules, continued discussions among participants and trainers, and INFJ's strong commitment to future training sessions indicate a proactive approach to sustaining the project's outcomes.

*'The UNITAR project allowed us to completely restructure the continuing training of magistrates, lawyers, bailiffs and clerks, [and] the themes will remain current in the years to come'. INFJ*

### Contribution to sustainability by UNITAR

EQ 6.2 To what extent did the institutional support (approaches, methodologies, technical and administrative support, etc.) provided by UNITAR contribute to the sustainability of the project?

214. UNITAR's contributions through its established approaches and methodologies, and its technical and administrative support, contributed significantly to the sustainability of the project. UNITAR's training methodologies, for example, have laid the groundwork for a sustainable approach to continuing legal education, not only within the INFJ but

more generally across the justice sector. By providing the Institute with an effective and highly-appreciated methodology and training materials, UNITAR has empowered the INFJ to continue its educational initiatives in a more effective and autonomous manner.

215. UNITAR's rigorous quality assessment, monitoring and financial reporting requirements have also significantly enhanced the management capacities of INFJ, despite the initial difficulties as described at *Effectiveness* above, which will continue to be utilised in their cooperation efforts with other donors and international partners.

## Factors related to sustainability

*EQ 6.3 What were the key factors which contributed to, or impeded, the sustainability of the project?*

216. Several key factors have contributed to the sustainability of the project, while others present potential challenges. One significant factor enabling sustainability is the proactive approach taken by project participants and stakeholders. The INFJ's commitment to ongoing training activities and the enthusiasm of trainers and participants for continued engagement indicate a strong collective will to sustain the project's outcomes.
217. Furthermore, the project's emphasis on networking and collaboration has fostered partnerships between stakeholders, with for example the creation of WhatsApp groups for ongoing discussions and exchanges of ideas. Such networks not only enhance knowledge-sharing, but also contribute to the sustainability of the project outcomes by facilitating ongoing support and communication among participants and trainers.
218. Finally, an important factor of sustainability is evidenced by the interest demonstrated by neighbouring countries in adapting the lessons learned and best practices of the project, thereby ensuring the sustainability of its overall approach, and applying its benefits to new contexts.
219. However, certain impediments to sustainability also exist. The movement of personnel within Malian justice institutions represents a significant challenge to maintaining the continuity of training and other institutional support provided, with one civil society interlocutor observing that '*the big problem is that people move around very often. We can train [justice sector] actors, but after a certain time, [they] are assigned elsewhere.*' The reassignment of trained personnel to different roles or institutions will therefore undermine efforts to sustain the project's benefits (see *Recommendation 6*).
220. In addition, the project's reliance on external funding sources, such as State support, where available, and international technical and financial partners, may present challenges to long-term sustainability if such sources cannot be secured or maintained (see *Recommendation 6*). The INFJ remains optimistic in this regard, however, stating '*we will try to evolve with the State subsidy, but also continue to have technical and financial partners to see how they can also help us to optimise this implementation.*'
221. Despite these challenges, the project's emphasis on capacity building, knowledge transfer, and institutional ownership bodes well for its sustainability (see *Recommendation 6*).

## Good practices

*EQ 6.4 What good practices of the project could be adapted and/or replicated in other countries or regions?*

222. The project highlighted a wealth of good practices that could be adapted in other countries or regions, or in other justice sector projects in Mali. Below are the most significant aspects of the project that have been extracted from the evaluation findings, with an indication of the overall approach that would be required for successful adaptation, and practical suggestions as to how this could be applied in other contexts, which also draw on the evaluation findings and broader discussions with interlocutors.

223. **Flexibility and timeliness:** Align and subsequently adjust the project according to national events and needs, such as political transitions or upcoming elections, to ensure relevance and effectiveness.
- Regularly assess the current events and needs in the country's judicial sector through consultations with stakeholders and monitoring of key sector or national events.
  - Adjust project timelines and activities to align with sector and national changes or transitions to ensure relevance and effectiveness.
  - Establish rapid response mechanisms to address emerging needs or challenges in a timely manner, particularly in sensitive or volatile contexts.
  - Develop contingency plans to adapt project activities to changing circumstances or sector needs.
  - Maintain open communication channels with stakeholders to receive feedback and identify areas requiring adjustment.
  - Allocate flexible funding or resources to address unforeseen challenges or opportunities.
224. **Consultative approaches:** Base project decisions on recommendations arising from consultations with relevant stakeholders to ensure responsiveness to sector needs.
- Organise regular meetings, workshops, or focus groups involving key stakeholders to gather feedback and recommendations.
  - Utilise surveys, interviews, or online platforms to engage a broader range of stakeholders, including those in remote areas.
  - Incorporate feedback into project planning and decision-making processes to ensure responsiveness to sector needs, including during project implementation.
225. **Tailor-made interventions:** Customise project activities to fit the specific context of the country's judicial sector institutions and target groups, avoiding a 'one size fits all' approach.
- Conduct thorough assessments of the country's judicial sector institutions and target groups to identify specific needs and challenges.
  - Design project activities and interventions based on the unique context and requirements of each institution or target group.
  - Provide training and technical assistance that is tailored to address the specific gaps and priorities identified during the assessment phase.
226. **Institutional and political ownership:** Engage sector institutions and actors at the earliest opportunity, to ensure their buy-in and commitment to the project's objectives.
- Engage with government agencies, judiciary, and other relevant institutions from the project's inception to foster ownership and commitment.
  - Facilitate dialogue and consensus-building among stakeholders to ensure alignment with national priorities and strategies.
  - Encourage participation of high-level officials and policymakers in project planning and decision-making processes, and at high-profile project events.
227. **Choice of national partners:** Select local implementing and other partners with the necessary expertise, credibility, and independence to implement the project effectively.
- Conduct thorough assessments of potential local partners' expertise, credibility, and independence.
  - Prioritise partnerships with reputable organisations or institutions with a track record of successful project implementation.

- Collaborate closely with selected partners to ensure effective coordination and synergy in project activities.
228. **Inclusiveness:** Include participants from a broad range of professions and backgrounds, including civil society, media, and political parties, to ensure diverse perspectives and comprehensive engagement.
- Design project activities to include participants from diverse backgrounds, professions, and geographic locations.
  - Implement outreach strategies to ensure the participation of marginalised or underrepresented groups, including civil society, media, and political parties.
  - Facilitate inclusive decision-making processes that value and incorporate diverse perspectives and voices.
229. **Holistic approaches:** Adopt a comprehensive approach that addresses various aspects of the judicial system, including ethics, human rights, gender sensitivity, and alternative dispute resolution mechanisms.
- Develop comprehensive project frameworks that address multiple dimensions of the judicial system, including ethics, human rights, and gender sensitivity.
  - Integrate training modules and capacity-building activities on alternative dispute resolution mechanisms and other relevant topics.
  - Foster collaboration with relevant stakeholders and experts in related fields to ensure a holistic approach to judicial reform.
230. **Emphasis on 'everyday justice':** Focus on practical aspects of the judicial system to address the immediate needs and challenges faced by justice professionals in their everyday work.
- Conduct needs assessments and consultations with justice professionals to identify practical challenges and areas for improvement.
  - Design training programs and capacity-building initiatives to address specific skills and knowledge gaps relevant to the daily work of justice professionals.
  - Provide ongoing mentoring and support to ensure the effective implementation of newly acquired skills in real-life situations.
  - Use case studies, simulations, and practical exercises in training activities to enhance the applicability of learning to real-life situations.
231. **Geographic reach:** Extend project activities beyond the capital city to ensure representation from outlying regions and address constraints specific to those areas.
- Establish regional or decentralised offices to facilitate project activities and engagement in outlying regions.
  - Partner with local organisations or institutions in different regions to ensure representation and participation from diverse geographic areas.
  - Organise mobile training sessions or outreach events to reach justice professionals and stakeholders in remote or underserved areas.
232. **Neutrality and independence:** Maintain neutrality and independence in project implementation to enhance credibility and trust among stakeholders.
- Ensure transparency and accountability in project management and decision-making processes.
  - Avoid alignment with any particular political or ideological agenda to maintain neutrality and independence. Be cautious of 'over-implication' of political figures in project activities.
  - Establish mechanisms for monitoring and addressing conflicts of interest or bias

- among project stakeholders.
233. **Demand-driven approaches:** Design project activities in response to strong sector demand, ensuring inclusiveness and broad participation.
- Conduct surveys or consultations to assess sector demand and priorities for capacity-building and technical assistance.
  - Design project activities and interventions based on identified demand, ensuring relevance and buy-in from stakeholders.
  - Provide regular opportunities for stakeholders to express their needs and preferences in shaping project activities and initiatives.
234. **Management and team dynamics:** Foster teamwork, coordination, and risk management through solid management mechanisms and regular team meetings.
- Establish clear roles, responsibilities, and communication channels within the project team.
  - Conduct regular team meetings to review progress, address challenges, and coordinate activities.
  - Implement risk management strategies to anticipate and mitigate potential obstacles or issues that may arise during project implementation.
235. **Choice of trainers:** Select trainers with relevant expertise and credibility, including national trainers, to ensure the sustainability of project outcomes through capacity building.
- Identify trainers with relevant expertise and experience in the country's judicial system and reform efforts.
  - Prioritise ToT activities that build the capacity of local experts and ensure sustainability beyond the project's duration.
  - Foster ongoing collaboration and knowledge-sharing among trainers to enhance the quality and effectiveness of training initiatives.
236. **Stakeholder engagement and networking:** Establish partnerships and networks among stakeholders to facilitate ongoing support, collaboration, and knowledge-sharing beyond the project's duration.
- Facilitate networking events, workshops, or conferences to foster collaboration and knowledge-sharing among stakeholders.
  - Establish formal partnerships and alliances with relevant organizations, institutions, and networks to leverage resources and expertise.
  - Develop communication strategies to maintain engagement and collaboration beyond the project's duration, ensuring continued support for reform efforts.

# Conclusions

## Relevance

### *Alignment with needs*

- The project demonstrated strong relevance to Mali's judicial system needs and overarching rule of law objectives.
- Despite methodological and other shortcomings in the capacity assessment from Phase I, the project responded to real and emerging needs.
- Activities were designed to address significant challenges within Mali's justice system, such as corruption and access to justice.
- The project's focus on continuing education and timely responses to emerging needs underscored its alignment with sector needs.
- However, the initial capacity assessment fell short of acceptable standards and the requirements of the Phase I Terms of Reference, in particular given its substantial budget (*also relevant to Effectiveness and Efficiency*).

### *Consultation with stakeholders*

- The project engaged in extensive consultation with key stakeholders, including civil society.
- Stakeholder buy-in was achieved through active listening and managing expectations.
- While formal consultation processes during implementation were not evident, feedback from beneficiaries was consistently reviewed and integrated into subsequent activities.

### *Alignment with international frameworks*

- The project aligned well with Mali's efforts to implement the 2030 Agenda, particularly SDG 16 (peace, justice and strong institutions).
- The project indirectly contributed to SDG 5 (gender equality) and SDG 4 (quality education).
- Alignment with UNITAR strategic frameworks and objectives further supported the project's relevance.
- The project did not address disability and environmental sustainability issues.

### *Alignment with national human rights, disability, and gender equality frameworks*

- The project recognised the importance of gender equality and human rights, aligning with national action plans and legislative frameworks.
- Human rights and disability issues were not adequately considered in project design.
- Although a gender adviser was proposed, there is no evidence that an expert was engaged.

### *HRBA and environmental considerations*

- The project did not incorporate a HRBA in design or implementation, despite a focus on human rights issues within training modules.
- Environmental objectives and considerations were not addressed in project design or implementation.

## Coherence

### *Complementarity with UNITAR programming*

- The project demonstrated strong alignment and complementarity with previous UNITAR initiatives in Mali, and built on the findings of Phase I.
- There was thematic complementarity with regional UNITAR programmes, but missed opportunities for cooperation.

### *Complementarity with other initiatives*

- The project exhibited coherence and complementarity with other international initiatives.
- While there was little direct collaboration between initiatives, the project filled important gaps in the judicial system.

### *Alignment with donor priorities*

- The project aligned well with donor priorities, and complemented their stabilisation efforts in the region.

### *Coordination and cooperation*

- The project aimed to engage in coordination with other actors, including through the UNDP Cooperation Framework.
- However, participation in sector dialogue frameworks during implementation was lacking.

## **Effectiveness**

### *Overall effectiveness*

- The project provided significant support to judicial system reform by enhancing knowledge, skills and cooperation.
- Training activities and study tours, contributed to building the capacity of judicial officials; support for modernisation and digitalisation was not achieved,
- Translation and distribution of legal instruments contributed to increasing accessibility and understanding of key laws within local communities.
- Visibility activities effectively promoted project contributions.

### *Contribution to improving knowledge, skills and practices*

- The project enhanced knowledge and skills among participants, although the assessment of the level of knowledge and skills acquired was subjective.
- Trainers acknowledged personal and professional development through exchanges and sharing of experiences.
- Participants continue to apply acquired knowledge and skills in their work, indicating the relevance and effectiveness of the training.
- The project contributed to improved collaboration among justice institutions, enhanced media reporting on legal issues and stronger election oversight.
- The project led to a shift in approach and perceptions among judicial officials, resulting in more proactive and responsive practices, ultimately increasing public confidence in the rule of law.

### *Contribution to justice system and justice sector professionals*

- The project made significant contributions to improving the quality, efficiency and effectiveness of Mali's justice system.
- Justice professionals gained skills and confidence, leading to increased competence in their work, which in turn may foster greater public trust and confidence.
- Particular contributions were made relative to mediation practices in minor criminal offenses cases, application of electoral law, ethical and professional conduct, and stronger adherence to procedural requirements.
- The project facilitated cooperation between justice sector institutions and units within these institutions. However, formalisation of cooperation mechanisms is required.
- Country visits increased awareness of best practices, facilitated cross-fertilization of ideas, and sparked interest in UNITAR approaches. However, there's a need to sustain such exchanges, and possibly formalise mechanisms for ongoing collaboration.

### *Contributing Factors*

- *UNITAR's added value*: UNITAR added value to the project through its positive 'branding', neutrality, and expertise in training.
- *Training Methodology*: The success of the project was attributed to UNITAR's interactive and practical training methodology.
- *Flexibility and demand-driven approach*: Flexibility in project implementation and responsiveness to sector demand ensured relevance and effectiveness. The project adapted to challenges and accommodated increased participation where possible.
- *Ownership and geographic scope*: Political and institutional ownership, coupled with a country-wide scope, contributed to project relevance, credibility, and effectiveness.



- *Holistic and inclusive approaches*: Adopting a 'whole of sector' approach contributed to effectiveness and sustainability, with training on ethics and professional conduct reinforced integrity within the justice sector.
- *Management and team dynamics*: Professionalism, flexibility and pragmatism of UNITAR, INFJ, and project teams, together with solid management mechanisms, ensured effective implementation despite challenges.

#### *Limiting Factors*

- *Weaknesses in results framework and monitoring*: Weaknesses in project monitoring were identified, including incomplete logical frameworks, output-oriented reporting and an over-reliance on participant feedback.
- *Familiarity with UNITAR training approaches*: Initial constraints were observed due to a lack of familiarity of local trainers with UNITAR's approaches to training, highlighting the need for stronger familiarisation of national trainers in advance.
- *Content creation challenges*: Initial confusion regarding responsibilities of training content development led to challenges, emphasising the importance of a clear delineation of responsibilities relative to training content, and the early involvement of subject-matter experts.
- *Responsiveness and validation of achievements*: Concerns were raised about UNITAR's slow turnaround time in providing concept notes and project applications, and the absence of formal certification of completion, which could have provided more value and incentivised continuous learning.

#### *Replicability*

- The project demonstrated significant achievements in a challenging context, making it eminently adaptable. Lessons learned and best practices can serve as valuable resources for similar projects in other contexts.
- Strong evidence of exchanges of practice between stakeholders from different countries suggests potential for regional cooperation and replication.

#### *Human Rights, Gender Mainstreaming, and Inclusiveness*

- Efforts were made to promote gender equality, but challenges remained in achieving balanced representation in activities. Special training on GBV was provided.
- While a HRBA was not explicitly developed, the project integrated human rights issues into training modules, particularly concerning children's and detainees' rights.

#### **Efficiency**

##### *Timeliness and cost efficiency*

- The project was generally implemented on time and within budget, with only minor deviations observed.
- Despite early challenges in resource management and tight timelines, the project exhibited reasonable efficiency.
- Factors contributing to efficiency included the cooperation demonstrated by justice institutions and participants, as well as strong management and leadership.
- The logistical support provided by INFJ significantly contributed to the smooth execution of activities, enhancing cost-effectiveness.
- Budget lines were well-aligned with project objectives and activities, although concerns were raised regarding Phase I budget allocation and outputs correlation (*also relevant to Relevance and Effectiveness*).

##### *Human and financial resource utilisation*

- The project's human and financial resources were generally utilized as planned.
- Financial management by both the INFJ and UNITAR was satisfactory, however advance payment for certain activities would have alleviated timing constraints.
- Human resources were managed appropriately. However, there were insufficient resources to engage local subject-matter experts for content development, in addition to the international expertise originally foreseen, in order to respond to challenges that arose relative to course content.

## Likelihood of impact

### *Contribution to reforming the Malian judicial system*

- Training activities enhanced the skills and capabilities of judicial personnel, which will likely contribute to greater effectiveness and efficiency in the legal system.
- Changes in behaviour and practices among judicial personnel have been observed, leading to more effective and sensitive handling of cases.
- Improved collaboration and cooperation between legal institutions has been fostered.
- Awareness and understanding of ethical and deontological issues among legal practitioners have been increased, which is likely to contribute to increased public confidence.
- Training activities have helped to instil a culture of continuous learning and improvement within institutions.

### *Promotion of human rights, gender equality, and GBV prevention*

- The project is likely to have contributed to: enhanced protection of human rights in the legal system; greater respect of children's rights in proceedings; stronger victim-centred and restorative approaches, in particular relative to women and girls; and improved access to justice for marginalised groups.

## Likelihood of sustainability

### *Continuation of project results*

- The project's results are likely to continue beyond the implementation phase.
- The ToT will help sustain project results, having created a pool of experienced trainers.
- The creation and dissemination of training manuals will provide ongoing knowledge transfer, and the translation and distribution of legislation will also contribute to long-term benefits for justice sector actors.

### *Contribution to sustainability by UNITAR*

- UNITAR's support significantly contributed to the sustainability of the project, through their established methodologies and technical support.
- UNITAR's rigorous quality assessment and monitoring tools will continue to enhance INFJ's management capacities, facilitating future cooperation with other donors and partners.

### *Factors related to sustainability*

- Key factors contributing to sustainability include the proactive approach of project participants and stakeholders, emphasis on networking and collaboration, and interest from neighbouring countries in adapting project lessons.
- Challenges to sustainability persist, including personnel movement and reliance on external funding sources.
- However, the project's focus on capacity building, knowledge transfer, and institutional ownership provides a strong foundation for sustainability.

# Recommendations

The key recommendations arising from the findings and conclusions are outlined below. Each recommendation is aligned with a specific evaluation criterion, its priority assessed on a scale from low to high, and the main responsible parties are identified, bearing in mind that in general an inclusive approach to resolving challenges is preferred, involving broad sector engagement.

Each recommendation has been broken down into specific areas that require strengthening, together with practical suggestions as to how these could be achieved.

<p><b>Recommendation 1:</b> When undertaking a needs, capacity or other initial assessment, and in the formulation of justice sector projects, conduct a comprehensive and inclusive context analysis, providing stakeholder mapping and the identification of gaps in existing and desired levels of performance, challenges, priorities, risks and barriers to inform project design and ensure alignment with national priorities and sector needs.</p>	
<p><b>Evaluation criteria: Relevance</b></p>	
<p><i>Priority: High</i></p>	
<p><i>Main implementation responsibility: UNITAR, helped by current and future Implementing Partners and judicial system stakeholders</i></p>	
<p><i>What should be strengthened?</i></p>	<p><i>How could this be done?</i></p>
<p>Evidence-based context analysis in support of project design, with validation of findings.</p>	<ul style="list-style-type: none"> <li>• Use a structured framework and tools to conduct needs, capacity and other assessments and assist project design, such as Stakeholder Mapping, Risk Analysis, Performance Gap Analysis (to understand gaps and desired levels of performance) or Political Economy Analysis ((to have a nuanced understanding of the institutional inter-relationships).</li> <li>• Conduct interviews, focus group discussions and desk reviews to gather information on the national and sector context, political dynamics and stakeholder landscape.</li> <li>• Use participatory approaches such as workshops and forums to engage stakeholders in the analysis process and validate findings.</li> </ul>
<p>Identification of sector challenges and strengths, and prioritisation of key areas of intervention.</p>	<ul style="list-style-type: none"> <li>• Conduct stakeholder consultations and thematic workshops to identify challenges, opportunities and priority areas for intervention.</li> <li>• Establish working groups or task forces comprising relevant stakeholders to guide the design of interventions in priority areas.</li> <li>• Where training activities are envisaged, ensure that learning specialists are engaged, to identify knowledge gaps, and align anticipated learning outcomes with corresponding content and training approaches, and help establish criteria for participant selection.</li> </ul>
<p>Analysing and addressing risk factors.</p>	<ul style="list-style-type: none"> <li>• Conduct a detailed risk assessment, including <i>inter alia</i> political risk and absorption capacity constraints,</li> </ul>

	and incorporate regular risk review activities in project design.
Addressing specific barriers to access to justice and participation in project implementation, notably relative to gender, disability and human rights.	<ul style="list-style-type: none"> <li>• Include gender and disability assessments in project design processes to identify barriers to access to justice for women and marginalised groups, and develop targeted responses.</li> <li>• Develop a project HRBA and gender mainstreaming strategy, with the assistance of human rights and gender experts.</li> <li>• Implement such strategies, to ensure the integration of gender and human rights principles into all project activities, including training, policy development, and service provision.</li> <li>• Include training and capacity building on gender-sensitive, disability-inclusive and human rights-based approaches for justice sector professionals.</li> <li>• Ensure representation and participation of marginalised groups, including women, persons with disabilities, and ethnic minorities, in project design.</li> <li>• Establish mechanisms for monitoring and evaluating the impact of the project on gender equality and human rights outcomes.</li> </ul>

**Recommendation 2: Envisage to strengthen** collaboration and coordination between justice sector stakeholders, including UNITAR, Implementing Partner, Ministries of Justice and government agencies, civil society organisations, and development partners to enhance coherence and synergy between different initiatives and programmes.

**Evaluation criteria: Coherence**

*Priority: Medium*

*Main implementation responsibility: UNITAR in consultation with other project stakeholders.*

*What should be strengthened?*

*How could this be done?*

Stronger exploration of cooperation opportunities and synergies.

- Establish partnerships and coordination mechanisms with existing rule of law initiatives, international organisations, including from the UN system (in particular UNDP, UNODC, UNWOMEN, UNICEF), and development partners operating in Mali.
- Convene regular donor and sector coordination meetings, workshops, and joint planning sessions to exchange information, share resources and coordinate activities.
- Foster collaboration and knowledge-sharing between initiatives, through joint activities on the ground, study tours, and peer learning exchanges with other justice sector stakeholders, including in the region.

More active participation in sector dialogue.

- Engage actively in sector dialogue forums, coordination meetings and working groups to stay informed about sector developments and priorities.
- This would in particular include dialogue related to cross-cutting and whole-of-government issues, such

	<p>as the good governance, the fight against corruption, gender and human rights, etc.</p> <ul style="list-style-type: none"> <li>• Share project updates, progress reports, and lessons learned at sector dialogue platforms to solicit feedback and input from key stakeholders.</li> <li>• Facilitate multi-stakeholder dialogues and consensus-building processes to address common challenges and promote alignment of objectives across different initiatives.</li> </ul>
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**Recommendation 3: Consider in project design** the inclusion of formal or structured mechanisms for cooperation and knowledge sharing among justice sector institutions to enhance effectiveness and efficiency in delivering justice services and promoting the rule of law.

**Evaluation criteria: Effectiveness**

*Priority: Medium*

*Main implementation responsibility: Implementing Partner with the support of UNITAR, Ministry of Justice. With the support of UNITAR, judicial system professionals, civil society, media and other justice sector stakeholders*

<i>What should be strengthened?</i>	<i>How could this be done?</i>
Formalisation of cooperation mechanisms.	<ul style="list-style-type: none"> <li>• Facilitate the development of agreements or memoranda of understanding (MoUs) between justice sector institutions to structure or formalise their cooperation mechanisms, and clarify roles and responsibilities.</li> <li>• Facilitate the establishment of joint task forces or technical working groups to address specific issues, such as anti-corruption, gender equality, children’s rights, detainee rights, professional development, court efficiency, etc.</li> <li>• Ensure the design and implementation of potential joint activities with other initiatives, including training programmes, workshops and inter-agency exchanges to foster collaboration and information sharing among justice sector stakeholders.</li> <li>• Facilitate and ensure inclusion in cooperation processes, for example through civil society participation or observation.</li> </ul>
Support to continuing exchange and learning.	<ul style="list-style-type: none"> <li>• Support the development of online platforms, community of practice networks, small-scale post-training pilot projects, and knowledge-sharing portals to facilitate ongoing exchange and learning among justice sector professionals.</li> <li>• Facilitate and ensure the organisation of regular webinars, seminars and conferences on relevant topics, such as those identified above.</li> <li>• Contribute to fostering mentoring relationships and peer-to-peer support networks among justice sector professionals, to encourage continuous learning and professional development.</li> </ul>

**Recommendation 4: Strengthen** results frameworks and monitoring and evaluation approaches and activities (including assessment of learning), in order to more effectively track progress and assess project outcomes and impacts.

**Evaluation criteria: Effectiveness**

*Priority: High*

*Main implementation responsibility: UNITAR and Implementing Partners*

<i>What should be strengthened?</i>	<i>How could this be done?</i>
Improvement of Monitoring and Evaluation and assessment of learning	<ul style="list-style-type: none"> <li>• Ensure that Results frameworks include a mix of quantitative and qualitative indicators that capture both output and outcome-level results. Results frameworks should be associated with comprehensive articulated Theory of Change and/or intervention logic.</li> <li>• Develop a broad range of data collection tools, including surveys, interviews, and focus group guides to systematically collect information on project progress and impact.</li> <li>• Conduct regular M&amp;E activities, including baseline and endline surveys, participatory assessments and beneficiary feedback sessions to track progress and identify areas for improvement.</li> <li>• Develop objective means of assessing acquisition of knowledge and skills (objective assessment of learning), parallel to using subjective participant feedback and knowledge assessment.</li> <li>• Ensure consistency of wording and data fields related to data collection on EMS.</li> </ul>

**Recommendation 5: Strengthen** the development of qualitative training content to ensure a clear division of responsibilities between project parties, and the allocation of subject-matter expertise.

**Evaluation criteria: Effectiveness**

*Priority: Medium-High*

*Main implementation responsibility: UNITAR, Implementing Partners and project teams.*

<i>What should be strengthened?</i>	<i>How should this be done?</i>
Clearer definition of responsibilities and roles in the development of training content.	<ul style="list-style-type: none"> <li>• The division of responsibilities of parties relative to content development should be more clearly defined in project design, and in subsequent agreements with partners, encompassing the relevant timeframes, the parties' expectations, output quantity and quality, etc.</li> <li>• Tools should be developed to guide the preparation of training content. These could provide support to conducting assessments of existing training content, collaborative content development quality assurance, etc.</li> </ul>
Allocation of adequate resources to engage subject-matter experts to develop training content.	<ul style="list-style-type: none"> <li>• Adequate resources should be allocated for the early identification and engagement of subject-matter experts, including national experts, to provide insights, guidance and validation of training content.</li> <li>• Consideration could also be given to forming expert advisory panels, or seeking input from local, regional</li> </ul>

	or international external consultants, in addition to those foreseen in project design.
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**Recommendation 6: Strengthen** institutional organisational and financial stability, and ongoing capacity-building to ensure the sustainability of project results.

**Evaluation criteria: Sustainability**

*Priority: Medium*

*Main implementation responsibility: Implementing Partners, with the support of UNITAR and other judicial system stakeholders.*

<i>What should be strengthened?</i>	<i>How should this be done?</i>
Addressing challenges related to personnel movement.	<ul style="list-style-type: none"> <li>• Develop strategies for knowledge retention and succession planning, to mitigate the impact of personnel turnover within justice sector institutions.</li> <li>• Establish mentoring programmes and peer support networks, to facilitate knowledge transfer and skills development among incoming staff members.</li> <li>• Document best practices, lessons learned and institutional knowledge to preserve critical information and ensure continuity of project activities.</li> </ul>
Exploration of funding mechanisms	<ul style="list-style-type: none"> <li>• Diversify funding sources by seeking support from multiple donors, government agencies, philanthropic organisations and private sector partners.</li> <li>• Explore innovative financing mechanisms such as public-private partnerships, impact investing and crowdfunding to mobilise additional resources for further training and exchange activities.</li> <li>• Develop fundraising strategies and grant proposals targeting specific thematic areas, geographic regions or target beneficiary groups to secure funding for priority interventions.</li> </ul>
Promoting knowledge transfer and capacity building	<ul style="list-style-type: none"> <li>• Foster continued partnerships and collaborations between the Implementing Partner and other stakeholders to facilitate knowledge sharing, skills transfer and collaborative action.</li> <li>• Leverage existing networks and platforms to disseminate project outcomes, lessons learned and best practices to a wider audience of justice sector professionals, policymakers and civil society organisations.</li> </ul>

# Lessons learned

*What lessons can be learned from the project, in order to inform the design and implementation of similar programming in the area of judicial reform and modernisation of judicial systems?*

The project also generated important learnings that could potentially help inform the design and implementation of other judicial reform projects, both in Mali and elsewhere. Below are the most significant lessons learned, extracted from the evaluation findings, with indications of how these could be applied in other contexts.

**Contextual assessment:** Before initiating a justice sector project, it is essential to conduct a comprehensive assessment of the national and sector context, to ensure understanding the environment, including political, social, and legal aspects. Ways in which this lesson could be applied could include:

- Conduct comprehensive stakeholder consultations, including representatives from government, legal experts, civil society, media, political bodies, and marginalised groups, to understand the specific needs and challenges within the justice sector.
- Utilise local researchers and experts who have a deep understanding of the cultural, political, and social dynamics of the country. Oversight of analyses by external experts (international/ regional), with knowledge of the national context, can also provide objective inputs.
- Use mixed-methods approaches, combining quantitative data with qualitative insights from focus group discussions, interviews, and case studies to gain a holistic understanding of the context.

**Continuous consultation and engagement:** Projects in the justice sector require *continuous* consultation and engagement with stakeholders, to ensure that the project remains responsive to the evolving needs and challenges within the sector.

- Establish regular meetings and forums for ongoing dialogue between project implementers and stakeholders to ensure feedback is incorporated into project design and adaptation.
- Utilise community-based organizations and local leaders (including religious leaders) as intermediaries to reach marginalised or hard-to-reach populations.
- Provide training and capacity building for local stakeholders to enhance their participation and contribution to project activities, if possible or appropriate.

**Incorporation of gender and HRBA approaches:** Gender and HRBA integrated into project design and implementation help to address inequalities and ensure equitable access to justice for all.

- Conduct gender-sensitive analyses to identify specific barriers to access to justice for women and marginalised groups.
- Integrate gender and human rights principles into all project activities, including training, policy development, and service provision.
- Establish mechanisms for monitoring and evaluating the impact of the project on gender equality and human rights outcomes.

**Formalisation of cooperation mechanisms:** Formalised mechanisms for cooperation enhance effectiveness and efficiency within the judicial sector.

- Facilitate the establishment of formal partnerships and agreements between relevant government agencies, civil society organizations, and international partners.
- Advocate for the adoption of legislation or policies that formalise cooperation mechanisms within the justice sector.



- Provide technical assistance and capacity building to support the operationalisation of cooperation mechanisms at the national and local levels.

**Robust results framework and monitoring:** Ensure Logframes have clearly defined objectives, baselines, activities, and with qualitative and quantitative indicators.

- Develop a detailed results framework with clear and measurable objectives and indicators to track progress and outcomes throughout the project lifecycle.
- Objectives and indicators need to be tailored to the context.
- Invest in training for local stakeholders on data collection, monitoring, and evaluation methodologies.
- Utilise participatory monitoring and evaluation approaches, involving partners and other stakeholders in the collection and analysis of data to enhance ownership and accountability.
- Regularly review and adjust project activities based on monitoring and evaluation findings to maximise impact and effectiveness.

**Familiarisation with and adaptation of UNITAR approaches, methodologies and tools:** Ensure project teams are fully familiarised with UNITAR training, quality assurance and monitoring guidelines and tools, to mitigate initial challenges and misunderstandings.

- Provide comprehensive orientation sessions for project staff, trainers and other involved parties on UNITAR's approaches, methodologies and assessment, training, monitoring and other tools.
- Provide technical assistance where necessary regarding administrative, reporting and other requirements of UNITAR.
- Adapt UNITAR training approaches to the specific country and sector context, taking into account sector sensitivities, priorities, and the technical and other capacities of stakeholders, for example trainers and training participants.

**Engagement of subject-matter experts:** Engage sufficient subject-matter experts to develop training content collaboratively with trainers, to ensure the quality and relevance of the materials and training delivered.

- Identify and recruit local subject-matter experts from academia, legal professions, and civil society organisations to collaborate on content development, in addition to international expertise.
- Provide training and resources to build the capacity of local experts in curriculum and training design.
- Facilitate peer-to-peer learning and knowledge exchange among trainers and content developers to improve the quality and relevance of training materials, and ensure the sustainability of training.

**Addressing personnel movement challenges:** Develop strategies to address challenges related to personnel movement within justice institutions to ensure continuity of training and institutional support.

- Develop strategies for knowledge management and exit/ succession planning to mitigate the impact of personnel turnover on project continuity.
- Establish mentoring programs where experienced staff can transfer knowledge and skills to incoming personnel.
- Advocate for policies within justice institutions that promote stability and retention of trained personnel, such as career development opportunities and incentives.

**Ensuring financial sustainability:** Explore diverse funding sources and partnerships to ensure the long-term sustainability of the project beyond external funding.

- Diversify funding sources by engaging with multiple donors, including government agencies, multilateral organisations, philanthropic foundations, and private sector partners.
- Build local fundraising capacity within justice sector institutions and civil society organisations to reduce dependence on external funding.
- Explore innovative financing mechanisms, such as public-private partnerships or social impact investing, to support long-term sustainability efforts.

# Annexes

## A. Evaluation terms of reference

### Independent Evaluation of project “Strengthening the capacity of the judicial system and promoting the rule of law in Mali Phase II” TARPT082

#### Background

1. The **United Nations Institute for Training and Research (UNITAR)** is a principal training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. UNITAR’s mission is to develop the individual, institutional and organizational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges.
2. UNITAR’s first strategic objective calls to “Promote peace and just and inclusive societies”. The Institute works towards supporting institutions and individuals to contribute meaningfully to sustainable peace. It incorporates activities aimed at strengthening capacities of institutions and individuals towards peaceful coexistence, conflict prevention and resolution, restoration of the rule of law, and the development of sound regulatory frameworks in promotion of public participation in decision making and access to information and justice.
3. UNITAR’s Division for Peace groups together programming in the fields of conflict prevention, peacemaking, peacekeeping and peacebuilding. Its aim is to provide comprehensive support to the promotion of peace, justice and strong institutions worldwide, thereby advancing the implementation of Sustainable Development Goal (SDG) 16.<sup>28</sup>
4. The project entitled “**Strengthening the capacity of the judicial system and promoting the rule of Law in Mali phase II**” which is implemented by UNITAR’s Division for Peace was funded by the German Federal Foreign Office and aims to support the national stakeholders for a comprehensive reform of the judicial system as part of Mali’s governmental transition. It aimed to accomplish this objective through, on the one hand, strengthening and modernising the Malian judicial system, particularly in its institutional desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development. On the other hand, the project aimed to digitalise the judicial system of Mali. The project has been implemented between July 2021 and July 2023 and UNITAR chose to work with the *Institut National de Formation Judiciaire du Mali* (INFJ) as an implementing partner. Over the course of the project implementation, the activities have been adapted to meet the needs of the target audience and to effectively respond to the settings and requirements on the ground.
5. The project was implemented subsequent to an earlier project phase entitled “Strengthening the capacity of the judicial system and promoting the rule of law in Mali” that was implemented between December 2020 and March 2021 with an amendment until May 2021. According to the project document, this phase focused on an assessment of the strengths and weaknesses of the Malian judicial system including a needs assessment. An action plan was prepared and agreed upon with the Ministry of Justice.

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<sup>28</sup> SDG 16 seeks to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. This project is particularly relevant to the target 16.3, to “promote the rule of law at the national and international levels and ensure equal access to justice for all”. See in this context <https://sdgs.un.org/goals/goal16>.

6. UNITAR has been active in Mali and the Sahel since 2016 through projects aiming to strengthening regional peacekeeping training capacities, strengthening operational capacities of police contributing countries, supporting the yearly training programmes of the Mali-based *Ecole Maintien de la Paix (EMP)* and strengthening crisis management capacities of Malian national Police, Gendarmerie and national Guard during elections. The project builds on these previous project interventions and on the assessment of the Malian judicial system and action plan developed as part of Phase I of the project to enhance the capacities of judicial system actors, while empowering judicial institutions to fulfil their mandates.
7. The project objective was planned to be achieved through two outcomes:
  - A strengthened and modernized Malian judicial system, particularly in its institutional desire to promote the rule of law, a just and equitable society, the effective fight against corruption and impunity and finally national development.
  - Digitalization of the judicial system.
8. The project's outputs included various capacity building interventions in the form of tailored training provided to judicial police officers and lawyers, the members of the Magistrates Prosecutor's Office, judges and clerks, bailiffs and commissioners of justice, notaries, magistrates, the media and selected civil society groups. These aimed to contribute to the above outcomes, e.g. strengthening of the capacity of judicial bodies and judicial accessibility, combating impunity and corruption, and finally – an improved case management and filing system and computerising the judicial system.
9. To improve the knowledge, skills and behaviour of the above mentioned stakeholders the project foresaw to develop training packages and learning reinforcement tools and implement some 13 training sessions,<sup>29</sup> organise a study tour to Rwanda for the Magistrates to learn from country experience in developing its electronic filing system (Case Management), and a study tour to Senegal for the Members of the Higher Council of the Judiciary focused on the analysis of the composition and measures related to sanctions and General approach. The training component of the project is implemented in partnership with INFJ, following UNITAR training quality standards. A Training of Trainers (ToT) for trainers nominated by INFJ was conducted as preparation to the proposed training activities.
10. Furthermore, it was planned to include the creation of an integrated Electronic Management System (IECMS) that covers the Judiciary, Ministry of Justice, National Public Prosecution, Criminal Investigation Department and the Correctional Services to share information and archiving. It also includes the electronic filing system (Case Management). The above-mentioned study tour to Rwanda is to be implemented under this context.
11. Additional translation, publication and dissemination of legal texts were planned to be developed as part of the project. As per the last interim report, a number of handbooks, materials, booklets and legal documents were translated in various languages, produced, printed, published and disseminated.

### **Purpose of the evaluation**

12. The purpose of the evaluation is to (a) assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project; (b) to identify good practices as well as any challenges that the project has encountered; (c) to issue recommendations, and (d) to identify lessons to be learned on design, implementation and management. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to future projects' quality improvement and

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<sup>29</sup> Annex A presents the list of proposed training to be delivered.

broader organizational learning. The evaluation should not only assess how well the project has performed, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful delivery of the results.

### Scope of the evaluation

13. The evaluation will cover the entire project timeframe, from 1 July 2021 to 30 June 2023. While Phase I is not formally part of the scope of the evaluation, the outcomes of the first phase are directly related to the second phase and shall hence be taken into consideration. The evaluation should maintain sufficient focus to deliver findings and conclusions with actionable recommendations to inform future phases of the project, similar projects in the country and other projects in other contexts beyond Mali. The evaluation will include an assessment of all six OECD/DAC criteria and gender, disability and human rights considerations, and environmental sustainability considerations. The scope, evaluation questions and data collection will be commensurate with the evaluation's resource requirements.

### Evaluation criteria

14. The evaluation will assess project performance following the OECD/DAC criteria: relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability.

- **Relevance:** *Is the project reaching its intended individual and institutional users and are activities relevant to the beneficiaries' needs and priorities, and designed with quality?*
- **Coherence:** *To what extent is the project coherent with relevant internal policies, complementing other programmes and projects and adhering to international frameworks?*
- **Effectiveness:** *How effective has the project been in delivering results and increasing support of national stakeholders for a comprehensive reform of the Malian judicial system?*
- **Efficiency:** *To what extent has the project delivered its results in a cost-effective manner and optimized partnerships?*
- **Likelihood of Impact:** *What are the potential cumulative and/or long-term effects expected from the project, including contribution towards the intended impact, positive or negative impacts, or intended or unintended changes?*
- **Likelihood of Sustainability:** *To what extent are the project's results likely to be sustained in the long term? How is environmental sustainability incorporated in the project?*

### Principal evaluation questions

15. The following questions are *suggested* to guide the design of the evaluation, although the criteria applied to the outcomes and the final questions selected/identified will be confirmed by the evaluator following the initial document review and engagement with project management with a view to ensuring that the evaluation is as useful as possible and with regard to the project's future orientation, as may be relevant.

#### Relevance

- To what extent is the project aligned with the Institute's efforts to helping Member States implement the 2030 Agenda for Sustainable Development, and its principles, and the UNITAR strategic frameworks (2018-2021 and 2022-2025), and particularly SO 1 and SDG 16?*
- How relevant is the project to supporting gender equality and women's empowerment? (GEEW)*
- How relevant are the objectives and the design of the project to the identified Malian judicial systems' needs and challenges assessed during Phase I of the project and overall capacity needs and priorities, to strengthen and modernise the Malian judicial system, particularly in its institutional desire to promote the rule of law? More specifically, were all the project components relevant to all the stakeholders and have they remained relevant throughout project implementation despite changes of the political and national context or were adjusted using adaptive management?*

### **Coherence**

- d. How well does the project complement other UNITAR programming implemented between 2020-2023 in Mali, e.g. in supporting the crisis management capacities during national elections?<sup>30</sup>
- e. How well does the project complement other projects or programming implemented in the field of justice and the rule of law by other organizations, e.g., UN Women, MINUSMA, etc.?
- f. To what extent are the results of the previous phase (2020-2021) informing the phase II (2021-2023)?
- g. To what extent does the project (and the training material) align with relevant national, regional and international frameworks and agreements such as national laws, regulations and procedures, regional instruments, the Women, Peace and Security Agenda (UN Security Council Resolution 1325 and the [UNSC Resolution 2242 \(2015\) on Women and Peace](#)), the Call to Action for Human Rights and other [relevant documents](#)? **(GEEW)**

### **Effectiveness**

- h. How effective is the project's design and methodology in achieving the outcome area related to strengthening, modernising and digitalising the Malian judicial system?
- i. To what extent is the project contributing to increasing the support to national stakeholders for a comprehensive reform of the judicial system as part of the Mali governmental transition?
- j. How effective is the project's contribution to improving the knowledge, skills, its use and behavioural change of Malian judicial stakeholders at all levels? Are there any differential results across groups? What is missing, if anything?
- k. To what extent was the train the trainer element effective and has led to trained trainers to use knowledge and skills to implement trainings?
- l. To what extent are a human rights-based approach, disability considerations and a gender mainstreaming and inclusiveness strategy incorporated in the design and implementation of the project and more specifically in the design and delivery of training events, especially in those focused on women in the judicial system, protection of vulnerable groups and Gender-Based Violence (GBV) and how is the participation of women being promoted? To what extent were civil society considered? **(GEEW)**
- m. To what extent was cross-national learning from Senegal and Rwanda effective?
- n. To what extent was the partnership strategy (working with an implementing partner) effective to enhance national ownership?
- o. To what extent is environmental sustainability taken into account, specifically when organising the study tours to Senegal and Rwanda? **(ENVSUSE)**

### **Efficiency**

- p. To what extent has the project produced outputs in a timely and cost-efficient manner including the implementing partner's deliverables (e.g., in comparison with alternative approaches)?
- q. Were the project's resources (human and financial) used as planned and fully utilized?
- r. To what extent are the project's inputs/resources deployed in an efficient manner (e.g., cost-efficient) to realize the activities? **(ENVSUSE)**
- s. To what extent has the project been able to link to other initiatives and collaborated with UN Women and MINUSMA and other international organizations working in the field?

### **Likelihood of impact and early indication of impact**

- t. To what extent has the project contributed to the reform of the Malian judicial system as part of Mali's governmental transition process, through strengthening, modernizing and digitalizing the Malian judicial system?
- u. What was the project's contribution, if any, with regards to gender equality and preventing and reducing GBV? **(GEEW)**

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<sup>30</sup> An overview of the portfolio is available on the UNITAR [website](#).

- v. *What other observable end-results or organizational changes (positive or negative, intended or unintended) have occurred or are likely to occur?*

**Likelihood of sustainability and early indication of sustainability**

- w. *To what extent are the project's results likely to endure beyond the implementation of the activities in the mid- to long-term and under which conditions, including the new case management system (funding and capacity), continued application of knowledge and skills from the training, use of the publications and resources?*
- x. *To what extent did the support and particularly the train-the-trainer approach provided by UNITAR contribute to the national ownership and hence the sustainability of the project?*
- y. *What were the major factors which influenced the achievement or non-achievement of sustainability of the project?*
- z. *To what extent can the project be replicated elsewhere?*
- aa. *What can we learn to inform the future design of similar programming, in the area of judicial reform and modernization of judicial systems?*

**Gender equality and women's empowerment (GEEW)**

The evaluation questions with gender equality and women empowerment dimensions are marked with “**GEEW**” in the above. Other considerations for disability-inclusion and human-rights may be included in the questions.

**Environmental Sustainability in Evaluation (ENVSUSE)**

The evaluation questions with the evaluation sustainability dimension are marked with “**ENVSUSE**” in the above.

**Evaluation Approach and Methods**

The evaluation is to be undertaken in accordance with the [UNITAR Evaluation Policy](#) and Independent Evaluation [Operational Guidelines](#), as well as the [United Nations norms and standards for evaluation and the UNEG Ethical Guidelines](#). The evaluation will be undertaken by an international consultant (the “evaluator”) under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME).

16. In order to maximize utilization of the evaluation, the evaluation shall follow a participatory approach and engage a range of project stakeholders in the process, including the project partners, the UN Country Teams, the participants, the donor and other stakeholders. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a stakeholder analysis; surveys; review of the log frame (or results formulation in text form) and the theory of change (to be reconstructed); key informant interviews; focus groups; and, if the security situation and time allows, field visits. These data collection tools are discussed below.
17. It is recommended to look at the different dimensions of capacity development, including:
- **Individual dimension** relates to the people involved in terms of knowledge, skill levels, competencies, attitudes, behaviours and values that can be addressed through facilitation, training and competency development.
  - **Organizational dimension** relates to public and private organizations, civil society organizations, and networks of organizations. The change in learning that occurs at individual level affects, from a results chain perspective, the changes at organizational level.
  - **Enabling environment dimension** refers to the context in which individuals and organizations work, including the political commitment and vision; policy, legal and economic frameworks and institutional set-up in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; power structures and dynamics.

**Table 5: Capacity areas within the three dimensions**

<b>Individual</b>	Skills levels (technical and managerial skills) Competencies	Essential knowledge, Cognitive skills, Interpersonal skills, Self-control, Attitude towards behaviour, Self-confidence, Professional identity, Norms, Values, Intentions, Emotions, Environmental barriers and enablers (among others)
<b>Organizations</b>	Mandates Horizontal and vertical coordination mechanisms Motivation and incentive systems Strategic leadership Inter/intra institutional linkages Programme management Multi-stakeholder processes	Organizational priorities Processes, systems and procedures Human and financial resources Knowledge and information sharing Infrastructure
<b>Enabling environment</b>	Policy and legal framework Political commitment and accountability framework Governance	Economic framework and national public budget allocations and power Legal, policy and political environment

18. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

**Data collection methods:**

*Comprehensive desk review*

The evaluator will compile, review and analyse background documents and secondary data/information related to the project, including a results framework indicator tracking review. A list of background documentation for the desk review is included in Annex D.

If baseline data available allows for it, the evaluator should consider using quantitative approaches to assess the impact assessment related evaluation questions.

The evaluator should also consider whether [Outcome mapping](#) / [Outcome harvesting](#) / [outcome evidencing](#) [process tracing](#), [contribution analysis](#), [episode study](#), or other theory-based approaches to evaluate outcomes, are suitable tools for answering the evaluation questions.

*Stakeholder analysis*

The evaluator will identify the different stakeholders involved in the project. Key stakeholders at the global and national level include, but are not limited, to:

- German Federal Foreign Office;
- Implementing partner: Institut National de Formation Judiciaire
- Beneficiaries/participants from the project; Judicial Police Officers, Lawyers, Magistrates, Judges and clerks, Bailiffs and Commissioners of Justice, Notaries, political parties, NGOs, Media, Civil Society, etc.
- Trainers/facilitators;



- UN Country Teams (UN Women and MINUSMA);
- Host (local and national) governments;
- UNITAR staff and consultants in Geneva, Bonn and Mali;
- Peace Advisory Board members
- Etc.

### *Survey(s)*

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultant will develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews. Two separate surveys may be developed (to trained trainers and to training participants).

### *Key informant interviews*

Based on stakeholder identification, the evaluator will identify and interview key informants. The list of contacts is available in Annex. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants, either at the global, at the national or local level.

### *Focus groups*

Focus groups should be organized with selected project stakeholders at the local levels to complement/triangulate findings from other collection tools.

### *Field visit*

A field visit for interviews and focus groups with logistical support from Project Management shall be organised only if the security situation and time allows for it. Alternatively, the evaluator should be able to undertake data collection entirely remotely.

## **Gender and human rights**

19. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to discrimination. All key data collected shall be disaggregated by sex and age grouping and be included in the draft and final evaluation report. Though this is a general requirement for all evaluations, this evaluation should particularly put emphasis on gender equality and empowerment of women.
20. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow **ethical** and professional standards ([UNEG Ethical Guidelines](#)).

## **Timeframe, work plan, deliverables and review**

21. The proposed timeframe for the evaluation spans from December 2023 (initial desk review and data collection) to March 2024 (submission of final evaluation report). An indicative work plan is provided in the table below.
22. The consultant shall submit a brief evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods, as well as a list of documents reviewed highlighting insights from every reviewed document. The Evaluation

design/question matrix should indicate any foreseen difficulties or challenges/limitations in collecting data and confirm the final timeframe for the completion of the evaluation exercise.

23. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.
24. The draft evaluation report should follow the structure presented under Annex E. The report should state the purpose of the evaluation and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 30 pages, excluding annexes.
25. Following the submission of the zero draft, a draft report will then be submitted to Project Management to review and comment on the draft report and provide any additional information using the form provided under Annex G by 18 March 2024. Within one week of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 25 March 2024. Subsequently, PPME will finalize and issue the report, and present the findings and recommendations to Project Management and other invited stakeholders. The final report to be submitted to the donor will be available in April 2024.

Indicative timeframe: November 2023 – March 2024

Activity	November 2023	December 2023	January 2024	February 2024	March 2024
Evaluator selected and recruited					
Initial data collection, including desk review, stakeholder analysis					
Evaluation design/question matrix					
Data collection and analysis, including survey(s), interviews and focus groups and field visit					
Zero draft report submitted to UNITAR					
Draft evaluation report consulted with UNITAR evaluation manager and submitted to Project Management					

Presentation of emerging findings, recommendations and lessons learned					
Project Management reviews draft evaluation report and shares comments and recommendations					
Evaluation report finalized and management response by Project Management					
Dissemination and publication					

#### Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline*
Evaluation design/question matrix	Evaluator	Evaluation manager	14 December 2023
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	21 December 2023
Zero draft report	Evaluator	Evaluation manager	19 February 2024
Comments on zero draft	Evaluation manager	Evaluator	26 February 2024
Draft report	Evaluator	Evaluation manager	4 March 2024
Presentation of emerging findings, recommendations and lessons learned	Evaluator/evaluation manager	Programme Management	To be defined based on stakeholder availability
Comments on draft report	Programme Management	Evaluation manager	18 March 2024
Final report	Evaluator	Evaluation manager	25 March 2024
Dissemination and publication of report	Evaluation manager		28 March 2024

#### Communication/dissemination of results

26. The evaluation report shall be written in English with the Executive Summary both in English and French. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public.

#### Evaluation management arrangements

27. The evaluator will be contracted by UNITAR and will report directly to the Director of the Division for Strategic Planning and Performance and Manager of PPME ('evaluation manager').

28. The evaluation manager reports directly to the Executive Director of UNITAR and is independent from all programming related management functions at UNITAR. In accordance with UNITAR's Evaluation Policy, in due consultation with the Executive Director/programme management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

29. The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g., accommodation, visas, etc.). The travel arrangements, if any, will be in accordance with the UN rules and regulations for consultants.

### **Evaluator Ethics**

30. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project activities. The selected consultant shall sign and return a copy of the code of conduct under Annex H prior to initiating the assignment and comply with [UNEG Ethical Guidelines](#).

### **Professional requirements**

31. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in law, governance, international relations, peace studies and conflict management and resolutions or a related discipline. Knowledge of and experience in training design and delivery, including training of trainers approaches and in areas related to rule of law or the judicial system.
- At least 7 years of professional experience conducting evaluation in the field of capacity building. Knowledge of United Nations Norms and Standards for Evaluation.
- Technical knowledge of the focal area including the evaluation of rule of law related topics.
- Field work experience in West Africa. Previous experience in Mali is an advantage.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches. Experience in evaluation using Kirkpatrick method is an advantage.
- Excellent writing skills in English.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel (if the security situation allows for it).
- Fluency in oral and written French and English.

- **Annexes:**

- A. List of training**

- B. Needs of Assessment and Training**

- C. List of contact points**

- D. Event data available on the UNITAR Event Management System**

- E. List of documents and data to be reviewed**

- F. Structure of evaluation report**

- G. Logframe**

- H. Audit trail**

- I. Evaluator code of conduct**

### **Annex A. List of trainings planned**

For the investigative authorities (Judicial Police Officers and Lawyers)

- Training in Ethics and Deontology to a total of 200 participants for each group.
- Training in criminal procedures to a total of 200 participants for each group.

For the Magistrates Prosecutor's Office

- Training in Ethics and Deontology to a total of 100 participants
- Training in criminal procedures to a total of 100 participants

For the Office of Judges (Judges and Clerks)

- Training of judges in Ethics and Deontology to a total of 100 participants
- Training of judges in qualitative and quantitative writing of judgements in time to a total of 100 participants
- Training of clerks in qualitative and quantitative drafting of court decisions respecting

deadlines and limitations to a total of 100 participants

#### Executive Authorities

- Training of Bailiffs and Commissioners of Justice in Ethics and Deontology for a total of 50 participants
- Training of Bailiffs and Commissioners of Justice in Surety and Enforcement Law for a total of 50 participants
- Training of Notaries in Ethics and Deontology and money laundering (Role of CENTIF and GIABA (Intergovernmental Action Group Against Money Laundering) for a total of 50 participants
- Training of Judicial Police Officers and Magistrates in protecting minors and vulnerable people for a total of 100 participants
- Training of Judicial Police Officers, Magistrates and the Media in fighting Gender Based Violence (GBV) for a total of 100 participants

#### Political and Civil Actors (Political Parties, NGOs, Media, Civil Society)

- Training in Electoral Law for 200 participants

### Annex C: List of contact points

#### Project Management to complete

#### C: Event data available on the Event Management System

Start date (Y-m-d)	End date (Y-m-d)	Event title
2021-10-04	2021-10-08	Formation des Formateurs pour le renforcement des capacités du système judiciaire et promotion de l'état de droit au Mali
2021-12-03	2021-12-03	Officiers de police judiciaire - procédure pénale
2021-11-08	2021-11-19	Magistrature debout - Ethique et déontologie
2021-12-13	2021-12-13	Rédaction de jugement
2021-12-06	2021-12-17	Magistrature debout - Procédure pénale
2021-10-26	2021-10-26	Colloque sur le contentieux électoral
2022-02-14	2022-02-25	Formation des Formateurs pour le renforcement des capacités du système judiciaire et promotion de l'état de droit au Mali
2022-05-08	2022-05-12	Formation sur la prise en charge des cas de violences basées sur le genre
2022-05-30	2022-06-03	Formation sur la prise en charge des cas de violences basées sur le genre Magistrats - Bamako, Mali [30 May - 03 June 2022] Préparation des Actes de Procédure: Enregistrement des actes de recours et la délivrance des actes y afférents - Bamako, Mali [23 May - 03 June 2022]
2022-05-23	2022-06-03	
2022-08-29	2022-09-02	Les Voies d'Exécution - Bamako, Mali [29 August - 02 September 2022]
2022-08-15	2022-08-26	Protection des Mineurs - Bamako, Mali [15 - 26 August 2022]
2022-09-05	2022-09-30	Ethique et Déontologie des OPJ - Bamako, Mali [05 - 30 September 2022]
2022-11-07	2022-11-11	Ethique et Déontologie des Huissiers et Commissaires de Justice - Bamako, Mali [7 - 11 November 2022]
2022-11-21	2023-01-02	Ethique et Déontologie des Avocats - Bamako, Mali [21 November - 02 December 2022]
2022-11-21	2022-12-16	Droit Electoral et Contentieux Electoraux - Bamako, Mali [21 November - 16 December 2022]
2023-06-11	2023-06-15	Ethique et la Déontologie - Bamako, Mali [12 June 2023 - 16 June 2023]

2023-06-11	2023-06-15	Le Blanchiment des Capitaux - Bamako, Mali [12 June 2023 - 16 June 2023]
2023-06-12	2023-06-16	Blanchiment de capitaux (Notaires) - Bamako, Mali [12 - 16 June 2023]
2023-06-12	2023-06-16	L'Ethique et la Déontologie de l'avocat - Bamako, Mali [12 - 16 June 2023]
2023-07-10	2023-07-14	La Procédure Pénale et les bonnes pratiques (Avocats) - Bamako, Mali [10 - 14 June 2023]
2023-07-10	2023-07-14	Le Contentieux électoral (Acteurs électoraux) - Bamako, Mali [10 - 14 July 2023]
2023-07-17	2023-07-21	La Procédure Pénale et les bonnes pratiques (Avocats) - Bamako, Mali [17 - 21 July 2023]
2023-07-17	2023-07-21	ETHIQUE ET DEONTOLOGIE DU NOTAIRE - Bamako, Mali [17 - 21 July 2023]
2023-07-17	2023-07-21	Le Contentieux électoral (Acteurs électoraux) - Bamako, Mali [17 - 21 July 2023]
2023-07-16	2023-07-26	Organisation d'une formation en Genre, paix et sécurité - Bamako, Mali [17/07 - 28/07/2023]
2023-07-02	2023-07-13	Organisation d'une formation Gestion des Risques et Catastrophes (GRC) - Bamako, Mali [03/07 - 14/07/2023]
2023-04-02	2023-04-13	Organisation d'une formation Gestion des Projets Sensibles aux Conflit (GPSC) - Bamako, Mali [03/04 - 14/04/2023]
2023-05-28	2023-09-08	Organisation d'une formation sur la protection de civils II- Bamako, Mali [29/05 - 09/06/2023]
2023-09-03	2023-09-14	Organisation d'une formation sur le droit international humanitaire I - Bamako, Mali [16/06 - 23/06/2023]
2023-09-11	2023-09-13	Séminaire de haut niveau I : Sécurité climatique et environnementale : quels impacts sur la paix et sécurité au sahel ? - Bamako, Mali [12/09 - 14/09/2023]

**Annex D: List of documents/data to be reviewed**

- Narrative and financial reports (in the absence of the final reports, interim reports shall be provided, including annexes and self-evaluations, Logframe updates etc.)
- Legal Agreement
- Logical Framework and outcome areas
- Monitoring and self-evaluation data
- Implementing partner documentation
- Stakeholder contacts
- Project Description
- UNITAR website content
- Event Management System Data
- YouTube channel from INJF including videos such as the closing ceremony video: <https://youtu.be/GfZ9zzT-H8A?feature=shared>.
- Any other document deemed to be useful to the evaluation

## **Annex E: Structure of evaluation report**

- i. Title page
- ii. Executive summary
- iii. Acronyms and abbreviations
1. Introduction
2. Project description, objectives and development context
3. Theory of change/project design logic
4. Methodology and limitations
5. Evaluation findings based on criteria/principal evaluation questions
6. Conclusions
7. Recommendations
8. Lessons Learned
9. Annexes
  - a. Terms of reference
  - b. Survey/questionnaires deployed
  - c. List of persons interviewed
  - d. List of documents reviewed
  - e. Evaluation question matrix
  - f. Evaluation consultant agreement form



**Annex F: Project logical framework**  
To be added by Project Management

**Annex G: Evaluation Audit Trail Template**

*(To be completed by Project Management to show how the received comments on the draft report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annex in the evaluation report.)*

**To the comments received on (date) from the evaluation of the “Strengthening the Capacity of the Judicial System and Promoting the Rule of Law in Mali Phase II” project**

*The following comments were provided in track changes to the draft evaluation report; they are referenced by institution (“Author” column) and track change comment number (“#” column):*

<b>Author</b>	<b>#</b>	<b>Para No./ comment location</b>	<b>Comment/Feedback on the draft evaluation report</b>	<b>Evaluator response and actions taken</b>

## Annex H: Evaluation Consultant Code of Conduct and Agreement Form\*

### The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimize demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>31</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation. and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to an actual or perceived conflict of interest.

Signed at *place* on *date*

Signature: \_\_\_\_\_

\*This form is required to be signed by each evaluator involved in the evaluation.

<sup>31</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## B. Evaluation question matrix

Evaluation Questions	Judgement Criteria	Indicators	Data collection tools
<b>EQ 1 Relevance: To what extent was the project aligned with UN strategic frameworks, and with Malian judicial sector needs, and reached its intended users leaving no person behind?</b>			
EQ 1.1 To what extent was the project aligned with Mali's efforts to implement the 2030 Agenda for Sustainable Development, and its other UN development, human rights and gender quality obligations and strategic objectives, and UNITAR strategic frameworks?	1.1.1 The project was aligned with UN policy and strategy frameworks relative to development, gender and human rights.	1.1.1.1 The project design refers to, and adequately aligns with, relevant UN policy and strategy frameworks, including 2030 Agenda; UNITAR Strategic Framework, international human rights and other treaties ratified by Mali, and related national/ sector strategies and action plans	Document review and analysis
EQ 1.2 To what extent were the project's objectives and design aligned with Mali's judicial system needs, as assessed during Phase I of the project, and the overarching need to strengthen and modernise the judicial system, and promote the rule of law? Have project objectives remained relevant throughout project implementation despite changes of the political and national context or were they adjusted using adaptive management?	1.2.1 The project design was based on the key findings, conclusions and recommendations of the assessment developed during Phase I of the project.	1.2.1.1 The project design directly referred to the findings, conclusions and recommendations of the Phase I assessment.	Document review and analysis
		1.2.1.2 Stakeholders consider that the project was adequately aligned with the findings, conclusions and recommendations of the Phase I assessment.	Survey and KII
	1.1.2 The project was directly aligned with Mali's policy, strategy and legal frameworks relative to development, justice and rule of law.	1.1.2.1 The project design directly referred to the Malian policy, strategy and legal framework relative to development, justice and rule of law.	Document review and analysis
		1.1.2.2 Stakeholders consider that the project was adequately aligned with the Malian policy and strategy framework relative to development, justice and rule of law and their respective needs.	Survey and KII

	1.2.2 The project addressed other overarching needs, priorities and constraints relative to strengthening and modernising the judicial system in Mali, and promoting the rule of law.	1.2.2.1 The project design, implementation and adaptation took into account any other analyses and inputs relative to strengthening and modernising the Malian judicial system, and promoting the rule of law.	Document review and analysis
		1.2.1.2 Stakeholders consider that the project adequately addressed any other needs, policies, priorities and constraints relative to strengthening and modernising the Malian judicial system, and promoting the rule of law including during changing circumstances.	Survey and KII
	1.2.3 Project objectives remained relevant during implementation despite external changes, or were adjusted	1.2.3.1 The project remained relevant throughout implementation, or was adjusted accordingly	Document review and analysis
		1.2.3.2 Stakeholders consider that the project remained relevant and was adjusted where necessary	Survey and KII
EQ 1.3 To what extent and how were key stakeholders, including CSOs consulted or implicated in project design and implementation? How did the project ensure that no stakeholders were left behind?	1.3.1 The project was designed on the basis of broad stakeholder consultation, including with CSOs.	1.3.1.1 The project design included consultation with a broad range of key stakeholders, including CSOs, media, academia, and direct beneficiaries.	Document review and analysis Survey and KII
		1.3.1.2 Stakeholders consider that they were adequately consulted in the design of the project.	Survey and KII
	1.3.2 Key stakeholders were consulted and/ or involved in the implementation of the project	1.3.2.1 The project was implemented with the regular consultation and/ or involvement of key stakeholders.	Document review and analysis Survey and KII
		1.3.2.2 Key stakeholders consider that they were adequately consulted and/ or involved in the implementation of the project.	Survey and KII
	1.3.3 The project ensured that no stakeholders were left behind	1.3.3.1 Key stakeholders consider that a full range of stakeholders were consulted and/ or involved in the implementation of the project.	Survey and KII

EQ 1.4 To what extent was the project aligned with relevant international and national human rights, disability and gender equality and the empowerment of women (GEEW) frameworks and agreements, and other relevant documents?	1.4.1 The project was directly aligned with international and national policies and strategic frameworks relative to human rights, disability and GEEW.	1.4.1.1 The project design directly referred to and directly integrates international and national policies and strategic frameworks relative to human rights, disability and GEEW.	Document review and analysis
		1.4.1.3 Stakeholders consider that the project was adequately aligned with international and national policies and strategic frameworks relative to human rights and GEEW.	Survey and KII
EQ 1.5 To what extent did the project incorporate a human rights-based approach (HRBA), and environmental objectives and /or considerations?	1.5.1 The project developed and applied a HRBA.	1.5.1.1 The project developed a HRBA.	Document review and analysis
		1.5.1.2 Stakeholders consider that the project HRBA was responsive to human rights considerations in the judicial system.	Survey and KII
	1.5.2 The project design took into consideration environmental considerations.	1.5.2.1 The project design referred to and integrates relevant environmental considerations, and how it would address them	Document review and analysis
		1.5.2.2 Stakeholders consider that the project was aligned with, and responded adequately to, relevant environmental principles.	Survey and KII
<b>EQ 2 Coherence: To what extent did the project complement other relevant initiatives in the Malian judicial sector and adhere to international frameworks?</b>			
EQ 2.1 To what extent did the project complement other UNITAR programming in Mali, including the results of Phase I?	2.1.1 The project took into account and ensured complementarity with previous initiatives by UNITAR in Mali.	2.1.1.1 The project built upon and complemented other previous initiatives of UNITAR in Mali.	Document review and analysis
		2.1.1.2 Stakeholders consider that the project adequately built upon and complemented previous UNITAR initiatives in Mali.	KII (UNITAR, project staff, authorities, etc.)
	2.3.1 The project complemented and leveraged the results of Phase I.	2.1.1.1 The project effectively incorporated, built upon and leveraged the results of Phase I.	Document review and analysis
		2.1.1.2 Stakeholders consider that the project adequately incorporated, built upon and leveraged the results of Phase I.	KII (UNITAR, project staff, IP, authorities, etc.)

EQ 2.2 To what extent did the project complement and establish synergies with other projects supported by the donor, the UN, or other donors and organisations aimed at strengthening the Malian judicial system capacities, or more broadly the Malian judicial sector, by contributing to implementing international frameworks?	2.2.1 Projects took into account and ensured complementarity and/ or synergies with past, existing and planned initiatives supported by the donor, the UN and relevant cooperation partners.	2.2.1.1 The project design included consultation, data-collection and analysis of other initiatives by donors and cooperation partners.	Document review and analysis KII (including with UN country team, donors, etc.)
	2.2.2 The Project was implemented in coordination with other relevant programmes and partners.	2.2.1.2 Stakeholders consider that the project ensured complementarity and synergies with other relevant initiatives.	KII (UNITAR, project staff, IP, authorities, UN country team, donors etc.)
		2.2.2.1 The project initiated or engaged with relevant sector cooperation and coordination mechanisms at the national level.	Document review and analysis
	2.2.2.2 Stakeholders consider that the project engaged in an effective manner with relevant programmes, key partners, and sector cooperation and coordination mechanisms at the national level.	KII (UNITAR, project staff, IP, authorities, other partners, donors etc.)	
<b>EQ 3 Effectiveness: To what extent did project design and implementation contribute to reforming, strengthening, modernising and digitalising the Malian judicial system?</b>			
EQ 3.1 To what extent did the project's design and methodology, including through training of trainers and study visits, contribute to achieving outcomes related to strengthening, modernising and digitalising the Malian judicial system including through improved case management and filing?	3.1.1 The project design and methodology contributed to strengthening, modernising and digitalising the judicial system, in line with the results framework indicators	3.1.1.1 External evidence that project design and methodology contributed to reforming the judicial system, including from qualitative analyses, external data, etc., in line with the results framework indicators.	Document review and analysis
		3.1.1.2 Stakeholders consider that project design and methodology (including ToT and study visits) contributed to reforming the judicial system, in line with the results framework indicators	Survey and KII
EQ 3.2 To what extent did the project support national stakeholders in judicial system reform, as part of the Mali governmental transition?	3.2.1 The Project supported national stakeholders in their judicial system reform efforts, in line with the results framework indicators.	3.2.1.1 External evidence that the project effectively supported national stakeholders in judicial system reform, in line with the results framework indicators, including qualitative analyses, national data and sector reports, etc.,	Document review and analysis

		3.2.1.2 Stakeholders consider that the project effectively supported their judicial system reform activities, in line with the results framework indicators.	Survey and KII
EQ 3.3 To what extent did the project contribute to improving the knowledge, skills and practices of trained trainers, and ultimately of Malian judicial stakeholders? Were there any differential results, or substantial gaps? Were knowledge and skills used in the workplace?	3.3.1 The project contributed to improving the knowledge, skills and practices of Malian judicial stakeholders.	3.3.1.1 External evidence that the project contributed to improving knowledge, skills and practices of judicial stakeholders, in line with the results framework indicators, including: number of persons reached by the project, disaggregated by gender; evidence of change from external data sources (qualitative analyses, national data and sector reports, etc.)	Document review and analysis
		3.3.1.2 Stakeholders , including trained trainers, consider that the project contributed to improving knowledge, skills and practices of judicial stakeholders, in line with the results framework indicators, and that the knowledge and skills were used in the workplace.	Survey and KII
EQ 3.4 What were the key factors that contributed to, or impeded, the effectiveness of the project?	3.4.1 Key factors contributing to, or impeding, project effectiveness are identified.	3.4.1.1 Factors positively or negatively contributing to project results.	Document review and analysis Survey and KII
EQ 3.5 To what extent were a HRBA, gender mainstreaming, disability, environmental sustainability, and an inclusiveness strategy applied in the implementation of the project?	3.5.1 Human rights, gender, disability, environmental, and inclusiveness approaches and strategies were applied in project implementation.	3.5.1.1 Stakeholders consider that the project effectively applied human rights, gender, disability, environmental, and inclusiveness approaches and strategies.	Survey and KII
<b>EQ 4 Efficiency: To what extent was the project implemented in line with its timeframes and available resources, and optimised partnerships?</b>			
EQ 4.1 To what extent was the project implemented in a	4.1.1 Working methods led to the achievement of more timely and	4.1.1.1 Project results relative to efficiency were aligned with the project's result framework indicators,	Document review and analysis



timely and cost-efficient manner, including through the implementing partner (e.g. in comparison with alternative approaches)?	cost-effective results.	and UN rule of law performance indicators.	
		4.1.1.2 Stakeholders consider that working methods contributed to timely and cost-effective results.	Survey and KII
	4.1.2 The project's organisational structure, managerial support and coordination mechanisms supported the delivery of results in a timely and cost-effective manner.	4.1.2.1 Stakeholders consider that project structure, support and coordination contributed to timely and cost-effective results.	Survey and KII
EQ 4.2 Were the project's human and financial resources utilised as planned?	4.2.1 Project human and financial resources were used as planned.	4.2.1.1 Project (including Implementing Partner) expenditures and outputs were aligned with project budgets and work plans.	Document review and analysis (IP financial reports, interim financial reports etc.)
		4.2.1.2 Discrepancies between planned and actual expenditures and outputs are justified.	Document review and analysis (IP financial reports, interim financial reports etc.)
<b>EQ 5 Likelihood of Impact: To what extent did the project contribute, or is likely to contribute to the reform of the Malian judicial system?</b>			
EQ.5.1 To what extent did the project contribute to, or is likely to contribute to, the reform of the Malian judicial system, through strengthening, modernizing and digitalizing the Malian judicial system?	5.1.1 The Project contributed to the reform of the Malian judicial system.	5.1.1.1 National and international reports and analyses indicate changes in the quality, effectiveness and efficiency of the justice system and legal professionals, in line with international standards.	Document review and analysis
		5.1.1.2 Stakeholders consider that the project has contributed to changes in the quality, effectiveness and efficiency of the legal system, and legal professionals.	Survey and KII
EQ 5.2 What other results or organisational changes (positive or negative, intended or unintended) have occurred or are likely to occur?	5.2.1 The project contributed, or is likely to contribute, to other results and changes in the Malian judicial system, or other related sectors.	5.2.1.1 National and international reports and analyses indicate other results and changes in the Malian judicial system, or other related sectors.	Document review and analysis
		5.2.1.1 Stakeholders consider that the project contributed to other results	Survey and KII

		and changes in the Malian judicial system, or other related sectors.		
EQ 5.3 To what extent did the project contribute to promoting and protecting human rights, gender equality and preventing and reducing GBV?	5.3.1 The project contributed to promoting and protecting human rights, gender equality and preventing and reducing GBV.	5.3.1.1 National and international reports and analyses indicate changes relative to human rights, gender equality and preventing and reducing GBV.	Document review and analysis	
		5.3.1.2 Stakeholders consider that the project contributed to promoting and protecting human rights, gender equality and preventing and reducing GBV.	Survey and KII	
<b>EQ 6: Likelihood of sustainability: To what extent are the project's results continuing or likely to continue?</b>				
EQ 6.1 To what extent are the project's results likely to continue beyond the implementation of the activities in the mid- to long-term, and what is the potential role of the training of trainers component in sustaining the project results?	6.1.1 The project and its results have been supported and owned by project partners and stakeholders.	6.1.1.1 Stakeholders consider that the Project has been supported and owned by partners and stakeholders.	Survey and KII	
		6.1.2 The project results are continuing, and are likely to be continue in the mid- to long-term term.	6.1.2.1 Project, UN and national and external reports indicate that project results are continuing, and are likely to continue in the mid- to long-term term.	Document review and analysis
			6.1.2.2 Stakeholders consider that project results are continuing, and are likely to continue in the mid- to long-term term.	Survey and KII
EQ 6.2 To what extent did the institutional support (approaches, methodologies, technical and administrative support, etc.) provided by UNITAR contribute to the sustainability of the project?	6.2.1 The institutional support provided by UNITAR contributed to the sustainability of the project.	6.2.1.1 Stakeholders consider that the institutional support provided by UNITAR contributed to the sustainability of the project.	Survey and KII	
EQ 6.3 What were the key factors which contributed to, or impeded, the	6.3.1 Factors contributing to, or impeding, the sustainability of the project are identified.	6.3.1.1 Factors contributing to, or impeding, the sustainability of the project.	Document review and analysis Survey and KII	

sustainability of the project?			
EQ 6.4 What good practices of the project could be adapted and/or replicated in other countries or regions?	6.4.1 Project good practices that could be adapted and/or replicated are identified.	6.4.1.1 Project good practices	Document review and analysis Survey and KII
EQ 6.5 What lessons can be learnt from the project, in order to inform the design and implementation of similar programming in the area of judicial reform and modernization of judicial systems?	6.5.1 Project lessons learnt are identified.	6.5.1.1 Project lessons learnt.	Document review and analysis Survey and KII

## C. Needs assessment and training comparison

Challenge	Project solution	Project component	Trainings
Corruption (au sein du system judiciaire)	a. renforcement du Contrôle du travail des magistrats b. Lutte contre la délinquance financière par des formations thématiques et informatisation du system judiciaire	Training ,Training	14. Formation sur la lutte contre le blanchiment des capitaux : rôle du notaire, du GIABA et de la CENTIF 2. Formation en Procédure Pénale OPJ : La conduite d'une enquête financière
Impunité	a. L'évaluation du passif judiciaire et formation en éthique et déontologie b. Les femmes et les enfants victimes d'abus et de violences pour porter plainte et se constituer parties civiles par la sensibilisation en faveur des Droits des femmes et des enfants (AJM)	Training, Awareness Raising	1. Formation sur la Déontologie des Magistrats 9. Formation sur la déontologie des Officiers de Police Judiciaires (OPJ). 12. Formation sur l'Éthique et la Déontologie des avocats 15. Formation sur l'Éthique et la Déontologie des Notaires
Formation du personnel Judicaire et non Judicaire /Manque de formation continue / Besoin de formation en Droit et contentieux électoraux / Problème de formation: Voie d'exécution, suretés, déontologie et éthique	Renforcement des capacités du personnel judiciaire et non judiciaire : Droit pénal, droit civil, Droit des Personnes et de la Famille, droit des sûretés et voies d'exécution, droit des obligations, déontologie et éthique professionnel, et formation en informatique et Droit International Humanitaire	Training	1. Formation sur la Déontologie des Magistrats 9. Formation sur la déontologie des Officiers de Police Judiciaires (OPJ) 12. Formation sur l'Éthique et la Déontologie des avocats 10. Formation sur les voies d'exécution
Accès au Droit / à la justice (Audiences foraines, Délocalisation des Juridictions, Distance entre les juridictions et justiciables, Le cout de l'assistance juridique et judiciaire)	MINUSMA pour organiser les audiences foraines et les tours juridiques; a. System parajuriste pour informer, orienter et conseiller les justiciables. b. A la Maison de la Justice c. La mise en place des textes relatifs à la justice traditionnelle; a. Traduction, publication et vulgarisation des textes de loi b. Les visites en milieu carcéral pour résoudre le problème des détentions préventives c. Formation en procédure pénale, civile, éthique et déontologie. d. Assistance judiciaire aux indigents	Translation Training	2. Formation en Procédure Pénale OPJ : La conduite d'une enquête financière 3. Formation en Procédure Pénale Magistrats : La conduite d'une enquête financière 16. Formation sur la procédure pénale pour les avocats
Informatisation du system judiciaire	Informatisation du system judiciaire	Digitilization	

Promotion du genre dans le milieu judiciaire (aussi y compris Le non-respect des quotas (30%) réservés aux femmes dans les instances de décision (Loi n° 2015-052/ du 18 décembre 2015 instituant des mesures pour promouvoir le genre dans l'accès aux fonctions nominatives et électives.))	Promotion du genre dans le milieu judiciaire : Plaidoyer pour l'application de la Loi n° 2015-052/ du 18 décembre 2015 instituant des mesures pour promouvoir le genre dans l'accès aux fonctions nominatives et électives.	Training	6. Formation sur la prise en charge des cas de Violences Basées sur le Genre : OPJ  7. Formation sur la prise en charge des cas de Violences Basées sur le Genre : Magistrats
Problématique des détentions préventives et conditions carcérales / surpopulation carcérale	Mobilisation des ressources pour améliorer les conditions des détentions préventives: a. Les descentes en milieu carcéral b. La formation des métiers en milieu carcéral	Training	10. Formation sur les voies d'exécution
Justice traditionnelle: Régime juridiques des Cadis	La formation des Cadis (Juges traditionnels) 11.Plaidoyer Pour la démarcation entre les religieux et le législatif.		
Traduction et vulgarisation des textes de lois	a. Traduction, publication et vulgarisation des textes de loi b. Les visites en milieu carcéral pour résoudre le problème des détentions préventives Training	Translation, c. Formation en procédure pénale, civile, éthique et déontologie. d. Assistance judiciaire aux indigents	1. Formation sur la Déontologie des Magistrats 9. Formation sur la déontologie des Officiers de Police Judiciaires (OPJ). 12. Formation sur l'Éthique et la Déontologie des avocats
Défis procédurals y compris Lenteur dans l'administration de la justice: Jugements non rédigés / Rédaction tardive de jugements, Le non-respect de la procédure judiciaire	a. Renforcement qualitatif par le recrutement par mérite (concours) du personnel judiciaire b. Augmentation du personnel judiciaire (magistrats, greffiers et secrétaires de greffe)	Training	5. Formation sur l'enregistrement des actes de recours et la délivrance des actes y afférents

Mauvaise composition du Conseil Supérieur de la Magistrature -- > Problématique de la gestion de la carrière des magistrats (et insuffisance de personnel)	a. Informatisation du system judiciaire, b. Plaidoyer en faveur d'une composition élargie du Conseil Supérieur de la magistrature	Digitilization	
Défis sécuritaires / Insécurité et logistiques (transport, besoin de rehabilitation du palais de justice), Fraude liée à l'absence de la Carte biométrique	MINUSMA pour organiser les audiences foraines et les tours juridiques		
Absence d'une loi sur la protection des enfants et Absence de textes légaux sur les violences basées sur le genre	a. Financier pour la relecture et la codification des textes sur le genre et le droit des enfants b. Les organisations qui s'occupent du droit du genre et du droit des enfants (AJM, ASF-Mali, et autres).	Training	8. Formation sur la Protection des Mineurs
Defis politique et électoral y compris Contentieux électoral et Difficulté relationnelle entre la CNDH et les autorités de la transition et Difficulté relationnelle entre la CNDH et les autorités de la transition		Training	13. Formation Droit et contentieux électoraux
Defis de communication y compris Justice et défis de Communication (Magistrat et Avocat et Communication), Problème de Communication (information d'ordre judiciaire à l'égard de la population)			
La problématique du principe de l'inamovibilité du Juge			

Violence et droits humains y compris Violence sexuelles liées au conflit, Violence non rapportées (Culture et tradition, certains points du territoire sont hors de portée)		Training	6. Formation sur la prise en charge des cas de Violences Basées sur le Genre : OPJ 7. Formation sur la prise en charge des cas de Violences Basées sur le Genre : Magistrats
Problématique des Jugements, y compris mauvaise qualité de rédaction de jugement		Training	4. Formation en Rédaction de Jugement et Qualité de Jugement
Manque de connaissances juridiques (par ex cybercriminalités), manque d'accès au système (site, langues)			
Absence de Control judiciaire effectif		Training	16. Formation sur la procédure pénale pour les avocats
Defis financiers y compris Insuffisance des frais d'assistance judiciaire pour les avocats commis, Commission d'office, Le cout de la Justice, Problème émoluments et tarifes, Manque de moyen financier pour assister les enfants et les femmes en détention			
Influences sociales et culturelles y compris Influence des Imams et Religieux contre les droits des femmes, La problématique de coexistence du Droit des Personnes et de la Famille et de la Coutume, Poids important des religieux dans le secteur judiciaire (Imam)			
Contrôle du Travail des Juges		Training	3. Formation en Procédure Pénale Magistrats : La conduite d'une enquête financière

## D. List of persons interviewed

Name	Title	Institution
Frank BORCHERS	Head of UNITAR Bonn Office, Division for Peace	UNITAR
Kerstin BARTSCH	Senior Specialist, Division for Peace	UNITAR
Claudia CROCI	Chief, Pre-Deployment Training and Advisory' Sectio, Division for Peace	UNITAR
Paterne Aime PETIPE	Subject-matter expert	Independent expert
Théo FOURNIER	Subject-matter expert	Independent expert
Tissione PARMAR	Team Leader, Learning Solutions, Division for Peace	UNITAR
François DENIS	Specialist, Learning Solutions, Division for Peace	UNITAR
Emmanuel MURANGAYISA	Specialist, Division for Peace	UNITAR
Toubaye KONE	Director General	INFJ
Cheick SAKO	Former Minister of Justice Guinée, Team Leader	Project Team (Phase I)
Désiré RURAGARAGAZA	Team Leader	UNITAR consultant
Claude KABERUKA	Trainer of Trainers	Independent expert
Baya BERTHE	Former Counsellor, Bamako Court of Appeal; Consultant	Independent expert
Macky SISSIKO	Trained trainer	Independent expert
Boubakar Sidiki SAMAKE	Trained trainer	Independent expert
Amadou BA	Trained trainer	Independent expert
Boubakar TOURE	Trained trainer	Independent expert
Louis Auguste TRAORE	Trained trainer	Independent expert
Muriel CERSOVSKY	Desk Officer, Rule of Law & Transitional Justice	Federal Foreign Office, Germany
Jens KOSCHEL	Desk Officer, DDR/Enable & Enhance/Peacekeeping	Federal Foreign Office, Germany
Robert WORTMANN	Assistant Desk Office	Federal Foreign Office, Germany
Olivier TSHIBOLA	Project Manager PROSMED	UNDP-Mali
Elizangela TRINDADE	Project Specialist PROSMED	UNDP-Mali
Aminata TRAORE	Project Assistant PROSMED	UNDP-Mali
Amadou Aya DIALLO	Head of Programmes, Gender and Justice	UNWOMEN
Diakaria TRAORÉ	Coordinator, Access to Justice	Clinique Juridique DEME SO
Kone NOUHOUM	Training participant (Programme manager)	SOS-Mali
Ayouba OUOLOGUEM	Training participant (Programme manager)	Réseau APEM



Moussa SINAYOKO	Training participant (Lawyer)	<i>Barreau de Mali</i>
Bakary FOMBA	Training participant (Notary)	Notary, <i>Ordre des notaires</i>
Tiemoko TRAORÉ	Training participant (Lawyer)	<i>Barreau de Mali</i>
Nakoun KONATE	Training participant (Police Officer)	Mali Police
Hadizatou TOURÉ	Training participant ( <i>Juge d'instruction</i> )	Ministry of Justice, Bamako

## E. List of documents reviewed

### Documents

#### Phase I

- Project Application
- Agreement & Amendment
- Financial Plan
- Interim Financial Statement
- Final Financial Statement
- Final Report
- Interim Report/ Proof of Employment of Funds (March 2021, July 2021)
- Proof of Employment of Funds (November 2021)

#### Phase II

- Project design correspondence
- Project Application
- Initial Project Budget
- Initial Results Framework
- Final Results Framework, December 2023
- Project Agreement
- Interim Reports
- Interim Financial Statements
- Narrative Report INFJ 31 July 2023
- Narrative Report INFJ 30 December 2022
- Training Materials
- UNITAR Strategic Framework (2018 – 2021)
- UNITAR Strategic Framework (2022 – 2025)
- UNITAR Training of Trainers Toolkit
- Training Participant Lists
- Events List
- Statistics List
- Self-Evaluation Sheets (training participants)
- Translated documents
- Evaluation of Implementing Partner 2022
- Evaluation of Implementing Partner 2023
- Purchase Request 31 July 2023
- Financial Statement 2023
- Final Financial Statement
- Due Diligence Assessment 2021
- Closing Report 2022, 2023
- Final Narrative Report, January 2024
- INFJ Financial Statement 2021, 2022, addendum 2022, 2023
- Financial Information Sheet
- Letter of Agreement 2021, 2022
- Direct Grant Award 2023
- Collated Data – Evaluation Survey
- Collated Data – Self-Assessment and EMS

- Summaries – Self-Assessment and EMS Data
- *Independent Evaluation of the Strengthening Crisis Management Capacities of Malian National Police Gendarmerie and National Guard during Election Project (UNITAR)*
- *Independent Evaluation of the Training and Advanced Training of Of West African Security Forces Project (UNITAR)*
- Project documents “*Programme d’appui à la Stabilisation du Mali à travers le renforcement de l’Etat de Droit*”
- Article UNFPA ‘*Dix one-stop center offerts au Mali par le programme Spotlight Initiative et les Nations unies pour la prise en charge des survivantes des violences*’
- Project Opening & Closing Ceremony (YouTube)
- Website – INFJ
- Website – UNITAR (West Africa)
- Website – EMPABB
- Website – Mali 24 (online journal)

## F. Participant / trainer survey

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### Introduction

Bienvenue à l'enquête en ligne pour l'évaluation indépendante du projet « **Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II** ».

Nous apprécions votre participation à cette évaluation, en tant qu'ancien participant aux événements de formation organisés dans le cadre du projet ou en tant que formateur formé par l'UNITAR. Vos commentaires nous aideront à évaluer l'impact et l'efficacité du projet et à formuler des recommandations pour le futur.

L'UNITAR souhaite vous assurer que vos réponses seront traitées de manière totalement anonyme et confidentielle. Votre vie privée est de la plus haute importance pour nous et nous n'utiliserons les données que nous collectons qu'aux fins de cette évaluation, qui est réalisée par une équipe d'experts indépendants. Toutes les données présentées dans l'évaluation seront traitées de manière agrégée sans vous attribuer de réponses. Vos commentaires sont essentiels au succès de cette évaluation, et nous vous encourageons à être aussi francs que possible.

L'enquête prendra environ **10 minutes**. Veuillez répondre avant le **1 février 2024**.

En cas de question n'hésitez pas à contacter [evaluation@unitar.org](mailto:evaluation@unitar.org).

Merci d'avoir pris le temps de participer à cette enquête d'évaluation.

UNITAR - unité de planning, de suivi des performances, et d'évaluation

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### Votre profil

\* 1. Quel est votre sexe ?

- Féminin
- Masculin
- Non binaire
- Autre
- Je préfère ne pas le dire

\* 2. Quelle est votre tranche d'âge ?

- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- >65
- Je préfère ne pas le dire

\* 3. Avez-vous un handicap ?

- Oui
- Non
- Je préfère ne pas le dire

\* 4. Quel est votre occupation ?

- |   |  |
|---|--|
| <input type="radio"/> Officier de police judiciaire | <input type="radio"/> Autre fonctionnaire du tribunal                  |
| <input type="radio"/> Magistrat                     | <input type="radio"/> Avocat   |
| <input type="radio"/> Notaire                       | <input type="radio"/> Autre officier des forces de l'ordre ou assimilé |
| <input type="radio"/> Huissier                      | <input type="radio"/> Autre catégorie de fonctionnaire                 |
| <input type="radio"/> Policier                      | <input type="radio"/> Représentant de la société civile                |
| <input type="radio"/> Greffier                      | <input type="radio"/> Travailleur indépendant                          |
| <input type="radio"/> Juge                          | <input type="radio"/> Diplomate étranger                               |
| <input type="radio"/> Procureur                     | <input type="radio"/> Je préfère ne pas le dire                        |
| <input type="radio"/> Autre (veuillez préciser)     |  |

\* 5. Qui est votre employeur ?

- |   |   |
|---|---|
| <input type="radio"/> Tribunal  | <input type="radio"/> Organisation de la société civile |
| <input type="radio"/> Ministère de la Justice                           | <input type="radio"/> Organisation donatrice            |
| <input type="radio"/> Police  | <input type="radio"/> Travailleur indépendant           |
| <input type="radio"/> Institut national de formation judiciaires (INFJ) | <input type="radio"/> Entreprise privée                 |
| <input type="radio"/> Autre institution judiciaire ou gouvernementale   | <input type="radio"/> Je préfère ne pas le dire         |
| <input type="radio"/> Autre (veuillez préciser)                         |   |

\* 6. De quelle manière étiez-vous impliqué dans le projet ? En tant que:

- Participant aux activités du projet (formation, etc.)
- Conférencier / Facilitateur / Formateur
- Point focal au nom d'une institution partenaire/bénéficiaire
- Observateur
- Autre (veuillez préciser)

7. À combien de formations UNITAR/INFJ avez-vous participé ou dispensé ?

0 50

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

Votre profil

\* 8. Avez-vous participé au cours de Formation de Formateurs en 2021 ?

- Oui
- Non

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

Votre profil

\* 9. Avez-vous travaillé comme formatrice / formateur ou personne-ressource après l'événement de formation des formateurs de l'UNITAR ?

- Oui
- Non

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

Votre profil

10. Si oui, combien de fois avez-vous travaillé comme formateur ?

0 50

11. Dans quelle mesure avez-vous reçu un soutien adéquat et suffisant de la part de consultants externes et de l'UNITAR pour la conduite de la formation ?

	Fortement en désaccord	En désaccord	D'accord	Tout à fait d'accord	Sans objet / Je ne sais pas
Durant la formation des formateurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Après la formation des formateurs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Veuillez expliquer votre réponse ici :

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### La pertinence du projet

Si vous avez participé à plus d'une formation, veuillez préciser à quel événement vous vous référez si votre expérience de formation était différente selon l'événement.

\* 12. Dans quelle mesure la formation a-t-elle répondu aux priorités et politiques du Mali (et plus particulièrement la loi d'orientation et de programmation pour le secteur de la justice 2020-2024) en matière de **développement, de droits humains, d'égalité des sexes et de ses obligations internationales** ?

	Elles n'ont pas du tout été abordées par la formation.	Elles ont été quelque peu abordées par la formation.	Elles ont été abordées par la formation.	Elles ont été très bien prises en compte par le entraînement.	Je ne sais pas.
Développement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Droits humains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D'égalité des sexes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obligations internationales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 13. Dans quelle mesure la formation a-t-elle répondu aux besoins stratégiques du **système judiciaire** au Mali ?

- Ils n'ont pas du tout été abordés par la formation.
- Ils ont été quelque peu pris en compte par la formation.
- Ils ont été abordés par la formation.
- Ils ont été très bien pris en compte par la formation.
- Je ne suis pas sûr/e.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 14. Dans quelle mesure la formation a-t-elle répondu à vos **propres besoins** et priorités professionnels ?

- Mes besoins et priorités n'ont pas du tout été pris en compte par la formation.
- Mes besoins et priorités ont été quelque peu pris en compte par la formation.
- Mes besoins et priorités ont été pris en compte par la formation.
- Mes besoins et priorités ont été très bien pris en compte par la formation.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 15. Dans quelle mesure la formation a-t-elle répondu aux besoins et aux priorités **de votre institution** ?

- Les besoins et les priorités de mon institution n'ont pas du tout été pris en compte par la formation.
- Les besoins et les priorités de mon institution ont été quelque peu pris en compte par la formation.
- Les besoins et les priorités de mon institution ont été pris en compte par la formation.
- Les besoins et les priorités de mon institution ont été très bien pris en compte par la formation.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 16. Dans quelle mesure avez-vous été consulté lors de la conception et/ou de la mise en œuvre du projet ?

- Je n'ai pas été consulté dans la conception et/ou la mise en œuvre du projet.
- J'ai été consulté dans une certaine mesure lors de la conception et/ou de la mise en œuvre du projet.
- J'ai été pleinement consulté dans la conception et/ou la mise en œuvre du projet.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)



\* 17. Selon vous, dans quelle mesure le projet a-t-il été adapté à l'évolution des circonstances politiques ?

- Le projet n'a pas du tout été adapté à l'évolution des circonstances politiques.
- Le projet a été dans une certaine mesure adapté à l'évolution des circonstances politiques.
- Le projet était pleinement adapté à l'évolution des circonstances politiques.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### La cohérence du projet

\* 18. Dans quelle mesure les activités du projet ont-elles été cohérentes avec d'autres initiatives relatives au système judiciaire au Mali ?

- Il n'y a pas eu de cohérence avec d'autres initiatives.
- Il y a eu peu de cohérence avec d'autres initiatives.
- Le projet a été globalement cohérent avec d'autres initiatives.
- Le projet a été pleinement cohérent avec d'autres initiatives relatives.
- Sans objet
- Je ne sais pas.

Veuillez indiquer les autres initiatives ici : (facultatif)

19. Si vous avez déjà participé à d'autres événements de formation liés à l'État de droit et à la réforme de la justice, veuillez les énumérer ici et préciser dans quelle mesure le contenu a pu être similaire (le cas échéant) :

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### L'efficacité du projet

\* 20. Selon vous, dans quelle mesure la conception et les approches du projet (par exemple méthodologie de formation, etc.) ont-elles contribué au renforcement, à la modernisation et à la numérisation du système judiciaire malien ?

- La conception et les approches du projet n'ont pas du tout contribué au renforcement, à la modernisation et à la digitalisation du système judiciaire malien.
- La conception et les approches du projet ont contribué dans une certaine mesure au renforcement, à la modernisation et à la numérisation du système judiciaire malien.
- La conception et les approches du projet ont contribué de manière satisfaisante au renforcement, à la modernisation et à la digitalisation du système judiciaire malien.
- La conception et les approches du projet ont fortement contribué au renforcement, à la modernisation et à la numérisation du système judiciaire malien.
- Je ne sais pas
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 21. Selon vous, dans quelle mesure le projet vous a-t-il aidé, ainsi que votre institution et les autres parties prenantes, dans la réforme du système judiciaire, dans le cadre de la transition gouvernementale au Mali ?

	Le projet n'a pas aidé.	Le projet a quelque peu aidé.	Le projet a quelque peu.	Le projet m'a fortement aidé.	Sans objet
Moi-même	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mon institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Les autres parties prenantes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 22. Dans quelle mesure le projet a-t-il contribué à améliorer vos connaissances, compétences et pratiques ?

- Le projet n'a pas contribué à améliorer mes connaissances, mes compétences et mes pratiques.
- Le projet a contribué quelque peu à améliorer mes connaissances, mes compétences et mes pratiques.
- Le projet a contribué de manière adéquate à l'amélioration de mes connaissances, compétences et pratiques.
- Le projet a fortement contribué à améliorer mes connaissances, mes compétences et mes pratiques.
- Sans objet

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 23. Dans quelle mesure avez-vous transféré ou appliqué des connaissances/compétences/pratiques acquis à la suite de la formation ?

- Je n'utilise pas ces connaissances, compétences et pratiques.
- J'utilise occasionnellement ces connaissances, compétences et pratiques.
- J'utilise fréquemment ces connaissances, compétences et pratiques.

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

L'efficacité du projet

24. Veuillez fournir des exemples de la manière dont vous avez appliqué ou transféré le(s) domaine(s) de connaissances/compétences et comment ils ont contribué aux objectifs du projet (le cas échéant)

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

L'efficacité du projet

25. Quels ont été les principaux facteurs qui ont entravé l'application ou le transfert des connaissances, compétences et pratiques acquises au cours de la formation ?

- Ils ne sont pas pertinents pour mon travail ou mon contexte
- Manque de soutien institutionnel
- Manque de temps pour appliquer de nouvelles connaissances ou exécuter de nouvelles pratiques
- Manque de fonds pour appliquer de nouvelles connaissances ou exécuter de nouvelles pratiques
- Autre (veuillez préciser)

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

L'efficacité du projet

\* 26. Dans l'ensemble, dans quelle mesure êtes-vous d'accord avec les affirmations suivantes ?

	Fortement en désaccord	En désaccord	D'accord	Tout à fait d'accord	Sans objet / Je ne sais pas
J'ai une meilleure compréhension des forces/faiblesses du système judiciaire malien suite à la formation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai adopté une meilleure méthode de gestion de cas et de partage d'informations suite au projet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai utilisé les traductions de manuels, de matériels, de brochures et de documents juridiques réalisés dans le cadre du projet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Le choix des sujets était pertinent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Le type d'activités proposées était adéquat.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Il y avait un bon équilibre entre connaissances théoriques et savoir-faire pratiques.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Les formations ont été dispensées avec qualité.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

Probabilité d'impact du projet

\* 27. Selon vous, dans quelle mesure le projet a-t-il contribué à la réforme du système judiciaire malien ?

- Le projet n'a pas du tout contribué à la réforme du système judiciaire malien.
- Le projet a contribué de manière adéquate à la réforme du système judiciaire malien
- Le projet n'a pas contribué à la réforme du système judiciaire malien.
- Le projet a fortement contribué à la réforme du système judiciaire malien
- Le projet a quelque peu contribué à la réforme du système judiciaire malien
- Sans objet
- Autre (veuillez préciser)

28. Selon vous, dans quelle mesure la formation a-t-elle contribué à des changements dans la qualité, l'efficacité et l'efficience du système juridique et des professionnels du droit ?

\* 29. Le projet a-t-il contribué à d'autres résultats ou changements (positifs ou négatifs, intentionnels ou non) dans votre organisation en dehors de la réforme du système judiciaire malien ?

- Non
- Oui

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 30. À votre avis, dans quelle mesure la formation et les autres activités du projet ont-elles été mises en œuvre selon une approche fondée sur les droits de l'homme ou ont-elles été sensibles au genre ?

- Les activités du projet n'ont pas été mises en œuvre selon une approche fondée sur les droits de l'homme et n'étaient pas sensibles au genre.
- Je ne suis pas sûr
- Les activités du projet ont été mises en œuvre dans une certaine mesure selon une approche fondée sur les droits de l'homme et étaient sensibles au genre.
- Sans objet
- Les activités du projet ont été mises en œuvre selon une approche claire et efficace fondée sur les droits de l'homme et étaient fortement sensibles au genre.

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

\* 31. Selon vous, dans quelle mesure le projet a-t-il contribué à la promotion et à la protection des droits de l'homme (y compris ceux relatifs au handicap), à l'égalité des sexes, ainsi qu'à la prévention et à la réduction de la violence basée sur le genre ?

- |   |  |
|---|--|
| <input type="radio"/> Le projet n'a pas du tout contribué à la promotion et à la protection des droits de l'homme et des questions de genre.            | <input type="radio"/> Le projet a fortement contribué à la promotion et à la protection des droits de l'homme et des questions de genre. |
| <input type="radio"/> Le projet a contribué dans une certaine mesure à la promotion et à la protection des droits de l'homme et des questions de genre. | <input type="radio"/> Je ne sais pas sûr   |
| <input type="radio"/> Le projet a contribué de manière adéquate à la promotion et à la protection des droits de l'homme et des questions de genre.      | <input type="radio"/> Sans objet   |

De quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### Probabilité de durabilité du projet

\* 32. Selon vous, dans quelle mesure les avantages du projet, le cas échéant, pour vous-même ou votre institution sont-ils susceptibles de perdurer à moyen et long terme ?

- |  |  |
|--|--|
| <input type="radio"/> Pas du tout probable | <input type="radio"/> Très probable      |
| <input type="radio"/> Peu probable         | <input type="radio"/> Je ne sais pas sûr |
| <input type="radio"/> Probable             | <input type="radio"/> Sans objet         |

Pourquoi et de quelle manière ? Pourriez-vous donner un exemple concret ? (facultatif)

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

#### Bonnes pratiques

33. Y a-t-il des aspects du projet/de la formation qui ont été particulièrement efficaces ? Si oui, pourriez-vous les partager ci-dessous ?

### Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

## Suggestions

34. Selon vous, comment un tel soutien aux systèmes judiciaires pourrait-il être amélioré à l'avenir ?

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »

## Autre

35. Veuillez partager ci-dessous d'autres commentaires ou suggestions que vous souhaiteriez faire ?

\* 36. Accepteriez-vous d'être contacté pour approfondir votre expérience de formation ?

- Non
- Oui. Veuillez indiquer votre adresse e-mail ou votre numéro de téléphone (avec l'indicatif du pays) si vous souhaitez être contacté.

Évaluation indépendante du projet « Renforcement des capacités du système judiciaire et promotion de l'État de droit au Mali Phase II »


**Merci beaucoup pour vos réponses!**

## G. Evaluation consultant agreement form

### Annex: Evaluation Consultant Code of Conduct and Agreement Form

#### The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

<b>Evaluation Consultant Agreement Form<sup>1</sup></b>
<b>Agreement to abide by the Code of Conduct for Evaluation in the UN System</b>
<b>Name of Consultant:</b> Abigail HANSEN
<b>Name of Consultancy Organization (where relevant):</b> N/A
<b>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.</b>
Signed at Melbourne on 17 November 2023
Signature: 

<sup>1</sup>[www.unevaluation.org/uneqcodeofconduct](http://www.unevaluation.org/uneqcodeofconduct)





ETHICAL GUIDELINES FOR EVALUATION  
**PLEDGE OF ETHICAL CONDUCT IN EVALUATION**



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



**INTEGRITY**

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



**ACCOUNTABILITY**

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



**RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



**BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration** of risks and benefits from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Abigail HANSEN

Melbourne, 17 November 2023

## Annex: Evaluation Consultant Code of Conduct and Agreement Form

### The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study initiatives, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form<sup>1</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Moussa SACKO

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.

Signed at place on date Bamako 11/17/2023

Signature: SACKO

<sup>1</sup>[www.unevaluation.org/unesco/codeofconduct](http://www.unevaluation.org/unesco/codeofconduct)



ETHICAL GUIDELINES FOR EVALUATION  
**PLEDGE OF ETHICAL CONDUCT IN EVALUATION**



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



**INTEGRITY**

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



**ACCOUNTABILITY**

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluations.
- **Responsive** as questions or events arise, adopting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



**RESPECT**

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



**BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Moussa SACKO

[Signature] (Signature and Date)  
 11/17/2023



**unitar**

**United Nations Institute for Training and Research**

**Planning, Performance Monitoring, and  
Evaluation Unit** United Nations Institute for Training  
and Research UNITAR Headquarters