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Terminal Evaluation of “Advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors” Project

Final Report



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Disclaimer

This Terminal Evaluation report was prepared by two (2) Independent Consultants: Dr. Amal Aldababseh and Angelance Browne commissioned by UNDP. However, the findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the UNDP.



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Acronyms and Abbreviations

ACC	Adaptation to Climate Change
AFT	Agenda for Transformation
APR	Annual Progress Report
AWP	Annual Work Plan
CCA	Climate Change Adaptation
CDRs	Combined Delivery Reports
CI	Climate Information
CO	Country Office
CPAP	Country Programme Action Plan
CSR	Corporate Social Responsibility
DIM	Direct Implementation Modality
EA	Executing Agency
EE	Energy and Environment
EPA	Environmental Protection Agency
EWS	Early Warning System/s
GCF	Green Climate Fund
GEF	Global Environment Facility
GOL	Government of Liberia
HR	Human Rights
IP	Implementing Partner
IR	Inception Report
IW	Inception Workshop
LDCs	Least Developed Countries
LFA	Logical Framework Analysis
LIGIS	Liberia Institute of Statistics and Geo-Information Services
LR	Liberia Rising 2030
LNDM	Liberia National Department of Meteorology
LMA	Liberia Maritime Authority
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MM&E	Ministry of Mines and Energy
MFDP	Ministry of Finance & Development Planning
MOU	Memorandum of Understanding
MTR	Mid-Term Review
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action
NCCS	The National Climate Change Secretariat
NDMA	National Disaster Management Agency
NFAA	National Fisheries & Aquaculture Authority
NIM	National Implementation Modality
PAC	Project Appraisal Committee
PAPD	Pro-poor Agenda for Prosperity and Development
PIR	Project Implementation Report
ProDoc	Project Document
RTA	Regional Technical Advisor
SLR	Sea Level Rise
SDGs	Sustainable Development Goals
TE	Terminal Evaluation
UL	University of Liberia
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistant Framework
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme - Country Office
UNDP- GEF	United Nations Development Programme - Global Environmental Finance

1. Executive Summary

This report presents the findings of the Terminal Evaluation (TE) of the UNDP-supported GCF-Financed Government of Liberia Project "**Advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors**". This TE was performed by an Independent Evaluation Team composed of Dr Amal Aldababseh, International Evaluator and Team Leader and Ms. Angelance Browne, National Evaluator.

This TE report documents the achievements of the project, an assessment of management arrangement and adaptive management, and includes an executive summary and four chapters. Chapter 1 presents an overview of the project; chapter 2 briefly describes the objective, scope, methodology, stakeholders and limitations of the evaluation; chapter 3 presents the findings of the evaluation, and chapter 4 presents the main conclusions and recommendations, and relevant annexes are found at the back end of the report.

Project Description

Liberia, like other developing countries, especially the Least Developed Countries (LDCs), is vulnerable to the impacts of climate change. While Liberia has a low carbon footprint, the impact and effects of climate change may have severe consequences in multiple sectors and areas. Changes in temperature and precipitation may affect several sectors and areas across Liberia, including agriculture, fisheries, forests, energy production related to the availability of water resources, coastal areas and health.

At the sectorial level, 70% of the population depends on agriculture for their livelihoods, while rural areas are as much as 80% vulnerable to food insecurity, according to the Environmental Protection Agency. Liberia's 350 miles of coastal areas are exposed to the combined effects of coastal erosion, rising sea-levels, change in the frequency and intensity of storms, and increase in precipitation and warmer ocean temperatures. For health, climate change may lead to increased vulnerability to malaria, cholera, and diarrheal diseases as well as increased incidence of other diseases. Finally, climate change may negatively impact hydroelectric generation from the Mount Coffee hydropower plant. If, as projected, water flow decreases, the potential for hydroelectric power will fall. And along the highly populated coastline, major infrastructures are at risk from coastal erosion. In Liberia, women and children are particularly vulnerable to the impacts of climate change.

According to the United Nations Development Programme (UNDP), past climate trends since the 1960s showed increased average temperatures in Liberia of 0.8°C, increased number of high-heat events, and a decline in mean annual rainfall¹. Future climate predictions include an increase in annual temperatures of up to 2.6°C by 2060, more high-heat events, increasing wet and dry season precipitation extremes and rainfall irregularity, and a rise in sea level of 0.13-0.56 meters by 2100. Experts predict higher temperatures will negatively impact rice cultivation and can result in crop and livestock losses that intensify food insecurity and decrease income. The threat of vector-borne diseases is exacerbated in times of climatic change, and Liberia's health system is already severely degraded.

The UNDP/GCF Project titled National Adaptation Plan (NAP) epitomizes a means of identifying Liberia's medium-term adaptation needs. Under the NAP project in 2018, a National Climate Change Policy and response strategy was developed to ensure that a qualitative, effective and coherent climate change adaptation process takes place, and to serve as the pillar for comprehensive sectoral strategies and action plans. Additionally, the project supported the country in efforts that led to the ratification of the Paris Agreement. Several other initiatives including climate vulnerability and risks assessment were conducted in addition to capacity building and development of knowledge products; all driven towards the realization of the 4 project components namely: -

- Strengthening institutional frameworks and coordination for implementation of the NAPs process.

¹ https://www.adaptation-undp.org/sites/default/files/resources/liberia_nap_country_briefing_final_online.pdf

- Expansion of the knowledge base for scaling up gender-responsive adaptation processes.
- Building capacity for gender mainstreaming climate change adaptation into Planning, and Budgeting processes and systems; and
- Formulation of financing mechanisms for scaling up adaptation in Liberia².

The project is being implemented by UNDP in partnership with the Environmental Protection Agency of Liberia. The main objective of the project is to support Liberia to put in place its National Adaptation Planning process which is gender-responsive taking into consideration the needs of both women, men, interests groups, etc., contributing to and building upon existing development planning strategies and processes and to implement relevant, efficient and inclusive priority adaptation actions.

Evaluation Rating Table

Based on project documentation reviews and the feedback gathered from the stakeholders, the project made the expected progress and was perceived as a very important and instrumental initiative by the government offices. Even though the project faced some delays during the first few months, the project team was able to implement the project's activities, achieve considerable results by the end of the project implementation, and achieve end-of-the project targets.

Major challenges facing Liberia in terms of environment and climate change include the lack of expertise and the absence of mentorship and training programmes necessary to engage in climate change-related activities. This, according to the Executive Director at EPA, is a sector-wide issue. Additionally, the absence of a repository for climate change data in most government agencies poses significant challenges for research. To help solve these issues the project has been able to train a gender-balanced group of staff from key government entities and academia in vulnerability and risk assessments, multi-criteria analysis, climate-resilient agriculture, climate change adaptation, coastal and flood engineering, and disaster risk management. This has enabled NAP project to form a multi-disciplinary team of national experts who can support research and planning for NAP processes sustainably. "Additionally, the Project has developed a [knowledge management platform](#), synchronized with existing climate information (CI) platforms locally and internationally, to make climate data and related information accessible across all sectors."

The Project is viewed as "best practice" and serves as a model of excellence for other countries to build on; the NAP Project is viewed as successful because findings from the evaluation shows that the project met its objectives and that its processes and implementations were value for money; outcomes are in line with its planned objectives and outputs have achieved the desired results. Youths in various communities were fully involved, the project experienced gender balance in its implementation. EPA has initiated the process of involving the private sector in Climate Change Adaptation; held private sector dialogues which provided an opportunity for the Private Sector to fully understand CCA vulnerability, etc. The graduate school has empowered Liberians in environmental science and CCA in areas of research and policy planning; involvement and/or engagement in innovative private sector development initiatives.

It was confirmed by most of the interviewed stakeholders that the project operated with limited monitoring and supervision from UNDP; non-existence of a project M & E Officer in the field (piloting sites). This imposed an additional burden on the Project Manager who conducted most of the project tasks including managerial and support functions. Also, stakeholders highlighted that there is a need to build on and encourage the existing social cohesion of various communities that resulted in income-generating initiatives for sustainable livelihood; and mobilize resources to empower them adequately.

The project success has been very much dependent on close consultation and coordination, and hard work from the project team, beneficiary communities, executing, and implementing

² NAP Annual Progress Report-2019

partners and the UNDP CO. The project reports and meetings with key stakeholders indicated that the project was able to achieve the project's objective and outcome but with a considerable delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the project launching phase, the overall rating on the achievement of results is **Satisfactory** as shown in Table 1.

The project was very much acknowledged by the GoL and very relevant to UNDP, GCF, and the Government's plans. With the confirmed interest and support provided by the UNDP and the GOL risks reduced and prospects for sustainability possible, the overall sustainability is considered **moderately likely**.

Table 1: Terminal Evaluation Ratings and Achievement Summary Table for NAP Project

Measure	TE Rating ³	Achievement Description
Progress Towards Results	Objective:	The Project is achieved most of its end-of-project targets.
	Rating: 5 (S)	
	Output 1	End-of-projects targets are achieved.
	Rating: 5 (S)	
	Output 2:	End-of-projects targets are achieved.
	Rating: 5 (S)	
	Output 3:	End-of-projects targets are achieved.
	Rating: 5 (S)	
	Output 4:	End-of-projects targets are achieved
	Rating: 5 (S)	
Project Implementation and Adaptive Management	Rating: 5 (S)	The Project was able to overcome the challenges it faced during its inception. Strategic support was provided by the Project Steering Committee (PSC) /Project Board (PB). The project team was very committed to enhance the project's implementation, perform effective communications, and coordination among all stakeholders at all levels. All staff and short-term experts hired, and offices established and equipped to allow for smooth and effective implementation.
Sustainability	Rating: 4 (ML)⁴	Risks factors were assessed and seem no critical risks are in envisaged to affect the project sustainably.

Recommendations and lessons learned

- **Recommendation 1:** Strengthen the financing mechanism to meet the many needs and expectation of stakeholders. Allocating financial resources from the government, e.g. through dedicating a budget line for financing climate adaptation initiatives, and efforts to promote learning and enhancing knowledge sharing to enhance resilience is required. An urgent and clear plan of action needs to be developed to ensure the mobilization of needed resources to implement climate change adaptation initiatives as per the work done by the project. This can also be done by mainstreaming climate change into the budgeting process of all GOL institutions and engage in more investment planning and continuously use the same for scaling up purpose (**EPA, GoL, UNDP**).
- **Recommendation 2:** Expansion of the knowledge base for scaling up adaptation interventions into development processes especially, planning, web-based, climate data information activities. The project has managed to produce a set of valuable training materials, public awareness products, technical reports and assessments that contain a lot of important information for local beneficiaries. It is recommended to develop a

³ Rating Scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), or 1=Highly Unsatisfactory (HU).

⁴ The 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), and 1=Unlikely (U).

dissemination plan for these tools to ensure that future initiatives build on the project activities and results and incorporate the project's products in its work (**UNDP, EPA**).

- **Recommendation 3:** Continuous Capacity building overtime to sustain and retain existing gains already made by NAP. (**GOL**).
- **Recommendation 4:** EPA to encourage and attract active participation of the private sector to enhance national and local climate resilience and adaptation; offset financing gap for future cost-intensive investment planning, and expand project implementation via scaling up and incorporating sustainable livelihood components. Through private-public partnership, dedicate a certain percentage of the Corporate Social Responsibility (CSR) Fund to finance better environment/climate change adaptation measures and tools through effective communication.
- **Recommendation 5:** Expansion of the initiative implementation in Liberia (May be a second phase of the NAP). UNDP and EPA to mobilize additional resources to maintain gains already made within the next year. (**UNDP, EPA**)
- **Recommendation 6:** Engage in robust public awareness on climate change using digital climate change knowledge sharing platform by which climate change will relate to daily activities (**EPA**).
- **Recommendation 7:** Engage the Federation of Liberian Youth leadership; incorporate CCA planning and investment into youth activities by providing funds for CCA youth initiatives, and mainstream climate change in planning and budgeting processes, create a budget line to accommodate youths' CCA development (**GOL**).
- **Recommendation 8:** Establish a private sector alliance and bring reliable actors together; Provide enabling environment by strengthening the capacity of the private sector to promote CCA and strengthen its resilience. A new phase of the Project must focus on and incorporate climate investment tool in its design. It also needs to define more capacity gaps and increase private sector involvement; harness climate financing advisory products and develop new project proposals. (**GOL, EPA**).
- **Recommendation 9:** Create a database of all EPA and UL experts; create strategic core and develop synergies among these key players; access climate change data and assist the graduate program with their research work. Financing compensation and remuneration package for UL graduate school staff and professors (**GOL, UNDP**).
- **Recommendation 10:** To ensure the sustainability of future initiatives, EPA must establish of a project management unit responsible to develop projects' funding proposals and to ensure compliance strengthening; monitoring and evaluation of all environmental and CCA projects; mobilize resources and considered adding an "inclusive finance" component into NAP2 to empower communities and promote sustainable livelihood. (**EPA, GLO, UNDP**).

Lessons learned

- **Lesson Learned 1:** Liberia's NAP Project has become and serves as a model of excellence for other countries to build on. The multidisciplinary integrated assessment team is useful for supporting the process.
- **Lesson Learned 2:** High-level political will is critical for driving climate action. The need to identify NAP focal points and champions at sectorial entities to support the NAP process and enhance coordination.
- **Lesson Learned 3:** Broad stakeholders' engagement with a robust coordination and communication mechanism is important for successful implementation. It was observed and shared by different stakeholders that the NAP project experienced

misunderstanding among leadership and targeted community dwellers regarding their various roles in the project. They lack full understanding and ownership at the inception of the intervention, but this has improved immensely. The project also faced serious security issues; project areas were infested with criminals from the capital city of Monrovia. Also, the community dwellers were not fully involved in the project implementation as such, the project experienced scarce voluntary efforts from community members who refused to participate and/or work on the project due to lack of funding for workmanship and to facilitate security process. Only a few members offered voluntary services to secure the coconuts planted while some were stolen. In several locations, the satisfaction of the local communities with the project's M&E was not high.

- **Lesson Learned 4:** Need to enlist the involvement and contribution of the private sector and academia in CCA for scaling up adaptation and knowledge management.
- **Lesson Learned 5:** NAP is a useful tool for supporting the attainment of NDC and SDG targets at the national and local level.
- **Lesson Learned 6:** The role of the media in awareness and sensitization is key to the NAP process.
- **Lesson Learned 7:** Consultant Recruitment and/or other procurement processes-EPA and UNDP are to exercise flexibility in the implementation modality that ensures project activities are not hindered. Importantly, they are to ensure that both entities continue to demonstrate cooperation and understanding that can allow for the harmonization of bottlenecks to project implementation.
- **Lessons Learned 8:** Continuous community engagement and communication is essential for NAP project implementation. Community-based adaptation and empowerment have resulted in climate change adaptation and prevention of flooding and erosion. Additionally, adaptation and planning resulting from community engagement, social and economic cohesion is now in effect and guarantees some level of security for the community. As to date, extreme climate events such as floods, river erosion and destruction of homes and thunderstorms no longer negatively affect their social systems and practices.
- **Lessons Learned 9:** Recruitment of M&E Officer for NAP 2 is crucial for its success. Also, extending the NAP project to other communities in project areas that are highly affected by coastal erosion, encouraging, and fostering more community collaboration and social cohesion considering the level of coastal erosion currently taking place across Liberia. This will foster and ensure that the communities' adaption to climate change is enhanced.

2. Introduction

2.1 Purpose and objective of the TE

Following a review of the evaluation terms of reference and project documents, the purpose of this independent evaluation commissioned by UNDP is intended to capture and demonstrate evaluative evidence of its contributions towards development results at the country level as articulated in UNDP's Country Programme Document (CPD). The evaluation will capture evaluative evidence of its relevance, effectiveness, efficiency, sustainability, and incorporation of gender and other cross-cutting issues to assess the achievement of projects results against what was expected to be achieved. The evaluation will ascertain how beneficiaries have benefited from the project interventions and what lessons could be learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The NAP project has a national geographic scope with pilot sites located in Nimba, Margibi, Grand Bassa, Montserrado and Grand Cape Mount Counties respectively. The project also conducted Community Based Adaptation activities in 4 communities (Monrovia, Buchanan, Marshall, Robertsport). The Terminal Evaluation seeks to assess project performance against expectations set out in the project results framework. This includes interview and consultations with relevant stakeholders, including community beneficiaries in areas of a specific intervention.

The TE assessed results according to the criteria outlined in the UNDP Evaluation Guidelines⁵. The evaluation considered the pertinent outcomes and outputs as stated in the project document focused towards advancing medium to long term planning in climate-sensitive sectors in relations to Country Programme Outcome #3: Inclusive Growth-UNDP that will support the Government to meet its obligations under the Paris Agreement by strengthening policy and legislative capacities, building partnerships for climate action, particularly with the private sector, and mobilizing national and global finance. Mainstreaming environmental considerations into national policy and planning to ensure that climate justice for women and marginalized groups will also remain a priority.

As described in the background, the NAP project has implemented 4 outcomes. An analysis of achievements across all 4 outcomes is expected as follows: (1) Strengthening institutional frameworks and coordination for implementation of the NAPs process; (2) Expansion of the knowledge base for scaling up adaptation; (3) Building capacity for mainstreaming CCA into planning, and budgeting processes and systems; (4) Formulation of mechanisms for scaling up of prioritized adaptation investments and addressing financial gaps.

Additionally, this evaluation assessed the achievement of project results by analyzing the progress made towards the achievement of the general and specific objectives. The evaluation drawn lessons learned and provided recommendations on best practices that focus on key components to improve the sustainability of benefits from this project and guide future programming. Documentation of the project's experiences and achievements, as well as challenges, were excellent tools for the government and development partners, who were able to draw inspiration for the implementation of other programs and projects related to climate change adaptation. The evaluation team visited project communities in the Montserrado, Cape Mount, Margibi, Bassa and Nimba Counties for observation, data collection and other forms of project evaluation related discussion meetings. Due to COVID-19 restrictions, the team leader could not participate in the field mission. Remote interviews were conducted online by (skype, zoom etc.). Site visits were carried out by the National Consultants⁶.

The objective of the evaluation is to verify whether the project objectives have been achieved after two years of implementation, to identify factors that helped or hindered the project, and to capitalize on the implementation experience for similar projects in the future.

⁵ UNDP Evaluation Guidelines: <http://web.undp.org/evaluation/guidance.shtml#handbook>

⁶ NAP-TE Term of Reference (TOR), 2020

The final evaluation field mission took place from 30th of November to 5th December 2020 in Monrovia, Cape Mount, Margibi, Bassa and Nimba to analyze the strengths and weak points of the project, evaluating the global and per activity degree of completion from the UNDP evaluation criteria grid, and appreciate the dynamics and importance of the project's benefits. Recommendations to all stakeholders in the project are made in this final evaluation report.

Considering a pre-determined time frame of (22) working days for the team, the evaluation was conducted in three (3) Phases as follows: -

- The First Phase covered (7) days for preparation of the Inception report and evaluation matrix.
- The Second Phase covered (12) days to prepare Draft evaluation report and engage in a Stakeholder workshop presentation. It involved engagement of Consultation/Meetings with partners, Data Collection, Analysis, and Preparations for the Preliminary findings/terminal Report.
- The Third Phase covered (3) days devoted to the preparation, finalization and submission of the Final Report after Presentation of draft Evaluation Report and lessons at Validation Workshop and obtaining feedback from relevant stakeholders from comments solicited in a consultative process.

Key documents were provided (annexed to this report) and were used for the evaluation, such as the list of documents reviewed, summaries, a synthesis of the comments of the parties involved in the presentation and reading of the evaluation report, as well as the terms of reference, etc.

The approach for this evaluation includes various activities such as: project stakeholder consultation meetings, key informant interviews, focus groups discussion held during field visits to four projects sites and data collection is done (including both qualitative and quantitative).

The pre-established action plan, the questionnaire and the methodology prepared during the inception phase were used in the field to consult all stakeholders and to integrate the various elements useful to the formulation of recommendations.

2.2 Scope and Methodology

The approach for this evaluation includes various activities specified below. It entails project stakeholder consultation meetings, field visits and data collection (both qualitative and quantitative). It enables TE Team to examine the extent of the project's realistic achievement in comparison to the planned activities and value for money. The theory of change is a central part of understanding how the change has occurred over time and how this change is attributed to the project's interventions. The evaluators also assessed the results framework that is SMART (Specific, Measurable, Achievable, Relevant and Time-bound)⁷.

The TE followed the UNDP-GEF Terminal Evaluation Guidance. It used the criteria of relevance, effectiveness, efficiency, sustainability, and impact, etc. as defined, and explained in the UNDP Guidance for conducting Terminal Evaluations of UNDP-supported, GCF-financed Projects.

According to the Guidelines, the TE should provide evidence-based credible, useful, and reliable information. It sat-up a collaborative as well as a participatory approach to ensure close cooperation with the project team, government counterparts in Liberia with focus on the UNDP Country Office, UNDP Regional team, the national, regional and local levels and other key stakeholders.

Using the UNDP/GEF Performance criteria table⁸ (provided in the TOR and the UNDP-GEF Terminal Evaluation Guidance). The detailed assessment of project performance helped provide a rating of key areas. This was carried out against the pre-identified targets as stated in the Project Logical Framework.

⁷ <https://www.oecd.org/dac/peer-reviews/Measuring-and-managing-results.pdf>

⁸ UNDP-GEF Terminal Evaluation Guidance is used for this TE.

2.3 Data Collection and Analysis

Project-related documents shared by the project team. The methodology consists of several methods with an analysis of both qualitative and quantitative data. It included the following:

- **Data collection** (home-based and during the evaluation mission). Project-related documents including progress reports, quarterly progress reports, project performance reports, technical deliverables, annual work plans, budget revisions, combined delivery report, co-financial data, etc. This helped in getting the perspective of both women and men beneficiaries and stakeholders. To the extent possible, data collection and analysis was disaggregated by gender.
- **Desk Review including amongst others:** UNDP Project Document, Project Technical Deliverables, Annual and Quarterly Progress Reports, Project's inception report, Annual Project Implementation Reports, Project budget revisions, Project combined delivery reports, examples of technical deliverables, Lessons learned reports, and Monitoring and Evaluation Plan.
- **Consultations with the project's stakeholders via semi-structured interviews and virtual and in-person meetings.** A set of questions was prepared in advance and used to facilitate data collection and knowledge sharing. The questions were arranged around the evaluation criteria. Findings were crosschecked during different interviews and with the available evidence
- **Observations based on the mission's interviews and meetings:** the information collected, including documentary evidence, interviews, and observations, were compiled, summarized, and organized according to the questions asked in the evaluation.

The selection of the right analytical approach was based on the list of questions asked and the evaluation matrix that was developed to support the TE team. This process entailed having a clear understanding of the project, its objective, aim, outcomes, outputs, the theory of change, and the resulted impacts and approach for sustainability.

The analytical approaches and methods that were used included:

- **Descriptive:** this approach was used to define the status of the Project implementation, it describes the project's objective, outputs, and impact.
- **Diagnostics:** this approach was used to understand what happened? What did the project achieve? How? Why is this happening? Partnerships developed, use of financial resources, project co-financing. Analyses of project risks and issues, and mitigation measures. It was used to define what the project's impact is? are these sustainable, and what will happen after the closure of the project.
- **Prescriptive:** this approach was used to define the main findings of the evaluation and to define a set of recommendations for the project and future interventions.

2.4 Limitations to the evaluation

Logistically, few counties had some hard-to-reach areas largely due to inaccessible road network. As a result of the situation, this caused a delay in the implementation of NAP project activities. Also, since the occurrence of 2017 Election with the ushering in of the new government thereafter, this has resulted in high staff retention; the replacement of those state officials, institutional memory within key government institutions became and is still very problematic. The evaluators could not easily access state officials with institutional memory for interviews. This had a limitation on the data collection process.

- Additionally, due to COVID-19 global outbreak, several limitations are foreseen by the TE team that also represent major issues to the TE:
- Inaccessible project sites due to travel restrictions because of COVID-19 (for the international consultant to travel to Liberia, and for the international and national consultants to travel internally within Liberia).

The TE team planned a set of activities to mitigate these limitations, including:

- Introducing surveys/questionnaires when possible to ensure that all stakeholders are interviewed, and that more extensive and representative qualitative and/or quantitative evaluation data are collected.
- Organizing focus groups discussions where the national consultant can join in-person and the international consultant can join virtually.
- Utilizing a wide range of available tools to ensure stakeholders engagement. If virtual meetings using zoom and skype tools are not an option for some stakeholders, phone calls and email exchanges were practical options. All efforts to mitigate the limitations are included in the TE report.

2.5 Structure of the TE Report

This evaluation document is divided into four Chapters including: -

- ✓ **Chapter 1:** It provides the project's background, purpose, objectives and sets up provisions of the rationale for Liberia's environmental issues relative to climate change adaptation that is attributed by its geographical, socio-economic characteristics, climatic risk & Vulnerability along with key actors involved in the NAP process. It defines the methodological approach used, associated risk and potential limitations.
- ✓ **Chapter 2:** Presents the organization of the NAP's process and defines the development context including -Duration and Timelines, Problems the project sought to address, immediate and development objectives of the project, baseline indicators established, main stakeholders' engagement and expected results from project implementation.
- ✓ **Chapter 3:** Presents Specific Findings from the project implementations regarding project design/formation, logical framework analysis, actual risks issues, UNDP comparative analysis, linkage between the NAP project and other interventions, project implementation-partnership arrangement, M & E, Finance issues and overall results relative to the evaluation criteria (Relevance, Effectiveness, efficiency Sustainability, Impact, Gender, & Human rights).
- ✓ **Chapter 4:** Focuses on the Conclusions, lesson learned and advancement of recommendation and way forward involving corrective action for design, formation and implementation; follow up or reinforcement of gain already made; proposal for future direction; knowledge sharing and presentation of good practices from project implementation.

3. Project Description

3.1 Project Start and duration, including milestones

The project was planned for a duration of two years with planned starting and ending dates from September 2017 to September 2019, respectively. The key project milestones are listed below:

- Proposal Approval: November 2016
- Project Endorsement: August 2017
- Inception workshop: March 12, 2018 – March 14, 2018, in Monrovia & Buchanan
- setting up of the NAPs coordination mechanism April 14, 2018, in Tubmanburg, Bomi County
- Recruitment of the PMT: September 2019
- Implementation of project key outputs from September 2017 – September 2019
- Design of the stakeholders and communities' involvement/training: October 16-31, 2018
- Prioritization of adaptation strategies and action plans & development of coasted adaptation plans in the key sectors - 2019.
- Climate Change Gender & Social Impact Assessment Report finalized for presentation and validation in the first quarter of 2019
- Date of the terminal evaluation: March 2019.
- Expected closing date: September 2019.
- The project got a one-time no-cost extension based on the recommendations of the Mid-term review. The proposed closing date was January 2021.

3.2 Development Context environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Geographic and climatic situation. Liberia has a coastline of 565 km (350 miles) long which provides many functions and economic services to local communities such as sand extraction, firewood supply, building materials, fishing, etc. However, increasing anthropogenic pressure combined with repeated climatic hazards makes these activities and the living conditions of communities vulnerable. Indeed, many coastal communities live below the poverty line and dwell in housing built with little protection from the sea or storm surges.

Many of these people live in very lowlands, often in unplanned, illegal, or extralegal settlements. As a result, the communities' capacities to adapt to climate change are very low and their resilience are very limited. Many people living on the coastline, such as in Montserrado County, will be seriously affected by loss of land, and damaged properties due to sea-level rise. According to the Liberia Environmental Protection Agency (EPA)⁹, if sea level rises by one-meter, major coastal cities will be partially submerged, and infrastructure valued at USD 250 million will be lost¹⁰. To avoid or at the very least minimize such negative socioeconomic impact, the resilience of the coastal population needs to improve.

Socio-economical characteristics. Liberia's population was of 4.82 million inhabitants in 2018, with an annual growth rate of 1.2% in 2018¹¹. The same year, the population density reached 50.0 inhabitants/km². The urban population growth is 3.3 and 50.9% of the population is under the poverty line. With a Human Development Index (HDI) of 0.435, Liberia is ranked 181st out of 188 in 2017, placing it among the countries with low human development. Between 2000 and 2017, Liberia's HDI value increased from 0.387 to 0.435, which means an average increase of about 0.048 %¹².

⁹ <http://epa.gov.lr/>

¹⁰ http://www.epa.gov.lr/sites/default/files/National%20Policy%20and%20Response%20Strategy%20on%20Climate%20Change%20Final%20Document-min_o.pdf

¹¹ <https://data.worldbank.org/country/liberia>

¹² http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LBR.pdf

The economic outlook is positive, with real Gross Domestic Product (GDP) growth projected to increase to 4.7% in 2019 and 4.8% in 2020, underpinned by modest growth in agriculture, fisheries, and services. Inflation is expected to decrease further to 10.5% in 2019 and 9.5% in 2020 because of a stable exchange rate, prudent monetary and fiscal policies, and a modest increase in domestic food production. The current account deficit is expected to remain slightly above 22% in both 2019 and 2020¹³.

Climate risks and vulnerability. Liberia, like other developing countries, especially the Least Developed Countries (LDCs), is vulnerable to the impacts of climate change. While Liberia has a low carbon footprint, the impact and effects of climate change may have severe consequences in multiple sectors and areas. Changes in temperature and precipitation may affect several sectors and areas across Liberia, including agriculture, fisheries, forests, energy production related to the availability of water resources, coastal areas and health.

At the sub-national level, 70% of the population depends on agriculture for their livelihoods, while rural areas are as much as 80% vulnerable to food insecurity according to the Environmental Protection Agency. Along the 350 miles of coastal areas, these are exposed to the combined effects of ongoing coastal erosion, climate change induced sea-level rise, change in the frequency and intensity of storms, and increases in precipitation and warmer ocean temperatures. For health, climate change may lead to increased vulnerability to malaria, cholera, and diarrheal diseases, as well as increased incidence of other diseases. Finally, climate change may negatively impact hydroelectric generation from the Mount Coffee hydropower plant. If, as projected, water flows decrease, the potential for hydroelectric power will fall. And, along the highly populated coastline, major infrastructure is at risk from sea-level rise and coastal erosion. In Liberia, women and children are particularly vulnerable to the impacts of climate change.

According to the United Nations Development Programme (UNDP), past climate trends since the 1960s showed increased average temperatures in Liberia of 0.8°C, increased number of high-heat events, and a decline in mean annual rainfall¹⁴. Future climate predictions include an increase in annual temperatures of up to 2.6°C by 2060, more high-heat events, increasing wet and dry season precipitation extremes and rainfall irregularity, and a rise in sea level of 0.13-0.56 meters by 2100. Experts predict higher temperatures will negatively impact rice cultivation and can result in crop and livestock losses that intensify food insecurity and decrease income. The threat of vector-borne diseases is exacerbated in times of climatic change, and Liberia's health system is already severely degraded.

The UNDP/GCF Project titled National Adaptation Plan (NAP) epitomizes a means of identifying Liberia's medium-term adaptation needs. Under the NAP project in 2018, a National Climate Change Policy and response strategy was developed to ensure that a qualitative, effective and coherent climate change adaptation process takes place, and to serve as the pillar for comprehensive sectoral strategies and action plans. Additionally, the project supported the country in efforts that led to the ratification of the Paris Agreement. Several other initiatives including climate vulnerability and risks assessment were conducted in addition to capacity building and development of knowledge products; all driven towards the realization of the 4 project components namely: -

- Strengthening institutional frameworks and coordination for implementation of the NAPs process.
- Expansion of the knowledge base for scaling up gender-responsive adaptation processes.
- Building capacity for gender mainstreaming climate change adaptation into Planning, and Budgeting processes and systems; and
- Formulation of financing mechanisms for scaling up adaptation in Liberia¹⁵.

The project is being implemented by UNDP in partnership with the Environmental Protection Agency of Liberia. The main objective of the project is to support Liberia to put in place its

¹³ AfDBs – Liberia Economic Outlook (<https://www.afdb.org/en/countries/west-africa/liberia/liberia-economic-outlook>)

¹⁴ https://www.adaptation-undp.org/sites/default/files/resources/liberia_nap_country_briefing_final_online.pdf

¹⁵ NAP Annual Progress Report-2019

National Adaptation Planning process which is gender-responsive taking into consideration the needs of both women, men, interests groups, etc., contributing to and building upon existing development planning strategies and processes and to implement relevant, efficient and inclusive priority adaptation actions.

The National Adaptation Plans (NAP) is a Green Climate Fund (GCF) funded project "To advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors (i.e. agriculture, energy, waste management, forestry and health) and coastal areas in Liberia". The project has a duration of two years, valued at 2.3 million. It seeks to strengthen institutional frameworks and coordination for the implementation of the NAP process, expand the knowledge base for scaling up adaptation, build capacity for mainstreaming climate change adaptation into planning, and budgeting processes and systems, and formulate financing mechanisms for scaling-up adaptation, including public, private, national and international. The project inception workshop took place from 12-14 March 2018 in Monrovia and Buchanan.

The United Nations Development Program is the Implementing Partner, while the project national partners will include the Environment Protection Agency and the National Climate Change Secretariat, Ministry of Finance and Development Planning, Ministry of Agriculture, National Disaster Management Commission, National Port Authority of Liberia, Liberia Maritime Authority, Bureau of National Fisheries, Liberia National Department of Meteorology, Liberia Institute of Statistics and Geo-Information Services and the University of Liberia.

3.3 Problems that the Project Sought to Address, Threats and Barriers Targeted

Liberia, in recent times, has become increasingly vulnerable to the adverse effects of climate change (coastal erosion, flooding and storms); the impacts of which are felt by the population and critical sectors including Coastal areas: Liberia's coastline of 560 km host about 58% of the country's population within 8 of the 15 counties. These areas are at risk from flooding and erosion associated with sea-level rise posing a serious threat to the population, infrastructure (seaports, hospitals, schools, hotels etc.) and economic activity, as well as salinization of coastal agricultural fields and domestic water wells.

Agriculture: This sector accounts for about 70% of jobs and over 90% of export earnings. Climate change could lead to job and livelihood loss, intensification of food insecurity and loss of revenue. Fishery: Increase in temperature will affect marine and freshwater fisheries with damage to coastal ecosystems (mangrove and wetlands). This could have economic implications for over 10, 000 people, including full time, part-time, sport fishermen who directly benefits from the sector. Gender: Women are unequally and more negatively affected by climate change and seasonal changes than their male counterparts. Climatic change will increase the burden of women, as they are already faced with issues of gender disparities regarding access to, use of, and control over land and other productive resources. Forestry: Liberia is endowed with a forest cover of about 30% in addition to a very important mangrove system of 11,000 hectares along its coast and an array of biodiversity of high conservation value, which is threatened by an increase in temperature.

In response to these threats, Liberia undertook its National Adaptation Program of Action (NAPA) in 2008 with a focus on the urgent and immediate adaptation priorities of the country. The findings of the vulnerability assessment showed that climate variability and extreme climatic events were significantly impacting sustainable development priorities. At the policy level, the NAPA called for capacity building to integrate climate change in development planning; raising awareness by disseminating climate change and adaptation information, particularly to vulnerable communities; and mainstreaming adaptation to climate change into policies through programs in agriculture, forestry, fisheries, energy, health, gender and meteorology/hydrology.

The NAPA identified three (3) pilot climate change adaptation projects: Enhancing Resilience to Climate Change by Mainstreaming Adaptation Concerns into Agriculture Sector Development in Liberia; the Coastal Defense Project; and an Early Warning System Project. The National Adaptation Plans (NAP) is a Green Climate Fund (GCF) funded project "To advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors (i.e. agriculture, energy, waste management, forestry and health) and

coastal areas in Liberia". The project has a duration of two years, valued at 2.3 million. It seeks to strengthen institutional frameworks and coordination for the implementation of the NAP process, expand the knowledge base for scaling up adaptation, build capacity for mainstreaming climate change adaptation into planning, and budgeting processes and systems, and formulate financing mechanisms for scaling-up adaptation, including public, private, national and international. The project inception workshop is due to take place in March 2018.¹⁶

3.4 Immediate and development objectives of the Project

The immediate and development objectives of the project is based on information from Liberia's NAP road map and its national circumstances involving: a) Generation and management of climate information; b) Human and Institutional capacities; c) Long term vision and mandate; d) Mainstreaming; and e) Implementation at the sectorial, multi-sectorial and local level of governance. Based on these areas, the NAP formulation and implementation project places emphases on its development objectives specified under these areas of activity as follows: -

1. Expansion of the knowledge base regarding options for addressing challenges in climate change adaptation, and synergies with mitigation.
2. Strengthening of institutional frameworks and capacity building.
3. Development of guidelines and criteria for mainstreaming climate change adaptation in Government budgeting and planning, climate-proofing projects, and reporting.
4. Identification, prioritization and assessment of adaptation projects in key sectors and natural systems.
5. Development of mechanisms for scaling up adaptation investments and addressing financial gaps.

These five areas of intervention will enable the development of investment activities to reduce vulnerability and mainstream climate risk into planning and budgeting processes in Liberia as specified in more details below:

1. **Expansion of Knowledge Base.** Currently, there is limited scientific data and information on climate impacts in Liberia, with limited knowledge of current climate variability and no early warning system data. There is a need to develop and disseminate a set of standard scenarios for Liberia and develop vulnerability studies at the sector and system level. Relative to climate services, there is limited capacity to monitor, forecast, archive, analyze and communicate hydro-meteorological and climate change information.
2. **Strengthening of Institutional Frameworks and Capacity Building.** The existence of an inadequate level of technical knowledge on adaptation to climate change of staff of sectoral ministries, with limited training on climate change issues, and the Climate Change Secretariat does not have adequate staff competency.
3. **Development of guidelines and criteria for mainstreaming climate change adaptation in Government budgeting and planning, climate-proofing projects, and reporting.** In a limited way, as a cross-cutting issue, climate change has been integrated into the national development document, the Agenda for Transformation (AFT) 2030. At the sectorial level, climate change is only identified in the Food and Agriculture Policy and Strategy (2008) of the Ministry of Agriculture where there is a focus on food security, sustainable agriculture, and climate change resilience. As for other sectors, there is no integration of climate change in the development planning and implementation processes.
4. **Identification, prioritization, and assessment of adaptation projects in key sectors and natural systems.** The National Adaptation Programme of Action (NAPA) represents the first systematic adaptation actions taken in Liberia with a focus on coastal defense and agriculture. However, the existing pilots have a limited intervention, and it is limited to only two sectors. There are also data and capacity limitations to assess and prioritize adaptation options in other areas. The NAP will build on the experience on the NAPA,

¹⁶ NAP's Briefing Notes-18 February 2018

scaling up the pilot projects on coastal defense and agriculture, and including additional sectors such as energy, forestry, waste management & health.

5. **Development of mechanisms for scaling up adaptation investments and addressing financial gaps.** In Liberia, there are limited efforts to articulate climate change activities. Presently, there is limited information on climate change funds and mechanisms, as well as awareness of line ministries and agencies on climate change funding. Similarly, there is a dependency on external aid, which limits the long-term sustainability of local climate finance initiatives. To help overcome these limitations, NAP may support (a) Development of mechanisms to scale up adaptation investments and address financial gaps.

3.5 Expected results

The NAP process in Liberia is expected to bring about beneficial results at the outcome, output, and impact levels in two broad areas as follows (Table 2):

- Reduction of the vulnerability of adaptive capacity: results will be achieved in terms of the new and improved assessment for multi-sector and sectorial intervention, local areas-based intervention, prioritizing intervention, costing intervention, etc.
- Mainstreaming of climate risk into planning and budgeting process: Results will be achieved about strengthening institutional aspect through national capacity development. Upgrading skills, use of climate information, setting monitoring systems, etc.¹⁷

Table 2: Project Expected Result Framework

No.	Outcome (s)	Outputs (s)	Activities (s)
1	Liberia has enhanced institutional frameworks and coordination capacity to advance medium to long-term adaptation planning processes in the context of their national development strategy and budgets (led by UNDP).	Strengthening institutional frameworks and coordination for implementation of the NAPs process.	1.1 Strengthening institutional frameworks and coordination for implementation of the NAPs process. 1.2 Coordination and monitoring enhanced for climate change adaptation program development across sectors.
2	The knowledge base for scaling up adaptation is expanded in Liberia.	Expansion of the knowledge base for scaling up adaptation	2.1 Risk assessments and economic impact studies in climate-sensitive sectors conducted and incorporated in official data systems. 2.2 Effective knowledge-sharing platform as a resource for climate-relevant planning established. 2.3 Climate Change induced; natural disasters related database developed.
3	Strengthened capacity for mainstreaming CCA into planning, and budgeting process and systems.	Building capacity for mainstreaming CCA into planning, and budgeting processes and systems	3.1. Technical guidelines for the personnel of the Ministry of Finance & Development Planning and other relevant Ministries, to mainstream climate change into

¹⁷ NAP Signed ProDoc..

			<p>budgeting and planning processes incorporating gender-disaggregated data.</p> <p>3.2 Capacity building programs on implementing adaptation investments and strategies established.</p> <p>3.3. Monitoring and reporting system to track adaptation investments and implementation.</p>
4	Mechanisms support scaling up of prioritized adaptation investments and addressing of financial gaps	Formulation of mechanisms for scaling up of prioritized adaptation investments and addressing financial gaps.	<p>4.1 Sector and area-based cost investment plans prepared for scaling up adaptation in agriculture and coastal areas that take into account climate change risks and opportunities.</p> <p>4.2 Policy options for scaling up financing for adaptation Foster Public-Private Partnerships (PPPs) to support adaptation investments.</p> <p>4.3 Foster Public-Private Partnerships (PPPs) to support adaptation investments.</p>

3.6 Main Stakeholders: summary list

The UNDP Project Document and the GCF Readiness Proposal identified main stakeholders to be included in the project implementing.

Table 3 below provides a summary of the main stakeholders and their roles in the project.

Table 3: Stakeholder groups and role in the project

Stakeholder groups	Description	Role in project
Responsible national Government, Ministries, and Agencies	MME, EPA, MPW	<p>Project implementation and in-kind co-financing</p> <p>Mainstreaming of climate change into their policies and strategies</p> <p>Capacity development</p>
County Government	CCPU, County Government, Superintendent, Monrovia City Corporation (MCC)	<p>Project implementation at the county and community levels.</p> <p>In-kind co-financing</p> <p>Mainstreaming of climate change into county plans and practices in coastal areas</p> <p>Capacity development</p>
Local Communities	Fishermen, fisherwomen, petit traders, house-owners, etc. Sometimes organized through traditional organizational methods, or women	<p>Direct beneficiaries of the project.</p> <p>Awareness-raising campaigns, workshops building their capacity, and from any livelihood revenue schemes.</p>

	groups, youth groups, etc.	Many learned how to prepare and construct coastal defense measures.
Gender-based stakeholders	Mainstreaming into climate adaptation	Capacity development under the project Efforts to contribute to national efforts to improve the status of women and improve gender balance
Socio-economic groups (direct beneficiaries)	NCCS, Companies, authorities, Management etc.	Fishing Port Hotel Opportunities for employment in coastal cities

3.7 Theory of Change

The evaluation team examined the Theory of Change (TOC) underlying the project's outcomes ensuring that they are aligned with the national development strategies and country context relative to the advancement of the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors (i.e. agriculture, energy, waste management, forestry and health) and coastal areas in Liberia.

The Theory of Change (TOC) is fundamental to this evaluation, it takes into consideration an implicit logic for how change is intended to happen based on the prioritized needs of the country concerning addressing the key output areas namely: (1) Strengthening institutional frameworks and coordination for the implementation of the NAP process; (2) Expanding the knowledge base for scaling up adaptation; (3). Building capacity for mainstreaming climate change adaptation into planning, and budgeting processes and systems and (4). Formulating financing mechanisms for scaling-up adaptation, including public, private, national, and international.

The NAP Program document lacks an available TOC as such, the evaluation team used a mix of approaches to assess the project's TOC on the one hand and to evaluate its relevance, efficiency, effectiveness, sustainability, impact, gender and human rights in the implementation of the NAP project in Liberia, on the other. These methods included but were not restricted to reviewing the programme documents, articulating the mental models of the programme key stakeholders, target beneficiaries, NGOs/CSOs, etc.) and reviewing prevailing literature on the project. Conclusions were drawn regarding the level of concordance between the articulated project theory and the implementation of the project.

The consultants applied the TOC to analyze the four outcome areas and the many activities with the view to providing credible evidence justifying why the project priorities are or have been the most appropriate and most likely to contribute to a higher level of change especially, in the pilot communities in Liberia. The project built the needed capacities and provided training sessions on the NAP Process with the view to change their attitudes and behaviors as it relates to coastal resilience, climate change adaptation, mainstreaming climate risk into planning and budgeting processes in Liberia etc. To a large extent, these training influenced the livelihood, behavior and attitudes of the citizens whose lives, infrastructure, health, etc., are no longer affected by dangerous, flood, erosion because of climate change. Furthermore, the project addressed improved community engagement in project activities; changed the perception about climate change among older women, men young men and women, youths and has mitigated risks associated with climate change and reduced their vulnerabilities. Indeed, the TOC was integral to project implementation.

The project's intervention also increased participation of these vulnerable groups such as men, women and youths which has resulted into greater cohesion, increased levels of interpersonal and collective trust and increased confidence to promote social cohesion and sustainable livelihood. The NAP project has built various national capacities of target beneficiaries who are better positioned to understand CCA and its effects on their communities' land, natural resources and how to advance resilience to coastal vulnerability.

4. Findings

This section provides a summary of the main facts based on data collected during the evaluation exercise and mission. The TE team paid attention to cross-verification of the evaluative evidence using multiple sources of information and, to the extent possible, avoided overreliance on opinions obtained during the interviews.

4.1 Project Design/Formulation

The TE team analyzed the design of the project as outlined in the UNDP ProDoc and GCF FAA to identify whether the project strategy is proving to be effective in reaching the desired results. In doing so, the evaluators assessed the extent to which the project addresses country priorities and whether it is country driven. Furthermore, the TE team evaluated the extent to which the project objectives are consistent with the priorities and objectives of the GCF.

4.1.1 Analysis of Results Framework: project logic and strategy, indicators

The Project goal is to *help the country deliver on tangible benefits from the NAP process launched by the Government of Liberia. The project was designed to help the GoL in advancing the design of a roadmap for nationalizing Agenda 2030 and Agenda 2063.*

The main objective of the project was to support Liberia to develop its National Adaptation Planning process that is gender-responsive taking into consideration the needs of both women and men and their interests; thereby, contributing to and building upon existing development planning strategies and processes and to implement relevant, efficient and inclusive priority adaptation actions.

The activities under the Project were aligned with the Mainstreaming, Acceleration and Policy Support initiative as the government aimed to integrate climate change into budgets as part of its NAPs process, which required coordination between MFDP and EPA, supported by the timely appraisal of individual adaptation options for each sector, through each working group. Specifically, the activities under this Project related to risk assessments, economic impact studies and prioritization of adaptation options provided information on accelerator interventions that will contribute to different climate change adaptation initiative.

The project built on the experience on the NAPA scaled up the pilot work on coastal defense and agriculture and included additional sectors such as energy, forestry, waste management & health. A significant opportunity to overcome these gaps to integrate climate change adaptation in climate-sensitive sectors provided by the project.

The project was designed to help the GoL in the identification, categorization and appraisal of priority adaptation options for addressing climate risks and vulnerabilities for AFT1 and AFTII, including economic, ecosystem and social costs and benefits and possibilities for possible positive and negative impacts from adaptation measures. This project aimed at strengthening the ability of the NCCSC and its secretariat to steer the NAP process and formulate the Climate Strategy and Action Plan for Adaptation as well existing incorporate adaptation relevant planning and budgeting across government processes and institutional roles and coordination structures. It was designed to significantly boost the technical capacity of the sector working groups as well as the Ministry of Development Planning and Finance and enhance coordination mechanisms for mainstreaming CC in the planning and budgeting process.

At the time of proposal development, the stock-taking report identified three major challenges the project was supposed to address: The project will address the challenges identified by the stock-taking report which are: a) lack of data and information to support the categorization and appraisal of adaptation options; and b) Limited coordination among relevant ministries to include climate change adaptation options and c) associated funding.

The Project provided, under the baseline analysis and scenario, barriers to achieving the project objective and how the project is designed to lift these barriers. These include: i) lack of climate information; ii) limited human and institutional capacities as the level of technical knowledge on adaptation to climate change of staff of sectoral ministries, including those of the Climate Change Secretariat, is inadequate; iii) lack of long term vision and mandate on climate change adaptation; and iv) The limited capacity for implementation of projects related to the inadequate human and institutional capacities.

Within this context, the project is fully relevant for Liberia. The NAP process aims to integrate climate change risks and adaptation opportunities into all existing national planning and budgeting processes. This will require identifying specific institutional capacity gaps and then developing a targeted approach to improve knowledge and skills where they are needed most. Furthermore, a knowledge and experience-sharing platform, between key ministries, research institutes, private sector, etc., should be implemented to augment and coordinate the governmental response to climate change.

The Project Results Framework formulated during the design phase of this project presents a coherent set of expected results. During the inception workshop, activities were reviewed, and changes were made, but no major changes were proposed to the LF.

The review of the Country Readiness Logical Framework components indicates a logical presentation of the chain of results. It starts with the Inputs (including deliverables and key outputs when applicable), baseline, targets, and then outputs intended to achieve. Outputs together help in achieving the project Outcomes, and Objectives. Project resources have been used to implement planned activities to reach a set of activities (36), which would contribute to achieving 4 expected outputs, which together should contribute to achieving the project two main goals. This framework also includes targets to be achieved per output and activity. However, it misses the mid-term targets which made it difficult for the project team to measure progress and monitor the performance of the project at the mid-point of implementation.

The review of the Project LF confirms that this project is well aligned with national priorities and its logic is appropriate to address clear national needs/priorities. The Project strategy includes one objective, one outcome, and 4 outputs as presented in the Project LF. The Project LF highlights the project contribution to SDGs mainly SDGs 1, 2, 3, 4, 5, 8, 13 and 16. And further specified to which indicators it contributes as well as the linkage to the NAP. Yet, gender aspects were not incorporated as targets were not gendered.

The project strategy confirmed during the inception phase of the project as no changes were made to the activities, inputs, and outcomes, including at the inception workshop held in Monrovia during the period of 12-14 March 2018. No changes were made to the set of expected results presented in the Project Results Framework during the inception phase. The TE Team confirms that a good review of the project strategy and project management were conducted during the inception phase, including the context of the project. The Project strategy provides a good response to national needs/priorities to increase resilience and help communities identify linkages relevant to their well-being and livelihoods, through public awareness-raising campaigns of poverty-environment issues. Part of the process of identifying linkages between development and climate change adaptation as per Output 2, included identifying and understanding the various processes, institutions, actors, mandates, existing policies and other factors that are relevant for the integration of climate change into national policies and plans. The detailed review of the project log frame and objective is logical.

The project document is well structured and follows the GCF Readiness and preparatory Support Grant Agreement and UNDP (ProDoc) formats. When considering the implementation timeframe of 2 years and a GCF financing of around US\$ 2 million, the project commencement was delayed due to several reasons¹⁸. However, due to government changes and the delays it translated into for the official kick-off, the project commenced in earnest in February of 2018. An extension was granted up to 15 October 2020 then was again extended to January 2021 due to COVID 19 and its implication on finalizing some of the remaining activities. Regarding the set of indicators and their respective targets to measure the performance of the project, a total of 11 indicators were identified to measure the progress made in achieving its expected outcomes and objective.

Fundamentally, the LF followed the GCF and UNDP formats. The indicators are SMART in general that allowed for proper adaptive management and monitoring of progress. The TE team noticed that the LF did not identify targets and indicators at the mid-term level.

¹⁸ The reasons include: "the change in government during the inception phase coupled with the delay in the disbursement of project funds for 2020. The funds were received in May of 2020, just two months before the reporting period. The project has also suffered delay due to COVID-19" **LBR NAP readiness progress report June 2020.**

In conclusion, the review of the project strategy and the national context for this project indicates that the project strategy is a direct response to national needs and priorities to advance Liberia's National Adaptation Plans process in climate-sensitive sectors.

4.1.2 Assumptions and Risks

The Readiness and preparatory support document did not discuss assumptions and risks but rather indicated that the project log framework including the assumptions to be reviewed during the inception phase of the Project.

The ProDoc discussed some assumptions and risks under subsection 5: Project Results Framework. The table included the outcome, indicators, baselines, end of project targets, source of verifications, and risks and assumptions. The review of the project's assumptions showed that those identified assumptions were realistic.

Section XI: Risk Management and Annex 4 included a detailed description of the Project's risks. Thus, the ProDoc included a comprehensive analysis of the project's risks. The project identified **8 risks** during the formulation stage¹⁹ and included risks description, date identified, type of risk, impact, and probability to occur, the countermeasure /mitigation measures, and the owner.

The risks types included political and organizational (2 risks), financial (1 risk), political and strategic (1), organizational (2), and two risks were not categorized.

These risks were classified in the ProDoc according to their impact and probability and one can be considered as a high risk, while the rest vary between medium to low. However, during the IW, project risks were neither discussed nor updated. The total number of risks remained the same.

Risks were examined and analyzed during project implementation. The 2018 and 2019 APRs listed the identified risks during the project implementation and provided a detailed analysis as annexes. Finally, 2020 APR highlighted two significant risks to the sustainability of many of the support provided by the project; the economic constraints exacerbated by COVID-19 and low budgetary support to many government entities represents²⁰: *"It is important to mobilize political will that ensure adequate budget support to government entities that manage climate-sensitive sectors to ensure they can sustain and build on the gains made by the project. This requires exploring alternative financing beyond traditional sources. The capacity-building support provided by the NAPs for resource mobilization across different financing landscape as well as the climate change investment plan when utilized can close the financial gap and unlock funding for various adaptation programs linked to the Nationally Determined Contributions which is being revised in synergy with the NAP."*

The project's risks log was updated annually along with the development of the Project annual report. Yet, the TE team did not get access to the ATLAS risks log. The TE believes the management of the project's risks is satisfactory as risks were carefully identified and monitored with concrete mitigation measures and were updated on project reports with a follow-up plan on mitigation measures.

4.2 Lessons from other relevant projects incorporated into project design

The project made linkages and built on other ongoing projects so it benefited from lessons learned and experiences gained from these projects and thus did avoid some risks and issues that might have been easily addressed. For example, the ProDoc highlighted the importance of developing and applying tools to enable the inclusion of climate aspect into planning and designing of the project at national, sectoral, and local levels, to ensure climate-proof investments in infrastructure and other areas that might be sensitive to the impacts of climate change. The GIZ funded the development of a Climate Proofing for Development, a tool developed and applied by GIZ.

¹⁹ UNDP Project Document, Section 2.4 Key Indicators, Risks, and Assumptions. Pages 36-38.

²⁰ Readiness and Preparatory Support. Progress report 2020, Accessed 6 January 2021.

4.3 Planned stakeholder participation

The ProDoc highlighted²¹ the importance of the involvement of non-state actors during the project development phase. It also highlighted that the project idea was developed through a consultative process that was very much country-owned and driven.

The ProDoc listed five main aspects on how to ensure stakeholder engagement: 1) all relevant stakeholders will be involved through consultative processes, 2) the project will help communities identify linkages relevant to their well-being and livelihood through public awareness, 3) risks to investment and opportunities for collaboration and realization of co-benefits will be facilitated by the project, 4) the project will increase the long-term adaptation capacity by involving all national and local institutions across government, NGOs, community-based organizations and research and academic institutions, and 5) the project will supplement the role of national and local stakeholders and institutions and will support collaboration among them.

4.4 Linkages between project and other interventions within the sector

This project was designed and built upon the experiences, information, data, networks, and experiences created by other CCA projects; thus, close coordination was essential to ensure that the NAP process built on the experience and good practices learned from past projects.

At the time of Project development, five key significant climates' related projects were ongoing. A list of these initiatives was provided in the Readiness Proposal, Page 28. The project provided a set of CCA textbooks to the school and facilitated the partnership between University of Liberia (UL) and the least developed countries universities consortium on climate change to promote the capacity to address climate change through research, knowledge sharing and education; 11 government staff complete international training in climate change adaptation, knowledge sharing south-south exchange tour completed for policymakers.

Besides, the project is being implemented under the UNDP Environment and Disaster Resilience Portfolio which is directly responsible for implementing other ongoing UNDP-supported initiatives.

However, the TE team expected to see stronger and more coherent partnerships developed by the project with key stakeholders, such as the private sector.

4.5 Project Implementation.

The TE discusses in this section the assessment of how the project has been implemented. It assessed how efficient the management of the project has been and how conducive it is to contribute to successful project implementation.

4.5.1 Management Arrangements

The Project followed the UNDP's Direct Implementation Modality (DIM), according to the Readiness and Preparatory Support Grant Framework Agreement between UNDP and the GCF.

The Project Management Unit carries out day-to-day project implementation, with the support of a Financial and Administrative Assistant. The management arrangements for this project are as follows:

- The project is guided by a Project Board (PB) as the executive decision-making body of the project. comprised of the following organizations: Environmental Protection Agency, UNDP, and the National Designated Authority for the GCF. As the Senior Beneficiary, the EPA is part of the board. UNDP as the Senior Supplier provides quality assurance for the project and ensures compliance with GCF and UNDP policies and procedures. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Project Manager. The Project Board was supposed to meet 3 times a year.
- During the Project's IW, the stakeholders revised the proposed management arrangement and agreed to:

²¹ UNDP GEF project document, section IV. Results and Partnerships. Subsection iii. Stakeholder Engagement. Page 9.

- The project steering committee to be detached from the Board functions.
 - the existing Board for energy and Environment projects that comprise of the MFDP to be considered as the project board
 - recommending that the ministry of Gender, Children & Social Protection (MGCSP) be included in the list of advisory due to its relevance to the project
 - a stakeholder engagement plan for the project should be developed as required by the project document and used as a basis for continuous engagement with the partners and stakeholders.
 - the Focal Points designated by the ministries and agencies by their relevant authorities will represent those ministries and agencies on the different project structures for all NAPs project activities until their designation is rescinded.
 - The PMU was advised to direct all future invitations/communications to the relevant heads of the ministries and agencies and provide a copy of the invitations/communication to the focal point to generate timely response and participation
- A sub-committee comprising of National Project Director (EPA/Senior Beneficiary) and a Project Team was proposed to be delegated to provide more regular and periodic (monthly) guidance and implementation support to the Programme Management Unit. However, this management arrangement was revised, and participants agreed to set up a project steering committee.
 - The TE hereby presents the management arrangements for this project as specified in the project document and summarized in the organogram chart. It is observed that during the projects' implementation, no changes or restructuring of the original management arrangements were affected. In this regard, the Project Board (PB) still comprised of the following organizations: Environmental Protection Agency, UNDP, and the National Designated Authority for the GCF. As the Senior Beneficiary, the EPA is part of the board. Furthermore, as the Senior Supplier; UNDP provides quality assurance for the project and ensures compliance with GCF and UNDP policies and procedures. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Project Manager. Project Board decisions are made following standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, the final decision shall rest with the UNDP (represented by the UNDP Programme Manager).
 - Accordingly, the Project Board is expected to meet 3 times a year. A sub-committee comprising of National Project Director (EPA/Senior Beneficiary) and a Project Team is delegated to provide more regular and periodic (monthly) guidance and implementation support to the Programme Management Unit.
 - Board members had full responsibility under the Direct Implementation Modality (DIM) arrangements to ensure accountability, transparency, timely implementation, management, and achievement of results. UNDP had responsibility for overseeing the implementation of the project.
 - The TE observed that contrary to the project document, Board meetings were held quarterly and not 3 times. Also, work plans were approved holistically covering all projects under the Sustainable Development and Inclusive Growth Pillar. During various board meetings, the Environment & Energy project team including NAP PMT elaborated on activities implemented to have an appreciation for results achieved as follows: -
 - In April 2018, the first quarter board meeting with 70 Participants was chaired by the Deputy Minister, Budget of the Ministry of Finance & Development Planning. Progress reports were reviewed, assessed, and planned activities approved for the next quarter. Planned AWP for the first quarter were approved and the balanced 3 quarters left due to the transition of a new administration considering new priorities of the Pro-poor Agenda for Prosperity & Development which affected the UNDAF and CPD alignment with Liberia's development objectives. Thereafter, the new leadership familiarized themselves with the work plans that were developed by UNDP who validated, reviewed activities, and aligned them with PAPD for the rest of the year.

- In August 2018, another Board meeting with 50 participants was held and 2nd, 3rd, 4th quarters Work plans were approved for 2018. There were some concerns raised and challenges experienced during the project implementation including:-The need for the project to provide more result-oriented activities as compared to workshops done; Lack of coordination & collaboration of E & E Projects with NDRM Commission; transitional process, new government's non-retention of institutional memories that resulted to delays in project implementation; delays in procurement process and procurement; board members request for IPS to engage themselves in procurement process denied due to the NIM/DIM Modalities etc., debate raising concerns about MOT/EWS collecting climate data and similar information disseminated by the NDRM commission resulting to both engaging in overlapping activities. As to date, most of these issues or concerns are resolved and substantial progress made during project implementation including the forging of synergies among projects in implementing similar activities to achieve maximum results.
- Additionally, some key results were also highlighted including: -9 men delegation comprising (EPA, Foreign affairs, state ministries and legislature visitation to Ghana and attended South, South knowledge sharing tour which paved way for ratification of the Paris agreement; Gender communication plans etc.
- Finally, a mid-year meeting dated August 2019 with 37 participants was held and review of 1st and 2nd quarter progress reports and challenges experienced during project implementation and means to address these challenges at end of the project cycle were focused. Some highlights included documentation and achievement of NAP's project milestones; a collaboration of its 3rd quarter work plan which included 12 months Non-Cost Extension enabling project to achieve its full deliverables.
- Advisory partners: this group comprises primarily of an inter-governmental coordinating committee (National Climate Change Steering Committee), departments at the national level (Liberia Maritime Authority, National Disaster Management Commission, National Port Authority of Liberia, Bureau Of National Fisheries, Liberia Institute of Statistics and Geo-Information Services and Liberia's National Department of Meteorology), local government, the community members from targeted counties, civil society and other local and international NGOs. These partners contribute technical resources as and when solicited by the PB or the IP and collaborate closely with the Implementing Partner EPA. Local stakeholders and community members have a key role in the implementation and monitoring of the project.
- The day-to-day management of the project was done by a Project Management Team (PMT) which had been accountable to the E & E Programme Manager and committee for the performance of the project. The project team was based in Monrovia. The PMT was manned by a full-time staff comprising a Project Manager, Project Finance and Administration Assistant, finance. The PMT is accountable to the E & E Programme Manager for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. It is worth noting that the project is directly supervised by the Team Lead, Sustainable Economic & Inclusive Growth Pillar/UNDP.
- TE observed that Annual Work and Budget Plans (AWP & ABP) were approved at the beginning of each year. These plans provided the basis for allocating resources to the planned activities. The PMT produced quarterly progress and financial reports and Annual Progress Reports/Project Implementation Report (APR/PIR). These reports summarized the progress made by the project versus the expected results, explained any significant variances, detailed the necessary adjustments, and served as the main reporting mechanism for monitoring project activities.
- In terms of project assurance, UNDP CO and UNDP-GEF unit monitored the project's implementation and achievement of the project outcomes and outputs and ensured the proper use of UNDP/GCF funds.
- As requested by the GoL, UNDP CO provided the following support services for the implementation of this project and recovered the actual direct and indirect costs incurred

by the Country Office in delivering such services as stipulated in the Letter of Agreement (LOA) between the GoL and UNDP and following the Universal Prices List.

- All relevant project staff were trained by UNDP during the early implementation phase on administrative issues, financial matters, procurement, etc. This contributed to strengthening the administration and financial management capacities of the project implementation partners.

4.5.2 Adaptive management (changes to the project design and project outputs during implementation)

Adaptive Management. The project took the following adaptive actions to expedite implementation and enhance project delivery:

- The project developed a coordination mechanism to steer the NAPs project during implementation. It helped to foster coordination between the project and the various partners.
- The use of the EPA committee as the Project Board ensured the integration of the Project with the overall EPA's work and its smooth implementation.

Against this analysis, and based on collected information and evidence, the rating for the management arrangement and adaptive management component is Satisfactory (S).

4.6 Actual stakeholder participation and partnership arrangements

The UNDP ProDoc included a list of key stakeholders to be involved in the implementation of the project which also articulated their respective expected roles and responsibilities.

As the Project followed the DIM modality, the PMU was based at UNDP. It is believed that the PMU should be based in the EPA which would have been a good incentive to stimulate ownership of project achievements by key stakeholders.

The project was successful in engaging key stakeholders by involving them in the Project Board. The stakeholders not only provided strategic guidance to the Project but also supervised the actual implementation of the project by endorsing Annual Work Plans (AWPs), budgets, etc. Among those The University of Liberia (UL). The cooperation aims to inaugurate a graduate program focuses on environmental studies and climate change (SESCC). The Program began operations in October 2019²². The program was developed in partnership with the Environmental Protection Agency and the UNDP. The SESCO expanded the UL teaching and research portfolio by integrating a focus on environmental and climate change vulnerability and adaptation, environmental management, disaster management etc. The Graduate Program is divided into three concentrations: MSc in Climate Change & Biodiversity, MA in Environmental Management, and MSc in Environmental Science. The official launch of the program was done on 27 September 2019 by Representative, a member of the House Committee on Lands, Mines, Natural Resources, and Environment with several government ministers, heads of multilateral agencies (World Bank, FAO, WHO), NGOs and the President of the University of Liberia.

In conclusion, the project was successful in involving many stakeholders, mainly people at the local communities, in project implementation and hence the stakeholders' participation has been planned sufficiently. Yet, the involvement and partnerships developed with the private sector should have been strengthened.

4.7 Project Finance and Co-finance

At the time of the TE, the review of financial records as recorded in the UNDP Atlas system indicates that the actual expenditures including commitments allocated against the GCF project grant since the start of the Project represent about **92% (US\$ 1,892,963.80)** of the approved budget of US\$ 2,057,697. The breakdown of project expenditures by output and by year is presented in **Table 4**.

²² Project Progress Report- Annual Report. 2019. Page 8.

As of November 2020, the remaining budget from the GCF grant is US\$ **164,732.97 (8%)**. The spending is low for Activity 1, around **67%** of the total allocated budget, while spending on Activity 3 was in line with the original plans as about **98.3%** budget was utilized. Only **57%** of the project management budget has been spent as of the end of November 2020.

Finally, the project was not subject to any financial audit during the last 3 years.

Co-financing / Parallel Financing

No co-financing contributions were pledged by UNDP or the GoL. Further, at the time of the TE, there were no reported co-financing contributions.

Table 4. UNDP GCF Project Funds Disbursement Status (November 2020 in USD) ²³

Activity ID and Name	Total Approved Grant Amount	Total Expenditures	Commitments	Total	Fund Balance	Utilization %	Expenditures + Commitments against the Approved Budget %
1. Strengthening institutional framework	514,200.00	346,590.75	111,465.84	458,056.59	56,143.35	67.40%	89.08%
2. Expansion of knowledge	596,925.00	556,014.21	13,653.29	569,667.50	27,257.43	93.15%	95.43%
3. Building Capacity	489,825.00	481,350.10	31,998.26	513,348.36	-23,523.41	98.27%	104.80%
4. Formulation of financial mechanism	300,825.00	218,681.28	43,769.54	262,450.82	38,374.15	72.69%	87.24%
5. Programme management	155,922.00	89,440.53	0.00	89,440.53	66,481.45	57.36%	57.36%
Total	2,057,697.00	1,692,076.87	200,886.93	1,892,963.80	164,732.97	82.23%	91.99%

²³ Source: UNDP Atlas CDRs and Information Provided by the Project team.

4.8 Monitoring & Evaluation:

The standard UNDP and GCF M&E procedures were presented in a comprehensive M&E plan in the Grant Agreement and UNDP ProDoc²⁴. A total budget of US\$ 74,000-95,000 was allocated to M&E, representing about **3.27%** of the GCF grant. Up until the TE, the expenditure on M&E slightly exceeded the allocated **US\$ 95,000**.

Below is a summary of the M&E plan operating modalities (combined from UNDP ProDoc Readiness Proposal):

- **DIM Audit as per UNDP audit policies:** Audits are conducted following UNDP Financial Regulations and Rules and applicable audit policies on UNDP projects. No audit of this project has been conducted until the time of the TE.
- **Inception workshop and report:** it was organized in March 2018 in Monrovia. During the IW, the project design was reviewed, including the Project LF, management arrangement, and project available resources for implementing the project. Discussions were facilitated on roles and responsibilities of the Implementing Agency (UNDP), the project custodian (EPA), other partners/stakeholders and the Project Team. The project manager presented the draft AWP for 2018. It was discussed in four working groups and inputs were provided as a presentation to plenary. Working groups suggested changes and modifications to five actions namely, Action 1.1.1a, 1.2.2, 1.2.3, and 2.2.1, 3.1.1. Participants also agreed to allocate 100k USD and 150k USD to support the University of Liberia and to identify and offer graduate-level training for six staff from the relevant sector ministries, respectively. However, the TE team noticed that the project management structure was heavily reviewed and discussed. A group of recommendations was made by the participants. However, key aspects like the project strategy and the logframe were not deeply discussed in the IW, but rather the need to review and revise these two key documents were mentioned as key outcomes of the workshop: “*revised and improved project strategy*”, “*revised and improved log frame with performance indicators that link to the project strategy theory of change*”.²⁵ To the TE team, the IW and the corresponding report represent a weakness in the project monitoring cycle.
- **GCF Annual Project Reports (APRs, due 1 March each year):** These annual reporting requirements are submitted by the Project Manager but with inputs from the UNDP CO and the UNDP-GEF Regional Technical Advisor, to the PB. This APRs include reporting of environmental and social risks and related management plans, gender, co-financing and financial commitments, among other issues. The Project has submitted 2 APRs: 2018, 2019, and 2020.
- **Lessons learned, and knowledge generation:** Results from the project are to be disseminated within and beyond the project intervention area through existing information-sharing networks and forums. The project is to identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. However, the TE noted that the work on this M&E tool was limited to documenting lessons learned in the project’s annual report.
- **Final Independent Evaluation (FIE) and final evaluation (FE) reports:** The FE evaluation (Terminal Evaluation (TE)) is underway (this report) and follows UNDP and GCF evaluation guidelines.
- **Final report:** Final report along with the FE report will serve as the final project report package. These should be submitted to the PB during the project terminal review meeting, that is planned to take place during the first half of January 2021, to discuss the lesson learned, opportunities for scaling up, and the recommendations made in the FE and associated management response.
- **Project Board Meetings (PB/PSC):** The PB/PSC holds project reviews to assess the performance of the project and appraise the AWP for the following year. During the IW, it was agreed to make the following changes to the project board:

²⁴ UNDP ProDoc. Section VIII. Monitoring and Evaluation Plan. Pages 34-38.

²⁵ Project Inception Workshop Report. Page 4.

- The project steering committee to be detached from the Board functions.
 - the existing Board for energy and Environment projects that comprise of the MFDP to be considered as the project board
 - recommending that the ministry of Gender, Children & Social Protection (MGCSP) be included in the list of advisory due to its relevance to the project
 - a stakeholder engagement plan for the project should be developed as required by the project document and used as a basis for continuous engagement with the partners and stakeholders.
 - the Focal Points designated by the ministries and agencies by their relevant authorities will represent those ministries and agencies on the different project structures for all NAPs project activities until their designation is rescinded.
 - The PMU was advised to direct all future invitations/communications to the relevant heads of the ministries and agencies and provide a copy of the invitations/communication to the focal point to generate timely response and participation
- **UNDP:** UNDP Regional Office visited Liberia to provide the needed technical and quality assurance support to the project as per the UNDP programme management standards.
 - **GCF missions:** A GCF board meeting was organized in Liberia in February 2020. During that period, GCF delegates had the chance to discuss the project's status with the project team.
 - **Quarterly Progress Reports (QPRs)** were planned to monitor the progress and record it in the UNDP Enhanced Results Based Management Platform. The Project followed the readiness template for progress reporting. Only three progress reports were shared with the TE team and reviewed by the evaluator 1st and 2nd quarter 2019, 2nd quarter 2020. The absence of this monitoring tool represents a weakness in the M&E cycle.

The project has also hired national and international M&E consultants to provide support. Overall, the TE team noticed that the monitoring framework in place is workable and the project implementation team has been able to use this framework to annually report progress made by the project. Yet, not adequate to assess the performance of the project at the mid-term point.

Based on the above, the evaluators adjudge that the project level monitoring needed more attention to enhancing particularly in the area of i) the quarterly and annual monitoring of risks and issues that hinder the project implementation, and ii) the annual targets for individual outputs and activities of the project to improve effectiveness and efficiency of the project implementation.

Based on the above, the TE team believes that the project level monitoring component rating is **Moderately Satisfactory (MS)**.

Based on the above, the M&E at design and implementation is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

4.9 UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues

UNDP and EPA exercised quality management actions to ensure achievement of project outcomes and objectives promptly. UNDP as the Project Assurance provided support to the PB and carried out objective and independent project oversight and monitoring functions. The key features of UNDP implementation were as follows:

- UNDP followed up on the project's activities and carried out needed monitoring activities, reviewed project budgets and work plans and provided advice. They also provided financial resources following UNDP/GCF guidelines, as well as supporting the project, as requested, in recruiting national and international consultants and facilitating procurement. Furthermore, UNDP provided necessary and timely guidance for AWP's development.

- UNDP worked collaboratively with EPA and other key stakeholders and exercised prudent guidance and support. Working together with UNDP, EPA undertook adaptive management measures like the hiring of consultants to cover the M&E activities as a key for the successful implementation of the project's activities.
- UNDP CO and regional office visited the project locations and provided the needed political support to ensure effective coordination between different stakeholders in place.

Despite delay during the inception phase and in the operational completion of the project, for all their individual and collective efforts and strong support exercised throughout project implementation to successfully achieve the project results and ensure sustainability, the evaluator rates the IA and EA coordination and cooperation as **Satisfactory (S)**.

Based on the above, the rating is:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.10 Project Results

4.10.1 Progress towards objective and expected outcomes (*)

According to the UNDP/GEF TE guidelines, the achievements of expected results were evaluated in terms of attainment of the overall objective as well as identified outcomes and outputs. For this the performance by components is analyzed by looking at:

- general progress towards the established baseline level of the indicators,
- actual values of indicators by the end of the Project vs. designed ones, and
- evidence of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.

The information presented in this section has been sourced from the NAP Readiness Progress Reports, work plan annual report, M&E plan, and review of the Project's technical reports supplemented with information collected during the TE, virtual and in-person interviews as well as from the sites visits to project pilot sites.

A detailed assessment at the output level is presented below **Table 5**.

Overall results of the Project are rated as

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

The key used for indicator assessment (Color Coding):

Green = completed, the indicator shows achievement
Yellow = On target to be achieved by the end of the project
Red = Not on target to be achieved by project closure

Table 5. Matrix for Rating the Achievement of Outputs²⁶

PROGRESS UPDATE ON PROJECT/PROGRAMME LEVEL INDICATORS OF THE LOGICAL FRAMEWORK						Rating ²⁷	Justification for Rating
Project/Programme indicators	Baseline	Current value	Target (mid-term)	End-of-project targets	End-of-project assessment		
Outcome 1: Liberia has enhanced institutional frameworks and coordination capacity to advance medium to long-term adaptation planning processes in the context of their national development strategy and budgets (led by UNDP).							
Targeted sectoral policies in the country evaluated and integrated with adaptation measures	There is currently no climate change strategy or action plan for the two priority sectors of agriculture and coastal management		N/A	Two sectors-based climate change adaptation strategies and action plan produced under the leadership of the NCCS in the sectors of agriculture and coastal management	Climate change adaptation strategies and action plans produced for the sectors of agriculture, forestry, fisheries and coastal A national climate change adaptation strategy and action plan produced and formally launched	HS	The sectors-based CA strategies and action plans are produced for 4 sectors instead of only 2.
Adaptation measures presented in a climate change strategy and action plan to be developed under the leadership of the NCCS.	There is no national climate change strategy and action plan for adaptation. This manifests in low capacity for NCCS to effectively coordinate institutions, especially at the sector level		N/A	A national climate change adaptation strategy and action plan produced under the leadership of the NCCS	Strengthen the capacity of the EPA/NCCCS for monitoring activities implemented under the NAP Process through the ERP system. Support to the EPA/NCCS for financial management and operational capacity. This is intended to improve the capacity of the EPA to carry on budgeting, accounting, governance, funds flow, financial reporting, internal control systems and auditing of all funds that the EPA will be accessed not only from the national budgetary allocation but also external sources	S	The target has been achieved.
Outcome 2: The knowledge base for scaling up adaptation is expanded in Liberia							
Cross-sectoral web-based climate data and information knowledge-sharing platform created.	There is currently no finalized knowledge-sharing platform for climate information in Liberia.		N/A	One web-based knowledge-sharing platform produced under the leadership of the NCCS and accessible to all Government agencies	The project conducted a gap analysis and developed a climate change knowledge management platform working along with relevant IT staff and an international consulting firm. Through this platform, the Liberian government aims at facilitating the expansion of knowledge and the building of capacities. The platform currently hosts training programs intended to a broad audience (practitioners,	S	The target has been achieved.

²⁶ Text in this table was mainly provided by the Project team, APR 2020.

²⁷ The 6-point Progress Towards Results Rating Scale is used: HS, S, MS, MU, U, HU

					students, policymakers and advocates), while also serving as a repository of climate change-related data and information (http://ccksp.gnf.tf)-: One web-based knowledge-sharing platform developed with training provided for government staff, At least 6 training sessions conducted for staff of the following sectors-waste management, forestry, energy, health, agriculture and coastal management		
Detailed sectoral risk assessments completed.	Government staff don't have access to detailed risk assessments in energy, waste management, forestry and health sectors		N/A	Four detailed risk assessments completed for the priority sectors of energy, waste management, forestry and health.	Conducted climate vulnerability and risks assessment for the following sectors: coastal, agriculture, forestry, fisheries, energy, health (ongoing) awareness-raising with relevant stakeholders.	S	The target has been achieved.
Enhanced capacity of targeted institutions to use climate data, information and knowledge sharing platforms					The project developed a disaster database at NDMA for housing disaster-related information. The system was set up through intensive consultations with NDMA team of experts, in-depth review of the Disaster Risk Management Policy, as well as multi-stakeholder consultations.	S	The target has been achieved.
Outcome 3: The strengthened capacity for mainstreaming CCA into planning, and budgeting processes and systems							
Sectoral adaptation capacity building program delivered on planning and budgeting	No government ministries have received formal technical guidance on how to mainstream adaptation into sectoral budgets and plans				Technical guidelines have been developed for the personnel of the Ministry of Finance & Development Planning (MFDP) and other relevant Ministries, to mainstream climate change into budgeting and planning processes. Personnel of the MFDP and other sectoral entities have participated in training on the use of the guidelines (https://frontpageafricaonline.com/county-news/epa-undp-want-govt-allot-money-in-budget-for-climate-change-activities/?fbclid=IwAR2RMMn_13GR-MC69IUxDYKs9Z4PhB39ZhCxurFyqjIGKFTHoH_AbtzPcP8)	S	The target has been achieved.

Technical mainstreaming guidance documents created;					<p>(i) Capacity assessment conducted and 3-year climate change capacity development plan developed for EPA and key sectoral agencies; (ii) The University of Liberia has enrolled its first batch of students into the graduate program titled "School of Environmental Studies and Climate Change, (SESCC)" which began operations in October 2019. The program was developed in partnership with the Environmental Protection Agency and the United Nations Development Programme with support from the National Adaptation Plans (NAP) project funded by the Green Climate Fund (GCF). The project provided a set of CCA textbooks to the school and facilitated the partnership between University of Liberia (UL) and the least developed countries universities consortium on climate change to promote the capacity to address climate change through research, knowledge sharing and education.</p> <p>C:\Users\TUMBEY\Documents\UNDP-NAP\NAP 2019\UL Support\LUCCC_launch at UL.pdf</p> <p>https://www.lr.undp.org/content/Liberia/en/home/presscenter/articles/2019/university-of-liberia-launches-new-two-degree-granting-level-pro.html; 11 government staff complete international training in climate change adaptation in Israel, knowledge sharing south-south exchange tour completed for policymakers</p>		The target has been achieved.
National monitoring system reviewed and updated to integrate adaptation					<p>i) A detailed design for tracking climate finance developed and reviewed by stakeholders</p> <p>(ii) An IT firm hired to support the development of the climate finance tracking system; (iii) Training conducted on climate-proofing tool for EPA team and other stakeholders.</p> <p>http://newrepublicliberia.com/epas-esia-team-undergoes-climate-proof-investment-training/?fbclid=IwAR1XhjFzqOR1o8m4aPECHtCokU4tHo2yn8bBr05uVLgQVq4dQs5VIVj0ok</p> <p>National monitoring system assessed</p>	S	The target has been achieved.

Outcome 4: Mechanisms support scaling up of prioritized adaptation investments and addressing of financial gaps							
New costal investment plan developed	<i>No full sectoral-level investment plans for adaptation have been created by ministries to date</i>		N/A		<i>Adaptation options for agriculture, forestry, coastal, waste, energy and fisheries developed and validated</i>	S	<i>The target has been achieved.</i>
Policy analysis conducted for (at least four types of) financing options	<i>Detailed Liberia-specific policy analysis identifying tangible investment and finance opportunities from domestic, international, private and public sources of finance has not been carried out.</i>		N/A		<i>Two new comprehensive advisory products developed based on the need identified from the analysis</i>	S	<i>The target has been achieved.</i>
Private sector lessons-sharing programme launched to engage private sector institutions in the country's climate response.	<i>Awareness exists of the need to mobilize private sector investment but the private sector has barely engaged with government on adaptation</i>		N/A		<i>The project has developed the required knowledge products (..\..\docs for printing 2020\Final Report - Information notes to support the private sector in integrating climate change adaptation in investment planning in Liberia.docx,\docs for printing 2020\Final Report - Private sector engagement and innovation promotion in integrating climate change adaptation in business investments in Liberia.docx;\docs for printing 2020\Final Report - Financing options and potential financial instruments for climate change adaptation in Liberia.docx for the private sector and facilitated the creation of Liberia Private Sector Climate Action Alliance, which is a platform for engagement including in the NDC review process: https://www.adaptation-undp.org/liberia-epa-partners-organize-private-sector-dialogue-revision-liberia%E2%80%99s-nationally-determined</i>	S	<i>The target has been achieved.</i>

4.11 Relevance (*)

Reviewed evidence and stakeholders interviewed confirmed that the project is highly relevant to the government and addressed a highly important topic. The stakeholders interviewed during the TE expressed the added value of the project and emphasized that it is crucial to have a second phase to follow up and implement the plans. The elements of strategic relevance are:

alignment to the UNDP Strategic Plan Outputs

The project contributes to UNDP Strategic Plan Primary Outcome:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

The Project contributes to UNDP Strategic Plan **Output 1.4:** Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented.

alignment to UNDAF Country Programme Outcome

The Project was designed to contribute to the UNDAF CP Outcome as follows:

Outcome 2.1: Food security and Natural resources: Improved food security and sustainable natural resource utilization.

Output 2.1.4: Utilization of Natural Resources (land, water, and forest) improved.

relevance to the GCF Readiness Programmes

The GCF has made a strong commitment to addressing climate change through financial support to the recipient government. Liberia has received other readiness and preparatory support related to the GEF. The GCF supported Liberia to strengthen the NDA's capacity to effectively discharge GCF-related activities as well as developing a country programme coherently through a multi-stakeholder process that builds on existing relevant initiatives.

relevance to national environmental policies, plans and priorities

The project is fully relevant to Liberia. It contributes to Liberia's National Adaptation Programme of Action (NAPA), the REDD+, the National Disaster Relief Plan, the National Climate Framework, the Intended Nationally Determined Contributions (2015), and support Liberia to achieve Sustainable Development Goals (SDGs), and the Paris Agreement (2015).

complementarity with existing interventions

The project was designed to build on and complement several initiatives including:

- The Climate Change Adaptation Agriculture Project (2012).
- "Enhancing Resilience of Vulnerable Coastal Areas to Climate Change Risks in Liberia".
- The Climate Information for Resilient Development/Early Warning System Project (CIRDev/EWS).
- The Strengthening Liberia's Capability to Provide Climate Information and Services to Enhance Climate Resilient Development and Adaptation to Climate Change.

Based on the above, project relevance is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.12 Effectiveness and Efficiency (*)

Effectiveness.

The Project has been very effective in achieving its specific objectives to supports the Government of Liberia to advance its National Adaptation Plans process in climate-sensitive sectors.

The effectiveness of the project strategy is evidenced by:

- The level of satisfaction with the Project progress expressed by all stakeholders during the TE is high. Stakeholders reported that the level of effectiveness of this Project is very high in comparison to other projects they been involved with.
- Despite the delay the project encountered at the inception phase, the project team with the support of the Government and UNDP CO were able to advance the work and provided the needed technical support.

Considering the above-mentioned facts, Effectiveness was rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Efficiency

The rating for project efficiency is **Satisfactory (S)**. The Project has been able to implement planned activities within three years of implementation with the GCF resource allocated. Overall, it appears the project has been efficient for the following reasons:

- Involvement of relevant government agencies through the utilization of the pre-existed coordination mechanisms (Committees) as the Project steering committee/Project Board.
- The diversity of the activities in different locations ensured the efficient use of the project resources. Although there was no in-kind co-financing committed for this project, the involvement of the project's stakeholders and government officers at local levels contributed positively to the project's success.

Yet, according to some stakeholders, there were occasions where the project suffered from the long delay in recruiting consultants/experts due to the need to comply with the UNDP rules and regulations. However, the project was able to proceed and achieve all-end-of the project targets.

Overall, it emerges that the Project has been **Satisfactory** when it comes to efficiency.

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.13 Country ownership

The project is a key intervention as highlighted in the National Climate Change Policy. Liberia is a signatory to several multilateral agreements covering environment, including the three major Rio1992 agreements of Conventions on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC), and the convention on Combating Desertification (UNCCD). It is also a signatory to the Hyogo Framework for action.

The project is very relevant to Liberia and shows the Government's high commitment to the adoption and implementation of climate change adaptation options as well as managing climate-related disasters. The Project is aligned with the following national plans, policies, and strategies:

- Liberia's National Adaptation Programme of Action (NAPPA).
- the REDD+ programme,
- the National Disaster Relief Plan,
- the National Climate Framework,
- the Intended Nationally Determined Contributions (2015), and
- support Liberia to achieve Sustainable Development Goals (SDGs).

The GoL was heavily involved in the development of the project proposal. A series of consultations were organized at different levels; national, districts and community levels. Consultations also included government ministries and departments, civil society, private sector, NGOs, and development partners.

The project is viewed by most of the government officers, except in a few cases, as a very important initiative that has been implemented very effectively and efficiently as it followed the DIM modality. Yet, many officials also commented on the fact that the project should have

followed a NIM modality to build national capacity to manage such important initiatives and not to keep relying on international organizations in designing and implementation nationally owned projects. Also, many of the interviewed stakeholders noted that the Project team needed to pay more attention to ensure the engagement of all stakeholders in the right way in the project's planning.

4.14 Social and Environmental Standards and Progress Concerning the Gender Action Plan

The project activities are well thought out, and these will contribute to the overall environmental enhancement in Liberia. A *"Gender and social impact of climate change in Liberia"* study was conducted by the project and has shown that adaptive measures may exacerbate inequalities or create new inequalities. It highlighted the fact that a successful adaptation procedure should fulfil the needs of both men and women. Opportunities for adaptation if any should build the capacities of men and women equally in decision-making and implementation, no one in the community should be left behind.

The project through its gender-related activities achieved the following:

- fostered women participation in the adaptation debate in identifying effects impacts defining some priorities and giving some ideas on the types of interventions that would like to see happening that is needed.
- ensured that women needs are heard and that no one is left behind and has collected factors that cause women and men vulnerable to climate change.
- ensured that national climate change policies, decision-making and initiatives will be aligned to the global national and regional concerns and advancement, as well as being gender-responsive at the local level.
- Integrated gender in NAP programming.

It was observed by the TE team that the project has a positive effect on social and environmental aspects and has contributed considerably to the mainstreaming of gender issues in climate change adaptation at the national level. For example, the pilot project in Latia Town²⁸, Cape Mount Country was able to make an impact on local communities' lives including women and men. 7 women and 17 men with 5 youths were engaged in project implementation. Men were responsible for the clearing and planting and the women were involved in planting and maintenance of the crops up to and including maturity. Similarly, in Buchanan City²⁹, Grand Bassa Country, 25 women and 25 men with 10 youths (5 females & 5 Males) were engaged in project implementation.

In Marshall City, Margibi Country³⁰, the focus was on agriculture and planning, where 10 women and 10 men with 20 youths both (10 male & 10 females) were engaged in the project implementation initially. Men were responsible for the Clearing and planting and the women were involved in planting and maintenance of the crops.

4.15 Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood.

This section discusses how sustainable project achievements should be over the long-term. It includes a review of the management of specific risks such as financial risk, socio-economic risks, institutional framework and governance risks, and environmental risks. The Project team confirmed that an exit strategy and a sustainability plan are being developed and will be shared

²⁸ Prior to NAP's intervention, the LATIA Community experienced overflow, heavy rise in Sea and water levels that affected and destroyed infrastructure, agricultural-livestock, farming, health, etc. In order to mitigate the flood, 100 coconuts trees were planted by the NAP project which has curtailed the flooding completely.

²⁹ Grand Bassa County is one of the most vulnerable coastal areas in Liberia. Currently, this County is experiencing serious coastal erosion despite the NAP's intervention. They are experiencing heavy sea level rise that has affected and destroyed infrastructure, agricultural –livestock, farming, health, etc. In order to mitigate the flood, 100 coconuts trees were planted but has not curtailed the flooding due to mismanagement and /or insecurity issues leading to thief of some of the trees planted to stop the erosion.

³⁰ Marshall City, Margibi County is a vulnerable coastal area where all Liberia's Maritime's Headquarters are located, and engagement are done. Over the years, this County has experienced serious coastal flooding and erosion prior to the NAP's intervention. They have experienced heavy sea level rise that has affected and destroyed infrastructure, agricultural –livestock, farming, health, road network, etc. In order to mitigate the flood, thunderstorm, erosion, etc., 150 coconuts trees were planted

with the team and the national stakeholders during the project final review meeting. Yet, the TE team did not get access to review the drafts and hence, in no position to assess.

Financial Risks to Sustainability

The project was fully dependent on the financial support of the GCF. The Government and the UNDP CO did not provide any co-financing.

For such a technical project when reviewing the sustainability of project achievements, financial risk is an area where some questions related to the long-term sustainability of project achievements need some attention.

So far, the government is committed to the project objective and has the "instruments" (institutional and legal frameworks) to carry out its programme to implement the developed climate change adaptation initiatives in Liberia. The project helped the government in this regard by developing a financial landscape to be used by the government; a directory of climate finances resources for Liberia: Building the capacity of EPA to mobilize climate finance. Also, the project supported the Government by designing a monitoring system for tracking climate finance in Liberia, and a capacity building training plan for national M&E experts and project team on the use of the platform.

The project ensured that the government will support the project's achievements with the necessary financial resources from the national budget and possibly from other funding sources.

Based on the above discussion, the financial risks are evident, and sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
	ML		

Socio-economic Risks to Sustainability

The project is highly relevant to the needs of the local communities, as these are suffering from the capital and human loss due to climate shocks repeatedly. Thus, there are no envisaged socio-economic risks that might affect the sustainability of the project's outcomes. The TE team does not see any socio-economic risk to sustainability. At the country, through the community empowerment and engagement in the replanting of additional trees. The existence of coordination and social cohesion of women and youth groups leading to the promotion of economic and alternative sustainable livelihood (farming, farina, peanuts production) now and after the project lifespan. Income generated from economic activities are used to pay their children school fees and families are sustained.

The project has also enhanced the resilience of the community from the vulnerability of sea and river level rise, flooding and erosion of major areas resulting in their homes, agriculture, etc. being prevented from destruction. Both women and men are now engaged in fishing and other agricultural activities. Currently, they no longer experience any kind of flooding or sea erosion and the community is economically empowered because of the project implementation.

Based on the above-mentioned Socio-economic Risk, risks are negligible and thus the sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
L			

Institutional Framework and Governance Risks to Sustainability

The project has implemented a comprehensive capacity development programme and produced the necessary knowledge products to ensure awareness and knowledge are enhanced and distributed at the national and local level. During the project final workshop, the project has presented the exit strategy and the sustainable plan. It is essential that the government plan to build on the work that has been done and follow up closely on the project sustainability plan and exit strategy.

The issues of institutional sustainability were considered as only moderately likely as the risks are lowered.

The Institutional framework and governance risks are medium, and sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
L			

Environmental Risks to Sustainability

All the project interventions indicated that the activities enhanced the environment. The TE team sees no environmental risk to sustainability.

The Environmental risks are negligible, and the sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Based on the assessment of the categories above, and the presence of medium risks, the overall sustainability rating is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

4.16 GCF Additionality

Paradigm Shift Potential

The project was designed to ensure a paradigm shift and can catalyze long-term impact beyond the project's investment. This is ensured through identifying existing institutional capacity gaps, developing a targeted approach to improve knowledge and skills where they are needed more, and developing a platform to share knowledge and experience between key stakeholders (ministries, research institutes, private sectors, etc.) to augment and coordinate governmental response to climate change.

At the time of the TE, the project was on track to contribute towards this paradigm shift. It introduced a paradigm shift in reducing vulnerability to climate change and to facilitate the integration of climate change adaptation into national development planning processes, by enabling Liberia to develop the knowledge base and capacity required.

Innovativeness in Results Areas

The project promoted innovative ways to supplement international funding with new and innovative ways to self-finance climate change adaptation activities, by the local communities, line sectors, the private sector, and the GOL.

Unexpected Results, Both Positive and Negative

The project technical and progress reports and the meetings with different stakeholders did not reveal any unexpected results, neither positive nor negative.

Replication and Scalability

The project focused on vertical and horizontal scale-up of activities to achieve innovative results in line sectors. Horizontally, a greater number of vulnerable communities, sectors and systems benefited from past and on-going CCA actions. Vertical scale up supports policy changes at the local, national, and international levels.

As a result of achieving the project's outcomes, the potential for replication and scalability is very high. The project was able to achieve the following: strong institutions and well-equipped technical staffs, and with CCA mainstreamed into budgeting and planning processes, at all level (sectoral and national) are essential to designing and implementing successfully a national adaptation strategy. Given the scope of the adaptation needs in Liberia, the GoL explored alternative investment opportunities and defined scale-up adaptation strategies.

Extension of NAP project to other communities in project areas. Continuous Community collaboration and cooperation will need to be fostered to ensure that gains made on achieving the project results remains and the community's adaption to climate change is enhanced.

5 Main findings, conclusions, recommendations, and lessons learned

Based on project documentation reviews and the feedback gathered from the stakeholders, the project made the expected progress and was perceived as a very important and instrumental initiative by the government offices. Even though the project faced some delays during the first few months, the project team was able to implement the project's activities, achieve considerable results by the end of the project implementation, and achieve end-of-the project targets.

Major challenges facing Liberia in terms of environment and climate change include the lack of expertise and the absence of mentorship and training programmes necessary to engage in climate change-related activities. This, according to the Executive Director at EPA, is a sector-wide issue. Additionally, the absence of a repository for climate change data in most government agencies poses significant challenges for research. To help solve these issues the project has been able to train a gender-balanced group of staff from key government entities and academia in vulnerability and risk assessments, multi-criteria analysis, climate-resilient agriculture, climate change adaptation, coastal and flood engineering, and disaster risk management. This has enabled NAP project to form a multi-disciplinary team of national experts who can support research and planning for NAP processes sustainably. "Additionally, the Project is developing a knowledge management platform, synchronized with existing climate information platforms locally and internationally, to make climate data and related information accessible across all sectors."

The project success has been very much dependent on close consultation and coordination, and hard work from the project team, beneficiary communities, executing, and implementing partners and the UNDP CO. The project reports and meetings with key stakeholders indicated that the project was able to achieve the project's objective and outcome but with a considerable delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the project launching phase, the overall rating on the achievement of results is **Satisfactory**.

The project was very much acknowledged by the GoL and very relevant to UNDP, GCF, and the Government's plans. With the confirmed interest and support provided by the UNDP and the GOL risks reduced and prospects for sustainability possible, the overall sustainability is considered **moderately likely**.

5.1 Corrective Actions for Design, Implementation, Monitoring, and Evaluation of Project

The project design was relevant to the priorities identified in Liberia's Climate Change Plans and Strategies as well as other national development priorities and continues to be of relevance to the current national development strategy. Adaptive management measures were taken during project implementation to avoid further delays in project implementation.

For Design

Corrective Action 1: Management arrangement should be intensively discussed intensively and openly and agreed upon by all stakeholders. The hosting of the project within UNDP CO has many positive impacts, but several government officials indicated the need to build the Government's capacity in managing such complex and internally funded project, and thus, the need to follow the NIM modality instead of DIM.

For Implementation

Corrective Action 2: Project's monitoring and evaluation is a critical tool to ensure the effective and efficient implementation of the project activities. Inception phase and workshop are key monitoring tools which should be utilized to update the project context (baseline, indicators and targets, if needed), confirm the implementation modality, discuss the detailed first annual work plan and agree on the budget.

For Monitoring and Evaluation

Correction Action 4: Project monitoring and evaluation tools are critical to ensure smooth implementation of the project. Project reports preparation should be taken into seriously as

tools to closely monitor and measure project progress. Ideally, they should include all qualitative and quantitative analysis and provide essential information. An exit strategy and sustainability plan are also critical tools that need to be prepared in advance, before project closure, and should be disused, approved and put into operation to ensure the sustainability of the project outcome.

5.2 Actions to Follow Up or Reinforce the Initial Benefits of Project

TE is focusing to a large extent on the areas of the project that have not performed as well as was anticipated in the project's design. The TE wishes that this does not detract from the successes of the project and the hard work and commitment of all those who have been involved in it. The TE would like to make the following recommendation to ensure there is a clear set of actions to follow up or reinforce the initial benefits of the project:

- **Recommendation 1:** Strengthen the financing mechanism to meet the many needs and expectation of stakeholders. Allocating financial resources from the government, e.g. through dedicating a budget line for financing climate adaptation initiatives, and efforts to promote learning and enhancing knowledge sharing to enhance resilience is required. An urgent and clear plan of action needs to be developed to ensure the mobilization of needed resources to implement climate change adaptation initiatives as per the work done by the project. This can also be done by mainstreaming climate change into the budgeting process of all GOL institutions and engage in more investment planning and continuously use the same for scaling up purpose (**EPA, GoL, UNDP**).
- **Recommendation 2:** Extension of the knowledge base for scaling up adaptation interventions into development processes especially, planning, web-based, climate data information activities. The project has managed to produce a set of valuable training materials, public awareness products, technical reports and assessments that contain a lot of important information for local beneficiaries. It is recommended to develop a dissemination plan for these tools to ensure that future initiatives build on the project activities and results and incorporate the project's products in its work (**UNDP, EPA**).
- **Recommendation 3:** Continuous Capacity building overtime to sustain and retain existing gains already made by NAP. (**GOL**).
- **Recommendation 4:** EPA to encourage and attract active participation of the private sector to enhance national and local climate resilience and adaptation; offset financing gap for future cost-intensive investment planning, and expand project implementation via scaling up incorporating sustainable livelihood component. Through private-public-partnership, dedicate a certain percentage of the Corporate Social Responsibility (CSR) fund to finance better environment/climate change adaptation measures and tools through effective communication.
- **Recommendation 5:** Extension of the project (NAP 2) implementation in Liberia. UNDP and EPA to mobilize additional resources to maintain gains already made within the next year. (**UNDP, EPA**)
- **Recommendation 6:** Engage in robust public awareness on climate change using digital climate change knowledge sharing platform by which climate change will relate to daily activities (**EPA**).
- **Recommendation 7:** Engage the Federation of Liberian Youth leadership; incorporate CCA planning and investment into youth activities by providing funds for CCA youth initiatives, and mainstream climate change in planning and budgeting processes, create a budget line to accommodate youths' CCA development (**GLO**).
- **Recommendation 8:** Establish a private sector alliance and bring reliable actors together; Provide enabling environment by strengthening the capacity of the private sector to promote CCA and strengthen its resilience. A new phase of the Project must focus on and incorporate climate investment tool in its design. It also needs to define more capacity

gaps and increase private sector involvement; harness climate financing advisory products and develop new project proposals. **(GLO, EPA).**

- **Recommendation 9:** Create a data base of all EPA and UL experts; create strategic core and develop synergies among these key players; access climate change data and assist the graduate program with their research work. Financing compensation and remuneration package for UL graduate school staff and professors **(GOL, UNDP).**
- **Recommendation 10:** To ensure the sustainability of future initiatives, EPA must establish of a project management unit responsible to develop projects' funding proposals and to ensure compliance strengthening; monitoring and evaluation of all environmental and CCA projects; mobilize resources and considered adding an "inclusive finance" component into NAP2 to empower communities and promote sustainable livelihood. **(EPA, GLO, UNDP).**

5.3 Proposal for Future Directions Underlining Main Objectives

Development of concept notes and funding proposals promptly intended to generate funding for building resilience to CC adaptation activities across the critical sectors, based on adaptation strategies and action plans identified during the project implementation.

5.4 Lessons learned

- **Lesson Learned 1:** Liberia's NAP Project has become and serves as a model of excellence for other countries to build on. The multidisciplinary integrated assessment team is useful for supporting the process.
- **Lesson Learned 2:** High-level political will is critical for driving climate action. The need to identify NAP focal points and champions at sectorial entities to support the NAP process and enhance coordination.
- **Lesson Learned 3:** Broad stakeholders' engagement with a robust coordination and communication mechanism is important for successful implementation. It was observed and shared by different stakeholders that the NAP project experienced misunderstanding among leadership and targeted community dwellers regarding their various roles in the project. They lack full understanding and ownership at the inception of the intervention, but this has improved immensely. The project also faced serious security issues; project areas were infested with criminals from the capital city of Monrovia. Also, the community dwellers were not fully involved in the project implementation as such, the project experienced scarce voluntary efforts from community members who refused to participate and/or work on the project due to lack of funding for workmanship and to facilitate security process. Only a few members offered voluntary services to secure the coconuts planted while some were stolen. In several locations, the satisfaction of the local communities with the project's M&E was not high.
- **Lesson Learned 4:** Need to enlist the involvement and contribution of the private sector and academia in CCA for scaling up adaptation and knowledge management.
- **Lesson Learned 5:** NAP is a useful tool for supporting the attainment of NDC and SDG targets at the national and local level.
- **Lesson Learned 6:** The role of the media in awareness and sensitization is key to the NAP process.
- **Lesson Learned 7:** Consultant Recruitment and/or other procurement processes-EPA and UNDP are to exercise flexibility in the implementation modality that ensures project activities are not hindered. Importantly, they are to ensure that both entities continue to demonstrate cooperation and understanding that can allow for the harmonization of bottlenecks to project implementation.

- **Lessons Learned 8:** Continuous community engagement and communication is essential for NAP project implementation. Community-based adaptation and empowerment have resulted in climate change adaptation and prevention of flooding and erosion. Additionally, adaptation and planning resulting from community engagement, social and economic cohesion is now in effect and guarantees some level of security for the community. As to date, extreme climate events such as floods, river erosion and destruction of homes and thunderstorms no longer negatively affect their social systems and practices.
- **Lessons Learned 9:** Recruitment of M&E Officer for NAP 2 is crucial for its success. Also, extending the NAP project to other communities in project areas that are highly affected by coastal erosion, encouraging and fostering more community collaboration and social cohesion considering the level of coastal erosion currently taking place across Liberia. This will foster and ensure that the communities' adaption to climate change is enhanced.

6. Annexes

6.1 Terminal Evaluation ToR



Empowered lives.
Resilient nations.

Terms of Reference

Final/Terminal Evaluation: LBR National Adaptation Plan

DUTY STATION; Homebased with possible 7 days field Mission

Background

The project document for the UNDP-supported GCF-financed project "To Advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors" was signed on 16 October 2017 by the United Nations Development Programme (UNDP) and the Government of Liberia. The project Inception Meeting kicked off in March 2018 and is currently in its last year of implementation.

The project has suffered additional delay due to COVID-19. Liberia recorded its first COVID-19 patient on 16 March 2020. One week later, the Ministry of Health declared a public health emergency. This was followed by the declaration of a state of emergency beginning April 10 to curb the spread of the coronavirus, including a partial lockdown and restriction on public gathering, travel and curfew across the country. Thus far, the country has recorded as at 30th July 2020, 1,179 confirmed cases, 72 deaths and 664 recovered. On July 23, the government lifted the state of emergency with further enforcement of the Public Health Law, which amongst other things requires the mandatory wearing of masks in public places and social distancing.

The project is being implemented by UNDP in partnership with the Environmental Protection Agency of Liberia. The main objective of the project is to support Liberia to put in place its National Adaptation Planning process which is gender-responsive taking into consideration the needs of both women and men and interests contributing to and building upon existing development planning strategies and processes and to implement relevant, efficient and inclusive priority adaptation actions.

The activities in this project focus on four components:

1. Strengthening institutional frameworks and coordination for implementation of the NAPs process
2. Expansion of the knowledge base for scaling up gender-responsive adaptation processes
3. Building capacity for gender mainstreaming climate change adaptation into planning, and budgeting processes and systems
4. Formulation of financing mechanisms for scaling up adaptation in Liberia.

The direct beneficiaries of the project are the Environment Protection Agency and the National Climate Change Secretariat. Key government partners are Ministry of Finance and Development Planning, Ministry of Agriculture, National Disaster Management Agency, Liberia Maritime Authority, National Fisheries & Aquaculture Authority, Ministry of Mines & Energy, Liberia National Department of Meteorology, Liberia Institute of Statistics and Geo-Information Services and the University of Liberia.

Overall, the project will contribute to the GCF Fund level impact towards output A.5 -- "Strengthened institutional and regulatory systems for climate-responsive planning and development." The expected outputs are derived from the Government of Liberia's NAP formulation and implementation note issued in 2016, following national stakeholder consultations held during the launch of the NAP process in April 2015. A stock-taking exercise was prepared by UNDP in 2015 upon request of the government. The stock-taking exercise

identified six climate-sensitive sectors for Liberia's NAP intervention-agriculture, forestry, energy, waste management, fisheries and transportation.

Evaluation Purpose

UNDP commissions programme evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in UNDP's Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP Liberia, project evaluation is planned to be commissioned during the last year of the project implementation.

The UNDP Office in Liberia is commissioning this independent evaluation on the NAP project to capture evaluative evidence of its relevance, effectiveness, efficiency, sustainability, and incorporation of gender and other cross-cutting issues to assess the achievement of projects results against what was expected to be achieved. The evaluation will ascertain how beneficiaries have benefited from the project interventions and what lessons could be learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming... The evaluation serves an important accountability function, providing national stakeholders and partners in Liberia with an impartial assessment of the results of NAP's intervention.

Evaluation Scope

The evaluation will assess project performance against expectations set out in the project results framework ([\Documents\UNDP-NAP\NAP 2019\TERMINAL EVALUATION\Final TOR-TE\NAP Project Results in Framework.docx](#)). The TE will assess results according to the criteria outlined in the UNDP Evaluation Guidelines³¹.

The evaluation will consider the pertinent outcomes and outputs as stated in the project document focused towards advancing medium to long term planning in climate-sensitive sectors in relations to Country Programme Outcome #3: Inclusive Growth-UNDP will support the Government to meet its obligations under the Paris Agreement by strengthening policy and legislative capacities, building partnerships for climate action, particularly with the private sector, and mobilizing national and global finance. Mainstreaming environmental considerations into national policy and planning to ensure climate justice for women and marginalized groups will remain a priority.

As described in the background, the NAP programme has implemented 4 outcomes. An analysis of achievements across all 4 outcomes is expected:

NAP PROGRAMME OUTCOME 1	Strengthening institutional frameworks and coordination for implementation of the NAPs process
NAP PROGRAMME OUTCOME 2	Expansion of the knowledge base for scaling up adaptation
NAP PROGRAMME OUTCOME 3	Building capacity for mainstreaming CCA into planning, and budgeting processes and systems
NAP PROGRAMME OUTCOME 4	Formulation of mechanisms for scaling up of prioritized adaptation investments and addressing financial gaps

Evaluation Questions

The evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance:

- How well has the programme aligned with government and agency priorities?

³¹ UNDP Evaluation Guidelines: <http://web.undp.org/evaluation/guidance.shtml#handbook>

- To what extent has NAP's selected method of delivery been appropriate to the development context?
- Has NAP programme been influential in influencing national policies on climate change adaptation?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- To what extent was the project in line with the UNDP Strategic Plan, CPD, UNDAF, United Nations Sustainable Development Cooperation Framework (UNSDCF), SDGs, and GCF strategic programming

Effectiveness

- What evidence is there that the programme has contributed to an improvement in a national government capacity, including institutional strengthening?
- Has the NAP programme been effective in helping improve climate change adaptation planning in Liberia?
- To what extent have outcomes been achieved or has progress been made towards their achievement.
- What has been the contribution of partners and other organizations to the outcome, and how effective have the programme partnerships been in contributing to achieving the outcome?
- What were the positive or negative, intended or unintended, changes brought about by NAP's work?
- What contributing factors and impediments enhance or impede NAP performance?
- To what extent did the project contribute to gender equality, the empowerment of women, and/or a human-rights based approach?

Efficiency

- Are NAP's approaches, resources, models, conceptual framework relevant to achieve the planned outcomes?
- To what extent were quality outputs delivered on time?
- Has there been an economical use of financial and human resources and strategic allocation of resources (funds, human resources, time, expertise, etc.)?
- Did the monitoring and evaluation systems that NAP has in place help to ensure that activities and outputs were managed efficiently and effectively?
- Were alternative approaches considered in designing the programme?

Sustainability

- What is the likelihood that the NAP programme interventions are sustainable?
- What mechanisms have been set in place by NAP to support the government of Liberia to sustain improvements made through these interventions?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
- To what extent have partners committed to providing continuing support?
- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
- What opportunities for financial sustainability exist?
- How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?

Impact

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?
- Were there contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.)?
- Were there contributions to changes in socio-economic status (income, health, well-being, etc.)?
- Discuss any unintended impacts of the project (both positive and negative) and assess their overall scope and implications.
- Identify barriers and risks that may prevent further progress towards long-term impact;
- Assess any real change in gender equality, e.g. access to and control of resources, decision-making power, division of labour, etc.

The evaluation must also include an assessment of the extent to which programme design, implementation and monitoring have considered the following cross-cutting issues:

Human rights

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from NAP's interventions?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of the NAP programme?
- To what extent has NAP programme promoted positive changes in gender equality? Were there any unintended effects?
- How did the programme promote gender equality, human rights and human development in the delivery of outputs?

The evaluation team will include a summary of the main findings of the evaluation report. Findings should be presented as statements of fact that are based on analysis of the data.

A section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the evaluation findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GCF, including issues about gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The evaluation report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that apply to other GCF and UNDP interventions. When possible, the evaluation team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

Methodology

The mission anticipates 7 days for a field mission. In the event where field mission is not possible due to COVID, then remote interviews may be conducted through telephone or online (skype, zoom etc.). Under such situation, site visits will be led out by the National Consultants

The evaluation report must provide evidence-based information that is credible, reliable and useful.

The evaluation will be carried out by an external team of independent evaluators and will follow a participatory and consultative approach ensuring close engagement with a wide array of stakeholders and beneficiaries, including national and local government officials and staff, donors, beneficiaries from the interventions, and community members.

Evidence obtained and used to assess the results of NAP's interventions must be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits. In the event where field mission is not possible due to COVID, then remote interviews may be conducted through telephone or online (skype, zoom etc.). Under such situation, site visits will be carried out by the National Consultants. These formalities will be agreed upon during contract discussions and finalized in the inception meeting. The specific design and methodology for the evaluation should emerge from consultations between the evaluation team and the above-mentioned parties regarding what is appropriate and feasible for meeting the evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The evaluation team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs, are incorporated into the evaluation report.

The final methodological approach including interview scheduling, site visits and data to be used in the evaluation must be clearly outlined in the evaluation Inception Report and be fully discussed and agreed between UNDP, stakeholders and the evaluation team.

The final report must describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The following steps in data collection are anticipated:

5.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the project's scope of work. This includes reviewing the project document, different reports, country programme document, the as well as any monitoring and other documents, to be provided by the project and Commissioning Unit.

5.2 Field Data Collection

Following the desk review, the national evaluator will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

Deliverables

The following reports and deliverables are required for the evaluation:

- Inception report
- Draft Evaluation Report
- Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)
- Final Evaluation report

One week after contract signing, the evaluation team will produce an **inception report** clarifying the objectives, methodology and timing of the evaluation... The inception report must include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP Country Office before the national evaluator proceeds with site visits.

The **draft evaluation report** will be shared by the evaluation team to the UNDP Country Office, who will circulate the draft to stakeholders. The evaluation team will present the draft report in a validation workshop that the UNDP country office will organize. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' (Annex Z) indicating whether and how each comment received was addressed in revisions to the **final report**.

The suggested table of contents of the evaluation report is found in ANNEX XXXX

Evaluation Team Composition and Required Competencies

The evaluation will be undertaken by a team of 2 external evaluators, a Team Lead (international consultant) and an Associate Evaluator (national consultant). The Team Lead will oversee the entire evaluation process, ensure its successful execution and be responsible for the final product. As the Team Lead, s/he will manage the national consultant. In addition to his/her direct reporting line to the international consultant, the National Consultant will rely on the project staff and stakeholders to prepare the ground for effective and efficient implementation of the evaluation.

The evaluators cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document) and should not have a conflict of interest with the project's related activities.

Required Competencies and Qualifications of the Team Lead

- Minimum Master's degree in natural resource management/ environmental management/ business/ public administration other related disciplines;
- Minimum 7-10 years of relevant professional experience.
- Knowledge of UNDP and GCF/GCF monitoring and evaluation policies and guidelines
- Strong working knowledge of the UN and more specifically the work of UNDP in support of government;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators;
- Demonstrated understanding of issues related to gender and climate change adaptation
- Excellent reporting and communication skills

The **Team Lead** will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Lead will perform the following tasks:

- Lead and manage the evaluation mission;
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation following the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules'
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP.

Required qualification of the Associate Evaluator

- Liberian citizen or persons with extensive experience working in Liberia during the last 5 years;
- Minimum master's degree in the social sciences;
- Minimum 5 years' experience carrying out development evaluations for government and civil society;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- A deep understanding of the development context in Liberia and preferably an understanding of climate change/natural resource management issues within the Liberia context;
- Strong communication skills;
- Excellent reading and writing skills in English, and preferably also Shona.

The Associate Evaluator will, *inter alia*, perform the following tasks:

- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in evaluating following the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Evaluation Manager;
- Assist the Evaluation Manager to finalize the draft and final evaluation report.

Evaluation of Ethics

The evaluation must be carried out following the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

Implementation Arrangements

The UNDP CO will select the evaluation team through standard UNDP procurement processes and will be responsible for the management of the evaluators. The Head of Unit/Deputy Resident Representative Programme (DRR/P) will designate a focal point for the evaluation that will work with the M&E Specialist and Programme Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). CO Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within the CO and the DRR/P or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the advisory panel for any comment that remains unaddressed. The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

Time-Frame for the Evaluation Process

The evaluation is expected to take 22 working days for each of the two consultants, over six weeks starting 1 September 2020. The final draft evaluation report is due to the 1st of October 2020. The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Workday allocation		Period (days) for task completion
		Team Lead	Associate Evaluator	
Review materials and develop a work plan	Inception report and evaluation matrix	4	3	7
Participate in an Inception Meeting with UNDP Liberia country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	13	16	30
Interview stakeholders				
Conduct field visits				
Analyze data				
Develop draft evaluation and lessons report to Country Office				
Present draft Evaluation Report and lessons at Validation Workshop	Final evaluation report	5	3	7
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	totals	22	22	6 weeks

Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Travel costs and daily allowances will be paid against the invoice, and subject to the UN payment schedules for Liberia. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Inception report	20%
Draft Evaluation Report	40%
Final Evaluation Report + completed Audit Trail	40%

6.2 Terminal Evaluation Work Plan

DELIVERABLES:	
Activity (s)	Description
Phase (1)	
Inception Inception report and evaluation matrix (7) Days	Initial document review, development of methodology and develop a work plan. Participate in an Inception Meeting with UNDP Liberia country office, inception report.
Presentation, data collection	Desk review, surveys, interviews, the presentation including briefing & debriefing. Draft inception report.
Phase (2)	
Draft evaluation report Stakeholder workshop presentation (12 Days)	Interview stakeholders Conduct field visits Data collection, FGD/KII meetings and other forms of evaluation information gathering within communities.
Synthesis	Data entry, analysis, interpretation leads to the development of the provisional report. Present draft Evaluation Report and lessons at Validation Workshop.
Phase 3	
Final Evaluation Report (3) Days	Draft/provisional report is validated with project stakeholders commenting. Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders. Final reporting & dissemination.

6.3 Example Questionnaire used for Data Collection

Many of the below questions were used in the virtual interviews. These questions were used to make sure that all aspects are covered, and the needed information is requested to complete the review exercise and a guide to preparing the semi-structured interviews.

I. Relevance - How does the Project relate to the main objectives of the UNDP/GCF/GOL and the environment and development priorities?

1. Is the Project relevant to the GCF objectives?
2. Is the Project relevant to UNDP objectives?
3. Is the Project relevant to the Country development objectives?
4. Does the Project address the needs of target beneficiaries?
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors?
7. What lessons have been learned and what changes could have been made to the Project to strengthen the alignment between the Project and the Partners' priorities and areas of focus?
8. How could the Project better target and address the priorities and development challenges of targeted beneficiaries?

II. Effectiveness – To what extent are the expected outcomes of the Project being achieved?

1. How is the Project effective in achieving its expected outcomes?
2. How is risk and risk mitigation being managed?

III. Efficiency - How efficiently is the Project implemented?

1. Was the adaptive management used or needed to ensure efficient resource use?
2. Did the Project logical framework and work plan and any changes made to them use as management tools during implementation?
3. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
5. Was Project implementation as cost-effective as originally proposed (planned vs. actual)? Was the leveraging of funds (co-financing) happening as planned? Were financial resources utilized efficiently?
6. Could financial resources have been used more efficiently?
7. Were there institutionalized or informal feedback or dissemination mechanism to ensure that findings, lessons learned and recommendations about Project design and implementation effectiveness were shared among Project stakeholders, UNDP CO and UNDP Regional Hub Staff and other relevant organizations for ongoing Project adjustment and improvement? Did the Project mainstream gender considerations into its implementation?
8. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
9. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
10. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and relevant government entities).
11. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
12. Did the Project consider local capacity in the design and implementation of the Project?

IV. IMPACTS - What are the potential and realized the impacts of activities carried out in the context of the Project?

1. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
2. How is the Project impacting the local environment such as impacts or likely impacts on the local environment; on poverty; and, on other socio-economic issues?

V. Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

1. Are sustainability issues adequately integrated into Project design?
2. Did the Project adequately address financial and economic sustainability issues?
3. Is there evidence that Project partners will continue their activities beyond Project support?
4. Were laws, policies, and frameworks being addressed through the Project, to address the sustainability of key initiatives and reforms?
5. Is the capacity in place at the national and local levels adequate to ensure the sustainability of the results achieved to date?
6. Did the Project contribute to key building blocks for social and political sustainability?
7. Are Project activities and results being replicated elsewhere and/or scaled up?
8. What are the main challenges that may hinder the sustainability of efforts?

6.4 Terminal Evaluation Matrix

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data-collection methods/tools	Indicators/ standard	success	Methods for data analysis
Relevance	How well has the programme aligned with government and agencies priorities?	<ul style="list-style-type: none">To what extent has NAP's selected method of delivery been appropriate to the development context?Has NAP programme been influential in influencing national policies on climate change adaptation?To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?To what extent was the project in line with the UNDP Strategic Plan, CPD, UNDAF, United Nations Sustainable Development Cooperation Framework (UNSDCF), SDGs, and GCF strategic programming	<ul style="list-style-type: none">ProDoc and other related documents, (AWPs, AQR) FDG & KII interviews.Interaction with target beneficiaries.NAP/CCA policy and strategic papers, Reports.Knowledge sharing platform launched.Review and launch of the Climate strategy and policy action plan.KII with government partners, organizations working on the subject (including CSOs). <p>Consultations notes</p>	<p>Project ProDoc and interviews.</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant policy and strategic papers, Reports</p> <p>KII, FDG Questionnaires</p>	<ul style="list-style-type: none">Targeted sectorial policies evaluated with adaptation measures.Adaptation measures presented in CC strategy and action plan to be developed under the leadership of NCC.Inclusion of the government of Liberia in the formulation process.Strategy and national priorities/similarities.Adequacy of the strategy with needs indicators availableLevel of integration of lessons learned on UNDP strengths and weaknesses in its programming process.Extend of CCS involvement in the formulation & coordination process.		<ul style="list-style-type: none">Desk study and interview.Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on Climate change, adaptation, environment, and vulnerable groups.Review of Consultations notes, Focus Group Discussions &

						key Informant Interviews, etc.
Effectiveness	What evidence is there that the programme has contributed to an improvement in a national government capacity, including institutional strengthening?	<ul style="list-style-type: none"> Has the NAP programme been effective in helping improve climate change adaptation planning in Liberia? To what extent have outcomes been achieved or has progress been made towards their achievement. What has been the contribution of partners and other organizations to the outcome, and how effective have the programme partnerships been in contributing to achieving the outcome? What were the positive or negative, intended, or unintended, changes brought about by NAP's work? What contributing factors and impediments enhance or impede NAP performance? 	<ul style="list-style-type: none"> Interviews, documents, reviews and launching of the climate strategy action plan. Interview with GOL institutions & Technicians who will be questioned before and after inception. Interviews on effects and how access to knowledge has changed? Training packages produced and distributed to GOL staff. Surveys targeting GOL staff before and after programme Intervention on CCA data. Survey on GOL staff participating in new capacity building programme; Key lessons and how knowledge have 	<p>Project ProDoc and interviews.</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant policy and strategic papers, Reports</p> <p>KII, FDG Questionnaires</p>	<ul style="list-style-type: none"> Level of Cross sectorial web-based climate data & Information sharing platforms created. Detail sectorial risk assessment completed. Consistency between the different levels of expected results. Extend or level of compiling and Listing of results. Number of mapping achievements against expectations Enhanced capacity of targeted institutions to use data, information & knowledge sharing platforms. Level of sectorial adaptation capacity building programme delivered on planning & budgeting. Existence of National monitoring system reviewed & adopted to integrate adaptation 	<p>Desk review (AWP, results framework, technical and financial reports, MoU, minutes of meetings.</p> <p>Performance and capacity assessments, partnership and communication strategies, reports on other environment programmes)</p> <p>Consultation notes and Key Informant Interviews</p> <p>Focus group discussions with target beneficiaries.</p>

			<i>been applied and shared across ministerial teams;</i>			
Efficiency	Are NAP's approaches, resources, models, conceptual framework relevant to achieve the planned outcomes?	<ul style="list-style-type: none"> To what extent were quality outputs delivered on time? Has there been an economical use of financial and human resources and strategic allocation of resources (funds, human resources, time, expertise, etc.)? Did the monitoring and evaluation systems that NAP has in place help to ensure that activities and outputs were managed efficiently and effectively? Were alternative approaches considered in designing the programme? 	<p>-New adaptation-related indicators included in the national monitoring plan.</p> <p>-Level of information proposing bankable actions for scaling up financing for adaptation investment.</p> <p>-Number of private sector knowledge exchange programmes launched events.</p> <p>-Survey targeted private sector representative before and after project intervention.</p> <p>-Documents on Liberia strategy and policy framework (LCCA, Mitigation, ND Plan, IFCCG, CCIV, CCBF, CCGM, etc...</p>	<p>Desk study and interview</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant policy and strategic papers, Reports</p> <p>KII, FDG Questionnaires</p> <p>A desk study, interview & consultation</p> <p>Consultation -- Field interviews</p>	<p>-Extent of CCA policy analysis conducted with financial options.</p> <p>-New coastal adaptation investment plan developed.</p> <p>-Level of Cost-effectively & efficiently associated with output and outcomes.</p> <p>-Existence of an analysis of various delivery results.</p> <p>-National monitoring system reviewed & adaptation adopted.</p> <p>- Existence of UNDP's DIM framework</p> <p>-Number of staff and RM strategy in place.</p> <p>-Evolution of cost-effectiveness ratio (e.g. Partner & calculable, staff interventions costs).</p> <p>-Gaps between planned timeframe and actual implementation.</p>	<p>Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country)</p> <p>Desk review (technical report, partners reports, capacity assessment)</p> <p>KII</p> <p>Focus group discussion, etc.</p>

				KII, FGD	-Average cost by the beneficiary.	
				KII, FDG Questionnaires	-HR required for the implementation of the different activities	
Sustainability	What is the likelihood that the NAP programme interventions are sustainable?	<ul style="list-style-type: none"> What mechanisms have been set in place by NAP to support the government of Liberia to sustain improvements made through these interventions? To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed, or implemented? To what extent have partners committed to providing continuing support? What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)? What opportunities for financial sustainability exist? How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be 	<p>ProDoc and documents; other related documents, (AWPs, annual quarterly reports) interview & FGD, interaction with target beneficiaries</p> <p>Consultations notes & key Informant Interviews</p>	<p>A desk study, interview & consultation</p> <p>Consultation -- Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>-Extent of Inclusion in the local planning process.</p> <p>-Process used to foster national ownership and capacity development.</p> <p>-Level of enhanced capacity of targeted institutions to use data, information & knowledge sharing platforms.</p> <p>-Level of sectorial adaptation capacity building programme delivered on planning & budgeting.</p> <p>-Existence of National monitoring system reviewed & adopted to integrate adaptation.</p> <p>-Level of information proposing bankable actions for scaling up financing for adaptation investment.</p> <p>-Number of private sector knowledge exchange</p>	<p>Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country), etc.</p> <p>KII Focus Group Discussion</p>

		<i>self-sufficient after the project closure date?</i>			<p><i>programmes launched events.</i></p> <p><i>-Number of surveys targeting private sector representatives before and after project intervention.</i></p> <p><i>-Ability to replicate the practices gained during the interventions.</i></p> <p><i>-Existence of mechanisms to ensure institutionalization, capitalization, and replication of the intervention & results of the project.</i></p> <p><i>-Steps were taken by the project to transfer capacities to MOA, LFA, EPA, MLME, MIA-NDRC, LMA NPA, FDA, UL, LISGIS MFDP, etc.?</i></p> <p><i>- Level of CCS involvement in the formulation & coordination process.</i></p> <p><i>- Action Plan or Exit Strategy.</i></p>	
<i>Impact</i>	<i>What has happened because of the</i>	<ul style="list-style-type: none"> <i>What real difference has the activity made to the beneficiaries?</i> <i>How many people have been affected?</i> 	<i>ProDoc and documents; other related documents, (AWPs, annual</i>	<i>A desk study, interview & consultation</i>	<i>-Ability of beneficiaries to raise their voices regarding the project activities and to</i>	<i>Desk review (AWP, results framework, technical and</i>

	<p><i>programme or project?</i></p> <ul style="list-style-type: none"> ○ <i>Were there contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.)?</i> ○ <i>Were there contributions to changes in socio-economic status (income, health, well-being, etc.)?</i> ○ <i>Discuss any unintended impacts of the project (both positive and negative) and assess their overall scope and implications.</i> ○ <i>Identify barriers and risks that may prevent further progress towards long-term impact.</i> ○ <i>Assess any real change in gender equality, e.g. access to and control of resources, decision-making power, division of labour, etc.</i> 	<p><i>quarterly reports) interview & FGD, interaction with target beneficiaries</i></p> <p><i>Consultations notes & key Informant Interviews</i></p>	<p><i>Consultation -- Field interviews</i></p> <p><i>KII, FGD</i></p> <p><i>KII, FDG Questionnaire</i></p>	<p><i>access the project outputs and basic services.</i></p> <p><i>-Existence of needs assessments.</i></p> <p><i>-Adequacy of the strategy with needs indicators available.</i></p> <p><i>-Extent of the gaps in needs analysis.</i></p> <p><i>-Increased level of vulnerability and risk perception index (disaggregated by gender) in pilot area communities.</i></p> <p><i>- Existence of Economic analysis of the status of Beneficiaries in targeted project areas.</i></p> <p><i>-Level of CCS involvement in the formulation & coordination process</i></p>	<p><i>financial reports, MoU, minutes of meetings.</i></p> <p><i>Performance and capacity assessments, partnership and communication strategies, reports on other environment programmes)</i></p> <p><i>Consultation notes and Key Informant Interviews</i></p> <p><i>Focus group discussions with target beneficiaries.</i></p>
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Gender Equality	To what extent has gender been addressed in the design, implementation and monitoring of the NAP programme?	<ul style="list-style-type: none"> To what extent has NAP programme promoted positive changes in gender equality? Were there any unintended effects? How did the programme promote gender equality, human rights, and human development in the delivery of outputs? 	<p>ProDoc documents; other related documents, (AWPs, annual quarterly reports) interview & FGD, interaction with target beneficiaries/ Women</p> <p>Consultations notes & key Informant Interviews (KII)</p>	<p>A desk study, interview & consultation</p> <p>Consultation -- Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>-Ability of women to raise their voice during the project activities and t access the project outputs and basic services.</p> <p>-Geographical and sectoral coverage of the project.</p> <p>- Specificities of the HR and target beneficiaries of the project and their social capital supported at the local level.</p> <p>-Existence of ethnical/demographic/cultural bias in the project implementation</p> <p>-Data disaggregated by gender.</p> <p>-Number of women participating in the various stages of the program.</p> <p>-Extent of climate risk management capacity index (disaggregated by gender) in Montserrado County.</p>	<p>Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country)</p> <p>KII</p> <p>Focus Group discussion</p>
Human Rights	To what extent have poor, indigenous and tribal peoples, women, and other	<ul style="list-style-type: none"> How did the programme promote human rights and human development in the delivery of outputs? 	Desk review consultation notes	<p>Review of Annual, quarterly report & Consultation Notes</p>	<p>-Data disaggregated by gender.</p> <p>-Number of women participating in the various stages of the programme.</p>	Desk review (minutes of meetings, content training & project

	<i>disadvantaged and marginalized groups benefitted from NAP's interventions?</i>				<i>-Extent of women ability to raise their voices during the project activities and to access the programme outputs and basic services.</i> <i>-Existence of ethnical/demographic/cultural bias in the programme</i>	<i>documents, reports by partners, civil society reports, women groups)</i> <i>KII, Focus Group discussions</i>
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6.5 List of Documents Reviewed

No.	Document Title
1.	Liberia-Briefing Notes On National Adaptation
2.	Climate Hazard Vulnerability & Risk Assessment for The Coastal Zone of Liberia
3.	Government of Liberia Consultative Note on NAP Process
4.	Guidelines for Mainstreaming Climate Change Adaptation into National Budgeting & Planning
5.	Liberia Agenda for Transformation (AFT)
6.	Liberia NAP Country Briefing
7.	Liberia Pro-poor Agenda for Transformation & Development
8.	Liberia Rising 2020
9.	Liberia Readiness Project Report
10.	Liberia NAP Review 2013
11.	Mainstreaming Energy & Environment integrated work plan
12.	NAP/TE-Term of Reference (TOR)
13.	NAP-Project Document (PRODOC)
14.	NAP Annual Project Progress Report 2018-2019
15.	NAP 1 st , 3 rd , -4 th Quarter Combined Delivery Reports 2018-2019
16.	NAP 2 nd , 3 rd , 4 th Quarter Combined Delivery Report - 2020
17.	NAP Project Work plans 2018-2020
18.	NAP Project Integrated Work plan
19.	NAP Board Meeting Minutes 2018, 2019
20.	NAP Log frame 2019
21.	NAP Risk Logs
22.	NAP M & E Work plan 2019
23.	National Disaster Risk Reduction & Resilience Strategy of Liberia (2020-2030)
24.	NAP Liberia Policy 8526
25.	UNDP Country Programme Document (CPD)
26.	Liberia-Briefing Notes on National Adaptation
27.	Concept note and agenda – NAP end of Project meeting
28.	Readiness and preparatory support Interim Progress report 2021
29.	NAP component inception report -final 2018
30.	NAP gender progress report 1
31.	NAP gender progress report 2
32.	Gender integration training workshop phase II
33.	GSIA presentation
34.	Final agenda- GM Tools workshop
35.	Agenda- Gender awareness workshop

36.	Gender and social impact assessment on climate change report 2019
37.	NAP gender tool for M&E and planning staff of Liberian Government Ministries 2018
38.	Final Report- Climate finance
39.	Liberia- Climate Finance Landscape – Scan
40.	Advisory product 2 – climate finance directory
41.	Advisory product 1- Increasing proposal Bankability
42.	CF training materials
43.	Climate finance training participants lists
44.	NAPs performance review report 2019
45.	Design of monitoring system for tracking climate finance in Liberia 2020
46.	Review of existing M&E systems for climate finance to determine capacity and technology needs
47.	Itinerary for M&E consultant visit
48.	Targeted participants for CC finance
49.	October- November 2019 NAP M&E
50.	NAPs M&E work plan 2020
51.	NAPs revised M&E plan 2020
52.	Climate finance tracking and M&E system

6.6 Terminal Evaluation Agenda

International Evaluator and Team Leader: Dr Amal Aldababseh

National Evaluator: Ms. Angelance Browne

Terminal Evaluation for UNDP-supported GCF-Funded Project: Advance the National Adaptation Plans (NAP) process for medium-term investment planning in climate-sensitive sectors

24 November 2020	9 am	Benjamin Karmorh-UNFCCC Focal Person, Chief Technical Advisor EPA Dr. Emmanuel Olatunji-Director, Graduate Program on Environment & Climate Change, University of Liberia.
	11 am	Willabo Johnson-Asst Minister for Planning, Ministry of Mines
	1 pm	Randall Dobayou-Deputy Executive Director, EPA
	2 pm	Jeremiah Soka-Coordinator, National Climate Change Secretariat
25 November 2020	10 am	Patricia Togba-Technical Specialist- Ministry of Gender, Children & Social Protection, Congo Town, Ministerial Complex
	11 am	Francis Mwah-Senior Economist-Ministry of Agriculture-Congo Town, Ministerial Complex
	2 pm	J. Wellington Barchue-Senior Economist/UN Focal Point, Ministry of Finance for Development Planning
26 November 2020	12-1 pm	Henry Williams-Executive Director, National Disaster Management Agency, UN Drive

6.7 List of Persons Interviewed

	Name	Title/ Affiliation
1.	Dorsla Farcarthy	UNDP-Team Leader, Inclusive Finance & Sustainable Development Pillar
2.	Moses Massa	UNDP-Programme Specialist E&E
3.	K. Ignatius Abedu-Bentsi	UNDP - Policy & Strategic Unit
4.	Abraham T. Tumbey, Jr.	UNDP-NAP Prog. Mgr E & E Unit
5.	J. Wellington Barchue	Sr. Economist/UN Focal Point, Min. Finance Development Planning
6.	Henry Williams-Executive	Director, National Disaster Management Agency
7.	Jeremiah Soka-	Coordinator, National Climate Change Secretariat
8.	Dr. Emmanuel Olatunji	Director, Graduate Program on Environment & CC University of Liberia
9.	Benjamin Karmorh	EPA-CTA UNFCCC Focal Person
10.	Salimatu Lamin-Gilayeneh	EPA-E&E Focal Point
11.	Johnson S. Willabo, Jr.	Ministry of Mines & Energy, Asst. Minister, Planning
12.	Randall M. Dobayou II	EPA-Deputy Executive Director
13.	Francis Mwah	Sr. Economist-Min. of Agriculture
14.	Halala Kokolu	Ministry of Agriculture Climate Change Adaptation Focal Point
15.	Patricia Togba	Technical Specialist- Ministry of Gender, Children & Social Protection
16-32	Nagbena Town, Cape Mount County*	Francis Pabai, Town Chief Mondo Kromah Field Supervisor 15 Participants from the community
33-42	LATIA Town, Cape Mount County*	Soko Pusah, Town Chief-Head of Community Project Siaka, Assistant Town Chief, Field Supervisor 8 Participants from the community
43-56	Buchanan City, Grand Bassa County*	James Y. Beyah, City Major Nathaniel Thompson, Field Supervisor 12 Participants from the community
57-99	Marshall City. Margibi County*	Hon. Robert T. Williams, City Major MacArthur G. Davis, City Clerk Morris Houston, Youth Chairman 40 Participants from the community

*Community Meetings

6.8 Terminal Evaluation Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	A significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

6.9 Signed UNEG Code of Conduct form

Evaluators/Consultants:

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 the 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 it and how issues should be reported.
5. They 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 respects the stakeholders' dignity and self-worth.
6. They are responsible for their performance and their 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.

Terminal Evaluation Consultant Agreement Form

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


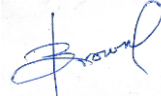
Name of Consultant:

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (Jordan) in December 200
(Liberia) in December 2020

Signature:

6.10 Signed Terminal Evaluation Final Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____

6.11 Annexed in a separate file: Audit Trail from received comments on draft IE report.