

Midterm evaluation of the project “Adapting to climate change-induced coastal risks management in Sierra Leone”.



Final midterm review (MTR) report

Jun 2021

Country: Sierra Leone

Region: West Africa

GEF Agency: United Nations Development Programme (UNDP)

Acknowledgments

The MTR team thanks the UNDP Sierra Leone management, the project staff, the government, and implementing partners' personnel for their instrumental support throughout this evaluation. We also appreciate the information and feedback provided by interviewed project stakeholders, including the officials from the project implementing partners. Most important, we extend our heartfelt thanks to project beneficiaries who have been highly cooperative in their participation in this evaluation despite their busy schedules in the context of the COVID-19 pandemic.

Project Summary

Project title: Adapting to climate change-induced coastal risks management in Sierra Leone		
Country: Sierra Leone	Executing Entity/Implementing Partner: UNDP	Management Arrangements : Direct Implementation Modality
UNDAF Outcome: Outcome 1: By 2018, targeted government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way. Outcome 2: By 2018, targeted communities demonstrate decreased vulnerability and increased resilience to natural and man-made disasters UNSDCF Outcome 1: <i>By 2023, Sierra Leone benefits from a more productive agricultural sector, an improved food and nutrition security, and increased resilience to climate change through commercialised sustainable agriculture, equitable and sustainable use of land and natural resources, and better feeding practices</i>		
UNDP Strategic Plan Output: Output 1.3: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals, and waste. Output 1.4: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented. Output 1.5: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy). Output 2.5: Legal and regulatory frameworks, policies, and institutions enabled to ensure the conservation, sustainable use, access, and benefit-sharing of natural resources, biodiversity, and ecosystems in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: Low		UNDP Gender Marker: GEN2
Atlas Project ID/Award ID number: 00102451		Atlas Output ID/Project ID number: 00104509
UNDP-GEF PIMS ID number: 5178		GEF ID number: 5902
Planned start date: October 2017		Planned end date: October 2022
LPAC date: 18 January 2018		
FINANCING PLAN		
<i>LDCF</i>	\$9,975,000	
UNDP TRAC resources	\$190,000	
Cash co-financing to be administered by UNDP	N/A	
Total budget administered by UNDP	\$10,165,000	
PARALLEL CO-FINANCING (<i>all other co-financing that is not cash co-financing administered by UNDP</i>)		
Government	\$31,610,000	
Total co-financing	\$31,610,000	
Grand total project financing (1) + (2)	\$41,775,000	

MTR Timeframe: February 2021–March 2021

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Acronyms and Abbreviations

CBOs	Community-based organisations
CO	Country office
CSEB	Compressed stabilised earth blocks
CTA	Chief technical advisor
CVA	Coastal vulnerability analysis
CVI	Coastal vulnerability index
DIM	Direct Implementation Modality
DMD	Disaster management department
EbA	Ecosystem-based adaptation
ENFORAC	Environmental Forum for Action
EPA-SL	Sierra Leone Environmental Protection Agency
EWS	Early Warning System
GEF	Global Environment Facility
GIS	Geographic Information System
GoSL	Government of Sierra Leone
ICZM	Integrated Coastal Zone Management
ICZMP	Integrated Coastal Zone Management Plan
IPs	Implementing partners
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
LoA	Letter of agreement
M&E	Monitoring and evaluation
MFMR	Ministry of Fisheries and Marine Resources
MLGRD	Ministry of Local Government and Rural Development
MoYA	Ministry of Youth Affairs
MRCG	Media Reform Coordinating Group
MTR	Midterm review
NAPA	National Adaptation Programme of Action
NPD	National project director
NTB	National Tourist Board
OMS	Oceanic monitoring system
PIR	Project implementation report
PM	Project manager
PMU	Project Management Unit
PPG	Project Preparation Grant
PSC	Project Steering Committee
RTA	Regional technical advisor
SDGs	Sustainable Development Goals
SESP	Social and environmental screening process (UNDP)
SLMA	Sierra Leone Maritime Administration
SLMD	Sierra Leone Meteorological Department
SLR	Sea level rise
ToC	Theory of change
ToR	Terms of Reference
TSC	Technical Steering Committee
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance
USL	University of Sierra Leone
USL-IMBO	University of Sierra Leone-Institute of Marine Biology and Oceanography
VRA	Vulnerability Risks Analysis

Executive Summary

Brief introduction

The UN classification considers Sierra Leone as a Least Developed Country (LDC) with a significant income distribution inequality among its people. And though it has substantial mineral, agricultural, and fishery resources, its economic and social infrastructures are not well developed, hampering economic development. Furthermore, unsustainable agriculture, forest exploitation, and mining have led to environmental degradation, causing severe climate change-induced disasters that affect the country's development. Economic and social development processes are sluggish and fragile, making the country vulnerable to national and international pressures.

The continued vulnerability of coastal communities in Sierra Leone to climate-induced risks and related hazards are deemed a fundamental problem. This is further exacerbated by the limited access to accurate and timely climate data and information to help inform decision-making on the coast. This includes the requirement for new information to enhance the resilience of vulnerable communities to climate-related risks and aid the promotion of sustainable livelihood activities within coastal communities.

This project “Adapting to climate change-induced coastal risks management in Sierra Leone” (hereafter, the “project”) is being implemented through a Direct Implementation Modality (DIM) with the Environment Protection Agency of Sierra Leone (EPA-SL), the University of Sierra Leone-Institute of Marine Biology and Oceanography (USL-IMBO), the Ministry of Fisheries and Marine Resources (MFMR), and the National Tourist Board (NTB) as the lead responsible parties (IPs), supported by the UNDP as the GEF implementation agency (see Table 1).

Table 1. Adapting to climate change-induced coastal risks management in Sierra Leone project summary

Project title: Adapting to climate change-induced coastal risks management in Sierra Leone		
Country: Sierra Leone	Executing Entity/Implementing Partner: UNDP	Management Arrangements: DIM
UNDP Social and Environmental Screening Category: Low		UNDP Gender Marker: GEN2
Atlas Project ID/Award ID number: 00102451		Atlas Output ID/Project ID number: 00104509
UNDP-GEF PIMS ID number: 5178		GEF ID number: 5902
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Total co-financing	\$31,610,000	
Grand total project financing (1) + (2)	\$41,775,000	

The project is funded from the Least Developed Countries Fund (LDCF) as a full-size project along the coastal zone in six different pilot sites: Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island. The project aims to strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods.

The project has three components:

- Component 1: Generating sound scientific knowledge and access to information.
- Component 2: Climate information internalised into coastal development policy and plans.
- Component 3: Awareness and alternative innovative activities to support adaptation in the coastal zone.

The project focuses on five of Sierra Leone’s National Adaptation Programme of Action (NAPA) submitted to the United Nations Framework Convention on Climate Change (UNFCCC): the rehabilitation and reconstruction of meteorological/climate monitoring stations throughout the country (ranked priority 2); the sensitization and awareness raising campaigns on climate change impacts on women relating to the three conventions of biodiversity, desertification, and UNFCCC (ranked priority 4); the development of an Integrated Coastal Zone

Management Plan (ICZMP) for Sierra Leone (ranked priority 14); the development and enactment of appropriate policies and regulations relevant to the development of coastal communities, urban growth planning, and critical coastal ecosystems preservation (ranked priority 16); and, the establishment of a National Sea-Level Observing System in Sierra Leone (ranked priority 17). Therefore, this project intends to overcome five main barriers for the country to be able to reduce its vulnerability to coastal climate hazards::

- Limited accessibility and use of data and information relevant to understanding coastal-related climate risks.
- Inadequate institutional and policy capacities for Integrated Coastal Zone Management (ICZM)
- Limited awareness programmes on coastal-related climate risk and human activities along the coast
- Inadequate resources and financial constraints
- The need to introduce climate-resilient livelihood options and approaches to addressing the climate risks faced by coastal communities.

These barriers are being addressed through the delivery of a coherent project framework that comprises three outcomes:

- **Outcome 1** tackles institutional and human capacity constraints by focusing specifically on improving coastal data collection monitoring programmes and establishing supporting information management systems. Under this component, the project was able to procure and install five out of six meteorological stations.
- **Outcome 2.** To maintain and build sustainable coastal protection interventions, the project supports ongoing efforts by integrating coastal-related risk into the National Vulnerability Assessment plans.
- **Outcome 3** is about building local-level community awareness to divert current-day practices away from environmentally damaging practices into alternative and sustainable income generation activities that are climate-resilient.

The MTR methodology and limitations

This midterm review (MTR) takes a mixed approach in the context of the global COVID-19 pandemic. Therefore, although the borders are open, executing the MTR still presented some difficulties that the evaluation team considered based on that the evaluation team considered based on the evaluation reference group's advice when planning and carrying out the evaluation.

The primary data collected was mainly qualitative and came from two sources: direct field interviews conducted by the MTR team and direct observations during the fieldwork. Secondary quantitative data were collected from the project's monitoring and evaluation (M&E) system, reports submitted, and documents produced by the project and other climate change actors in Sierra Leone. The data were triangulated with the literature review results; targeted field interviews were undertaken for validation. The methodology used is structured around the following nine points:

1. Virtual scoping meeting with the project and UNDP team members
2. Review of documents
3. Identification of the parties to be interviewed.
4. Development of collection tools
5. Preparation of the inception report
6. Collecting data
7. Drafting and submitting the draft final report, after which a
8. Draft report is submitted and shared during an online meeting and
9. Final report at the end of the exercise

A few limitations, as outlined below, were anticipated, and were handled appropriately:

- **COVID-19 related issues-** because of the pandemic, face-to-face meetings were more difficult though still possible in Sierra Leone, hence the evaluation team proceeded with that approach, particularly for key informant interviews with partners and focus group discussions with beneficiaries in their communities. The group discussions were held with limited participants in strict adherence to physical distancing measures. Additional recommended health and safety standards, including the use of face masks were also followed.
- **Limited timeframe and stakeholders' availability-** the MTR team conducted the evaluation over one and a half months (counting from the inception meeting). This was mainly because some key stakeholders were not readily available. Flexible interview schedules were therefore adopted to accommodate stakeholders' availability, even during the data analysis period.

Findings of the MTR mission

The project is designed under Direct Implementation Modality (DIM) arrangements to contribute to the fight against climate change impacts in coastal areas in Sierra Leone. All stakeholders and direct beneficiaries interviewed during the MTR field mission expressed that the project is undoubtedly relevant. They have clear understanding of the project initiatives and the potential impacts of coastal climate change on the livelihoods of people, particularly those living in the project areas.

The project with its three outcomes is aligned with Sierra Leone's NAPA priorities as submitted to UNFCCC. The project results framework is well designed, except for the first goal-level indicator (Percentage change in vulnerability of youth and women living in the pilot sites to climate change- induced risks threatening the coastal zone) which does not fully meet four of the five¹ quality attributes for performance indicators. Also, the direction of desired change for this indicator is not correct (the vulnerability should be decreasing and not increasing). The second goal-level indicator which deals with the number of direct project beneficiaries seems to be overestimated- possibly the main reason why the project was not able to reach the indicator's target at midterm. The midterm indicators target for Outcome 1 (at least 30% of coastal area of the six communes is covered with coastal climate/weather and marine monitoring stations (ONSSs) would present tremendous challenge to accurate measurement. According to the Prodoc, the achievement of the project's objectives was based on eleven critical assumptions. Furthermore, analysis of the accuracy of Prodoc's risks has shown that four of them were no more valid during the years the project was being implemented, or their validity was questionable².

The UNDP social and environmental screening process (SESP) was carried out as part of the project preparation grant (PPG) phase, and the results were annexed to the project document. The SESP concluded that the project is rated as LOW risk because women and youth would be equally involved in the process to review and update risk data, identify key adaptation solutions, and include information on any new or emerging vulnerabilities and hazards. During the review, the team noted that women and youth had a limited role in designing and implementing the selected activities. Table 2 summarises the project performance as of December 2021.

Measure	Indicator	Rating ³	Justification for Rating
Project strategy		N/A	<ul style="list-style-type: none"> • The project falls under and is in line with the UNDAF Outcome 1: By 2018, targeted government institutions, the private sector, and local communities manage natural resources

¹ SMART: Specific, Measurable, Achievable, Relevant, Time-Bound

The risks that are not valid anymore are the following:

1. ²Lack of qualified personnel within the USL-IMBO and EPA-SL to operate and maintain new equipment, data transmission/treatment/storage processes and forecasting models.
2. Youth and Women Association, NGOs/CSOs participating in the activities of adaptation through engagement in alternative income generating livelihoods are not willing to cooperate.
3. Youth and Women Association, NGOs/CSOs participating in the activities of adaptation through engagement in alternative income generating livelihoods are not willing to cooperate.
4. Impacts of Climate Change are greater than expected.

³ Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, and HU.

Measure	Indicator	Rating ³	Justification for Rating
			<p>more equitably and sustainably, and Outcome 2: By 2018, targeted communities demonstrate decreased vulnerability and increased resilience to natural and human-made disasters. It is also perfectly aligned with the Sierra Leone NAPA activities.</p> <ul style="list-style-type: none"> The project falls equally under UNSDCF Outcome 1: By 2023, Sierra Leone benefits from a more productive agricultural sector, an improved food, nutrition security, and increased resilience to climate change, through commercialised sustainable agriculture, equitable and sustainable use of land and natural resources, and better feeding practices. The project's approach delivers three positive outcomes to address the barriers coherently and holistically. The project is meant to contribute to the improvement of Sierra Leone's ability to systematically manage coastal risks in the face of a changing climate. The activities under Outcome 1 focus on enhancing the availability of high-quality climate risk information that is critical for development decision-making in the coastal zone. Under Outcome 2, a series of appropriate protection measures are designed along with supporting policy/legal tools and integrated coordination mechanisms to improve or support the implementation of policy to help deal with current and long-term coastal challenges. Outcome 3 promotes public awareness and promotes climate-resilient alternatives to sand mining for better adhesion of policymakers and communities on adaptation. Many capacity-building and advocacy activities are planned in the Prodoc. Still, there is an insufficient provision to support beneficiaries start the alternative income-generating activities that are key components in the project. There was no evidence available for a validation workshop being held prior to finalising the project document; the baseline information regarding the goal-level indicator could not be established because of the complexity of the indicator and the misleading information it bears. For most of the IPs—and indeed for the project beneficiaries—budget allocations were unclear. While the monitoring and M&E narrative that was in the Prodoc was clear, there was no provision made to develop a simple system to collect, analyse, and report the information. As a result, the reports provided by the IPs are different. Social and environmental risks screened during the project development phase using the UNDP SESP resulted in an overall LOW risk rating. The risks listed in the SESP were not fully consistent with the risks included in the report's main body.
Progress towards results	Percentage of change in vulnerability of youth and women living in the pilot sites to climate change-induced risks threatening the coastal zone	N/A	<ul style="list-style-type: none"> The vulnerability risks analysis (VRA)/coastal vulnerability assessment (CVA) undertaken by Integems does not provide information on youth and/or women's vulnerability in target areas. The assessment determines an integrated coastal vulnerability index (ICVI) for selected areas—not people—and uses parameters that will not change because of the project interventions. The parameters used to assess ICVI include geomorphology, coastal elevation, geology features, coastal slopes, population density, access to electricity, access to telecom networks, among others. Lastly, even if the VRA score was adequately determined, the desired change direction should be a decrease instead of an increase. This indicator is not adequate, and the project does not have the information for its measurement.
	No. of direct project beneficiaries	MS	<ul style="list-style-type: none"> The project has communicated a total of 39,314 direct beneficiaries. The evaluation team has estimated that at the maximum, 20,314⁴ people have directly benefitted. The numbers that could not be accepted are: <ul style="list-style-type: none"> 8,000 people allegedly benefitting from weather stations. Two phones were given per project site to receive and disseminate weather information to community members. However, this has not been happening, particularly to disseminate and use the information. 4,000 people counted under the raised platforms, 7,000 people under fish landing sites—these facilities are either under construction or have not been in use since constructed (the case of the raised platform in Turtle Island). This indicator should also be about people who have directly benefitted from the project activities, but the midterm and final targets add and critical issue: those people have to be currently taking part in adaptation measures. The project needs an additional 2,886 beneficiaries to hit its midterm target of 23,200. In addition, it needs to have all 20,314 registered beneficiaries to engage in adaptation activities to be fully compliant with the performance indicator attributes.

⁴ The numbers have been tracked with the monitoring system and verified by the consultants. The M&E system does a direct counting of all the beneficiaries. Depending on the activity, the methodology is different. The midterm evaluation did look at the methodology used to count the beneficiaries under each activity.

Measure	Indicator	Rating ³	Justification for Rating
	Percentage of coastal area in the 6 communes covered under improved observation to generate quality climate risk information	MS	<ul style="list-style-type: none"> Five weather stations have been installed with one of the stations (at Lakka) that was destroyed by heavy storm needing to be reinstalled. The MTR consultants noted that two of the stations were diverted from the intended project sites (Konakri-Dee and Turtle Island) and installed outside the six project sites (Targreen and Bonthe Town). The station installed at Targreen was to cover Konakri-Dee and the one at Bonthe Town was to serve Turtle Island. These changes, however, need to be clarified to beneficiary communities as they are still hopeful to have their stations installed before the end of the project. The midterm and final targets should only refer to the number of weather/ marine stations installed and operational. The project is not monitoring the percentage of each site that is covered; instead, the measurement unit is the project site. The information generated from the weather stations does not reach the intended audience. The project did not put in place an adequate strategy for the sharing of meteorological information.
	Number of ICZM plans that integrate climate change sea-level rise (SLR)-induced risks and vulnerability	MS	One combined CVA has been conducted, but the implementation plan for MSP has not been finalised. A coastal climate change adaptation plan was developed and validated on 2 April 2019 in collaboration with the West Africa Biodiversity and Climate Change project (funded by the United States Agency for International Development). EPA conducted Sea Level Rise (SLR) scenarios and coastal erosion risk profile studies to identify coastal hazards and assess the extent to which coastal communities and infrastructures are affected. Moreover, EPA conducted a stakeholders' workshop to update the ICZM plan that integrates climate change issues and develop action plans for its implementation. While the ICZM plans have not been developed yet, the project has put in place most preconditions needed for that to happen.
	3a. No. of technical officers and policymakers qualified to conduct awareness-raising campaigns to disseminate knowledge on ICZM, climate change vulnerability assessment, and sectoral and livelihood adaptation planning issues in the six coastal districts (ie, Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island)	S	Training has taken place, but no specific assessment has been made of the trainees' qualifications. The project does not do pre- and post-training assessments; no follow-up actions took place after the trainings.
	3b. No. of youth and sand-mining groups previously engaged in sand mining adopt alternative climate-resilient livelihoods	MU	<ul style="list-style-type: none"> The project has handed out outbound engines including fishing boat and equipment to 5 youth groups. The groups that are using them are traditional fishermen groups. Their activity is not "an alternative climate-resilient" one. So far, Youth and Sand mining groups have been trained on village savings and loan scheme but none of them have not started alternative livelihood businesses due to lack of resources. We therefore recommend this is acted upon any time soon. Additionally, there is an outstanding activity on establishing a brick-making center as an alternative to sand mining, which we also suggest is soon acted upon. Finally, a total number of 200 (Male:111; Female:89) youths have been trained on the use of waste to produce items that can be sold for income generation. There are plans to train an additional 200 this year bringing it to a total of 400 who will be given startup equipment.
	3c. No. of hectares of mangrove restoration, undertaken in	U	The Environmental Forum for Action (ENFORAC) has reported to have rehabilitated 100 ha of mangroves and NTB has restored the equivalent of 2 ha. That falls far below the 500 ha of mangrove that were supposed to have been rehabilitated by midpoint of the project. In addition, the 100 ha of mangrove rehabilitated by ENFORAC needs to be validated as beneficiary communities attribute almost all mangrove rehabilitation intervention to NTB.

Measure	Indicator	Rating ³	Justification for Rating
	the 6 pilot sites to protect coastal community and infrastructure at risks		
Project Implementation and Adaptive Management	MU		<ul style="list-style-type: none"> • UNDP implements the project under its DIM according to the DIM authorisation for the UNDP country office (CO) in Sierra Leone. The project is implemented in close collaboration with EPA-SL, USL-IMBO, SL-MET, MFMR, and the NTB as responsible parties, as well as some NGOs such as ENFORAC and MRCG. Letters of Agreement (LoAs) were established with the relevant responsible parties, and a memorandum of understanding and terms of reference (ToR) indicating the role of each executing agency were also developed during project implementation. UNDP does not require its partners to provide comprehensive curricula and training materials before starting their assignment. This is a problem when the partner does not offer the same product quality for the different project zones • A long-term agreement was signed with a CTA to provide ad-hoc support as the need arise but it has been difficult to get him involved as much as needed over the year before the evaluation because the global COVID-19 pandemic complicated the situation and prevented any travel into the country for most of 2020. Moreover, the available documents' set is far from the monitoring and M&E reporting required and presents a non-quantifiable and incomplete picture of the project's expected progress. The system that is being used does not include a proper data collection and analysis framework. Significant overestimations occur with the people reached.
Sustainability	MU		The Project Management Unit (PMU) does not seem to monitor the risks that were identified in the project document. The project implementation report (PIR) and annual reports that were submitted do not have an updated assessment of the project risk. The likelihood of financial and economic resources not being available once the GEF assistance ends is high. The project's cold room and landing sites will continue to be functional after the project ends. For that to continue for a long time, the project needs to start putting in place a credible and negotiated exit strategy that would clarify each stakeholder's roles and responsibilities in the management of those infrastructures. Similarly, the project needs to start building alliances with the private sector and other development actors to identify ways to continue to support the work undertaken already.

The project was also designed with an idea of its future replication in other parts of Sierra Leone. The project was expected to liaise with the local administration, local communities, NGOs, and potentially other interested parties to this effect. In practice, at midpoint the project has not fully disseminated its approach.

Implementation of project activities is behind schedule. Furthermore, it has been reported that the project beneficiaries had several questions that were unanswered about the CEFCON support, about the ENFORAC work, about the project plans for the upcoming months and years, hence the reason the MTR team recommends the need for a complaint mechanism to be put in place.

No other change has been made in the initial design. The roles and responsibilities of each party is clear and is understood by all parties.

Moreover, the available set of M&E documents and tools only covers a part of the project M&E needs. For example, the beneficiary lists do not capture the individuals' ages, and some do not even capture their gender. As a result, the number of people who have access to the weather information and the number of people reached through information, education, and communication channels are all subject to significant overestimations. The project's current M&E framework needs to be realigned to the standards of UNDP and GEF.

Because the project implementation was significantly delayed, it was rated in the 2019 and 2020 PIRs as MODERATELY UNSATISFACTORY. For 2021 the same situation is about to continue as the project delays the signing of the LoAs allowing partners to start their activities. At the time of this evaluation (nine weeks into 2021), no LoA was signed, and partners were still waiting to hear back from UNDP about the way forward. The PMU does not seem to be monitoring the risks that were identified in the project document. The PIR and annual reports that were submitted do not have an updated assessment of the project risk.

The likelihood of financial and economic resources not being available once the GEF assistance ends is high. Like many other African countries, Sierra Leone is deeply impacted by the economic downturn because of the

prevalence of COVID-19. Most important, the project has not started to work on a sustainability/exit strategy, which may hamper efforts to continue the project's benefits after it ends..

The project is relevant to target communities' needs in their fight against climate change impacts and was well designed and followed the GEF-recommended formats and procedures. The project has suffered from a late start and COVID-19 in 2020, which has delayed most of its activities. The departure of the part-time CTA and lack of expertise to undertake certain activities have all resulted in protracted processes to complete project activities.,

Recommendations

At the end of this review, the following recommendations were made to improve project performance:

Recommendation 1: Because of the inadequacy of certain performance indicators, the MTR team recommends that the following additional/altere d indicators be included in the project M&E framework.

Under Component 1:

- Number of people with access to high-quality climate-risk information in targeted communities and beyond
- Number of people who use high-quality climate-risk information in a way that helps them make decisions.

Under Component 2:

- Number of laws, policies, and other legal tools enacted to protect coastal environment and mitigate coastal risks.
- Number of direct project beneficiaries needs to be halved to be achievable over the remaining period.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 2: The project should immediately update its work plan and select a set of activities that will provide more support to final beneficiaries while looking at replication strategies. The new work plan will be finalised along with adequate performance indicators.

Recommendation to: UNDP

Importance: High

Priority: High

Timeframe: Now

Recommendation 3: The project should put in place an adequate and simple database that can help count the direct beneficiaries. The used system is not sufficient and does not permit the extraction of information regarding gender and age of beneficiaries in an acceptable fashion.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 4: The project must produce the exit strategy document and discuss its utility to reinforce its sustainability and impact. The project results' sustainability can be questionable since the project has not started to work on a good exit strategy with the various stakeholders.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 5: UNDP Sierra Leone should ensure that project beneficiaries have access to verified information and a platform to raise questions and concerns, particularly when a contractor is responsible for implementing a set of activities on behalf of the Country office. Questions and concerns raised should be fully addressed and feedback given to the person who raised the issue/question in a timely fashion.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 6: Project M&E should be improved. Actions that should be taken include: (1) updating the project results framework; (2) integrating gender mainstreaming objectives into the results framework; (3) reflecting the envisaged project outcomes in the results framework; (4) orientating project M&E according to progress toward long-term impact considerations and maintaining a record; and (5) strengthening risk monitoring and management.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 7: Strengthen project technical support by, first, recruiting a part-time CTA to support review of technical outputs and liaise with staff of IPs, ensuring value-for-money of the services rendered and increasing the likelihood that project outputs are sustained after GEF funding ceases. Second, increasing engagement with the UNDP-GEF RTA based in Ethiopia.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 8: Develop and implement a sustainability strategy and action plan. Link the strategy and action plan to the project theory of change. Implementation of the action plan should start during the second half of the project and extend over the timelines outlined in the theory of change. One part of the sustainability strategy should address increasing involvement and strengthening community-based organisations (CBOs) and final project beneficiaries.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

1. Introduction

The coastal zone of Sierra Leone is highly vulnerable to the increased frequency and severity of coastal erosion, flooding, and storm surges, which severely impact social wellbeing (health); livelihood security (and water resources); and major economic sectors such as fishing, tourism, water resources, and agriculture. Coastal communities are already experiencing considerable repercussions of these impacts, notably their livelihoods, with reduced fishing productivity, ecosystem degradation, and low farming outputs. The limited accessibility of climate-related data limits the ability of decisionmakers to make informed planning and policy decisions for the coast—in particular, marine and sea parameters databases such as wave height, wave period, wind speed, and direction—and to take any clear strategic actions to remedy these adverse effects. This inadequate lack of knowledge contributes to undermining social and economic development, particularly under a changing climate.

The government of Sierra Leone (GoSL) secured funding from the Least Developed Countries Fund (LDCF) to implement the “Adapting to climate change-induced coastal risks management in Sierra Leone” project (hereafter, the “project”) along the coastal zone in six different pilot sites: Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island. The project is being implemented by the UNDP in collaboration with the Environment Protection Agency of Sierra Leone (EPA-SL), the Ministry of Fisheries and Marine Resources (MFMR), the University of Sierra Leone-Institute of Marine Biology and Oceanography (USL-IMBO), and the National Tourist Board (NTB). The project is designed to strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods. It focuses on five of the national priorities presented in Sierra Leone’s National Adaptation Programme of Action (NAPA) submitted to the United Nations Framework Convention on Climate Change (UNFCCC).

The project needs to overcome some major barriers needed to achieve its objective:

- Limited accessibility and use of data and information relevant to understanding coastal-related climate risks
- Inadequate institutional and policy capacities for Integrated Coastal Zone Management (ICZM)
- Limited awareness programmes on coastal-related climate risk and human activities along the coast
- Inadequate resources and financial constraints
- The need to introduce climate-resilient livelihood options and approaches to addressing the climate risk facing coastal communities

The project’s adopted strategy will deliver three complementary outcomes to address these barriers coherently and holistically. It will also help improve Sierra Leone’s ability to systematically manage coastal risks in the face of a changing climate.

1.1 Purpose of the MTR and objectives

In line with the recently updated UNDP Evaluation Guidance for GEF-financed projects, as well as the UNDP evaluation guidelines developed by the Independent Evaluation Office of the UNDP, the midterm review (MTR) is undertaken at the project’s midpoint to assess performance (in terms of relevance, effectiveness, and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

As a standard for GEF full-sized projects, the evaluation has two primary purposes: (1) provide evidence of results to meet accountability requirements and (2) promote operational improvement, learning, and knowledge-sharing through results and lessons learnt among UNDP and project partners.

1.2 Scope of the MTR

The MTR is conducted independently by two evaluation consultants commissioned by the UNDP Sierra Leone country office (CO). It was carried out between January and March 2021 under the general support and oversight of the UNDP CO and the Project Management Unit (PMU). The evaluation employed a participatory approach in which almost all project stakeholders took part in the process, providing the MTR team with necessary information and comments on the findings.

The project's theory of change (ToC) was reviewed during the early phase of the evaluation based on a desktop review of the project documentation and initial interviews with the project partners. The review was undertaken before the field mission and was used to inform the project stakeholders' discussions, and was used primarily to guide the assessment of overall project results. It equally served as a useful tool to provide recommendations for the longer-term impact of ecosystem resilience and improved livelihoods in the project's targeted areas.

The two strategic, higher level questions guiding the evaluation are as follows:

- Is the project succeeding in integrating and improving processes in the management of climate change-induced risks in coastal communities?
- Is the project contributing to empowering communities against climate change-induced coastal risks in an integrated manner in Sierra Leone?

1.3 Methodology of the MTR

The evaluation team started with a desk review of all the project documents to contextualise and refine the evaluation questions and gain an in-depth understanding of the activity design, implementation, and adaptation activities and initiatives in Sierra Leone. UNDP and partners' annual monitoring data were reviewed in the early phases of the evaluation.

In preparation for the field-based research, the evaluation team consulted with UNDP and partner staff in Sierra Leone to corroborate its understanding of the design, approaches, and interventions employed by the project and acquired through the desk review. UNDP and implementing partners (IPs) provided inputs and feedback on the draft evaluation protocol and specific tools, questions, and/or outlines to be used to collect data included in the inception report.

Qualitative methods were used to collect information to answer the evaluation questions and support the interpretation of the desk review findings. The evaluation team designed the overall qualitative study approach, considering various primary data collection methods—mainly focus group discussions with the direct and indirect project beneficiaries, key informant interviews, and direct observations of the project interventions in the targeted communities. UNDP staff supported the evaluation team in mobilising all the targeted respondents, key informants, and participants in the group discussions. Gender balance was an important consideration as well.

The evaluation team explored the advantages of both face-to-face and virtual (mainly Zoom) interviews to elicit responses from almost all the project partners, direct and indirect beneficiaries, and the project and UNDP staff. Face-to-face focus group discussions were held in the targeted communities with the project beneficiaries and project partners' offices, except for the Sierra Leone Meteorological Agency, where a Zoom meeting was held. The evaluation team did a recap of the main findings after every interview or discussion session. In all face-to-face interviews and group discussions, the national COVID-19 policies and protocols were observed in full by both the respondents and evaluators.

The team soon commenced analysis of the field data with further review of the findings' specific project documents and triangulation. Data analysis, triangulation of results, and writing of this draft report were done within two weeks after the MTR field mission. It is important to note that all conclusions of this MTR report are based on evidence triangulation. Evaluation findings (and thus lessons and

recommendations) sourced were further verified through other sources. These include monitoring and evaluation (M&E) documentation and project implementation documentation, interviews, and follow-up interviews confirming if findings were opinion- or fact-based, including requests for written evidence.

Gender considerations were of utmost importance in the collection of data and analysis for the evaluation. The project point persons in each of the community were encouraged to mobilize equal number of male and females for the focus group participants. Since this was not achieved, with the number of men outweighing the number of females, the evaluation team purposefully encouraged the women to speak up. The perspectives of women were sort in almost every topic of discussion with follow-up questions for more clarity where necessary. These strategies successfully ensured that size or number did not count negatively against the participation of women in the discussions.

Furthermore, field visits, interviews, and documentation tracking included assessing how gender is effectively mainstreamed and integrated into project implementation. This was done using (1) tracking written evidence of gender indicators in the project logical framework, (2) assessment and resultant suggestions of where gender empowerment may have been improved in terms of the gender indicators, (3) equal representation and gender-related questions (as found in the evaluation matrix during the interview processes and field site visits, and (4) assessment of the implementation of the gender action plan.

1.4 Risks and mitigation measures

A few limitations, as outlined below, were anticipated and addressed as they arose. COVID-19 related issues pose one of the main risks to the MTR mission, especially holding interview sessions with partners and beneficiaries. Complying to the country's COVID-19 protocols, procedures and policies made face-to-face meetings more difficult. However, safety precautions were put in place (eg, adequate sanitation, physical distancing, face masks, etc.) and in the end, limitations imposed on the meeting due to the pandemic did not significantly affect the evaluation.

Group discussions were held with limited number of participants in strict respect for physical distancing measures, and all participants used hand gel and masks throughout. Where face-to-face meetings were not possible, the evaluation team used Zoom meetings. This was effective in some ways, given that the International consultant had to quarantine himself for some days at the start of the MTR Mission while waiting for the COVID-19 test result.

However, face-to-face interviews are more effective in many ways than virtual sessions because there are no risks to internet interruptions and other technical hitches with connectivity.

Limited timeframe and stakeholders' availability was also another risk factor to the MTR Mission. The evaluation was conducted over one and a half months (counting from the inception meeting). Some key stakeholders were not available in the assessment. The evaluation team assumed that a representative sample of target communities and stakeholders were finally visited.

2. Project Description and Background Context

2.1 Development context

2.1.1 Geographic and socioeconomic framework

Sierra Leone is located on the West Coast of Africa between the 7th and 10th parallel north of the Equator and the 10th and 13th verticals west of the Greenwich Meridian. Guinea borders it to the north and northeast, Liberia to the south and southeast, and the Atlantic Ocean to the west. With a total area of 71,740 km², 99.8% (71,620 km²) of the country is land and 0.2% (120 km²) is underwater. The country has four distinct regions: Guinean coastal mangroves, wooded hills, upland plateau, and the eastern mountains. Eastern Sierra Leone is characterised by large plateaus interspersed with high

mountains; the highest (Mount Bintumani) rises to 1,948 masl. It experiences two main seasonal conditions, the wet and dry season. The wet season is largely controlled by the Tropical Rain Belt movement, also known as the Inter-Tropical Convergence Zone, which oscillates between the northern and southern over a year and therefore affects Sierra Leone when in the northern tropics. When in the northern tropics, the dominant winds (the westerlies) blow moist air from the Atlantic Ocean onto the continent. This pattern is referred to as the West African Monsoon, which causes exceptionally high rainfalls on western Africa's coastline in the wet season. Monthly rainfall in coastal Sierra Leone can exceed 1,000 mm, but drop rapidly inland to around 300 mm in the east. In winter, the dominant winds (the Harmattan) blow dry and dusty conditions from the Sahara Desert. Seasonal rainfall in the region varies considerably at inter-annual and inter-decadal timescales due to variations in the movement and intensity of the Inter-Tropical Convergence Zone and variations in the time and intensity of the West African Monsoon. The most well-documented cause of the variations is the El Niño Southern Oscillation, which is associated with drier conditions in West Africa. It has a substantial deposit of mineral resources such as diamond, rutile, titanium, bauxite, iron ore, gold, and chromium.

The UN classification considers Sierra Leone as a Least Developed Country (LDC) with a significant income distribution inequality among its people. While it has substantial mineral, agricultural, and fishery resources, its economic and social infrastructures are not well developed, hampering economic development. Furthermore, unsustainable practices of agriculture, forest exploitation, and mining have led to environmental degradation, causing serious climate change-induced disasters that affect the country's development. Economic and social development processes are sluggish and fragile, making the country vulnerable to national and international pressures. Efforts to improve the quality of life of its people are hampered by extreme poverty, structural weakness in the economy, and the lack of capacity related to the weak growth and development.

2.1.2 Political and institutional framework

The legal system of Sierra Leone includes its Constitution and the Common, Statutory and Customary Laws. The 1991 Sierra Leone Constitution, the supreme law of the land, consists of a Bill of Rights in Section 15, guaranteeing human rights for all Sierra Leoneans irrespective of their sex. Although this is reinforced in Sections 278 and 171 (15)9, Section 27 (d) of the same Constitution nullifies these provisions by exempting discrimination in adoption, marriage, divorce, burial, devolution of property on death, or other matters of personal law. Thus, this section excludes customary laws and practices, which are biased against women according to non-discriminatory provisions in the Constitution. As a result, women have no legal recourse when discriminated against on these exemptions, which are at the core of gender relations in Sierra Leone.

Internationally, Sierra Leone acknowledges and adheres to international efforts aimed at ensuring environmental sustainability. Some of these include the Vienna Convention on the protection of the ozone layer, the adopted (May 1999) and ratified (2 April 1996) UNFCCC, the Kyoto Protocol (as a non-Annex I Party), and the Montreal Protocol on the substances that destroy the ozone layer and the respective London and Copenhagen amendments. The GoSL has also made efforts toward integrating climate concerns in the National Development Planning as demonstrated in its 5-Year Plan on Agenda for Prosperity.

2.1.3 Gender and climate change

"Climate change will have different impacts on women and men, and in most cases the adverse effects of climate change disproportionately affect women. For example, with increasing drought, women have to walk long distances to collect water. Women are often the main repositories of vital local and traditional knowledge" (LEG, 2002, p. 3). The UN system is formally committed to gender mainstreaming within all its policies and programmes. UNESCO (2004) maintains that gender mainstreaming will not be achieved unless gender equality issues are obvious in organisational and sectoral policies and programmes, including the need to include gender perspectives within existing frameworks and analyses systematically.

Many authors have raised gender issues fundamentally as a response to the feminisation of poverty and the invisibility of women at most scales of the climate change debate (Denton, 2000). This is surprising, given that addressing gender issues can increase the efficiency as well as the equity of a range of interventions, especially about adaptation (Wamukonya and Skutch, 2002). Literature and experience all steer toward the conclusion that gender equality (ie, equal treatments for women and men) is pivotal in developing successful initiatives.

The value of incorporating gendered stakeholder analysis into adaptation projects is not in the portrayal of poor women as victims who need to be saved. Similarly, the point of gender analysis is not to reinforce binary oppositions or to place men in a subordinate role. Still, it is merely to refine the multiscale investigation scope (Wilson, draft report). Gender analysis and action have added value in at least three key areas (ibid). These are (1) *vulnerability*—the need to take account of the different forms of (and reason for) vulnerability of women and men and inequalities in the level of exposure between women and men, as well as compounding influences of other social characteristics; (2) *adaptive capacity*—the need to analyze the difference in options/potentials and the consequences for women and men in different areas of adaptive capacity; and (3) *policy-making*—how to ensure that women and men have an equal or equitable influence on knowledge production and decision-making at all levels and the policy-making resulting from the whole NAPA process. In all three areas, gender analysis can be approached as an essential element of programme efficiency and empowerment.

Sierra Leone has identified several potential barriers to the smooth implementation of gender equality and activities proposed for women empowerment in climate change and climate variability. These barriers are presented in a table matrix by consultations.

2.2 Problems that the project sought to address

The continued vulnerability of coastal communities in Sierra Leone to climate-induced risks and related hazards is deemed a fundamental problem. This is further exacerbated by the limited access to accurate and timely climate data and information to help inform decision-making on the coast. This includes the requirement for new information to be available to enhance the resilience of vulnerable communities to climate-related risks and aid the promotion of sustainable livelihood activities within coastal communities. In addition to this key problem, weak institutional regulatory capacity coupled with the absence of a national “coastal specific” community-based information system that focuses on supporting the management of climate-related risks continue to hamper long-term coastal planning, management and early warning activities. This thereby affects coastal communities' ability to effectively and efficiently adapt to the pressures of climate change. The current limited capacity of Sierra Leone to manage climate information, to support the implementation of improved climate risk management decision-making needs to be urgently addressed. The intended outcome of addressing this problem would be to help the GoSL to become more climate-resilient while contributing toward achieving Sustainable Development Goals (SDGs). The introduction of innovative and resilient livelihood options to address sand mining along the coast of Sierra Leone could provide a sustainable and economically viable solution that the GoSL and the construction sector may embrace. This latter issue is urgently required to create new, workable livelihood methods for coastal communities to adopt.

Long-term solution and barriers to achieving the solution

Considering the problems just described due to climate and non-climate change, and their probable causes, several preferred responses (normative situation) for managing the likely consequences of climate change and barriers that need to be overcome have been identified. Three such responses are to (1) enhance the availability of high-quality climate risk information that is critical for adaptation decision-making in the coastal zone; (2) develop appropriate protection measures, policy/legal tools, and integrated coordination mechanisms to improve/support policy design and implementation in dealing with current and long-term coastal challenges; and (3) promote public awareness and support

climate-resilient livelihood options that provide sustainable household income without adverse environmental impact (learning from community/civil society experience as appropriate).

However, the project recognises some major barriers that need to be overcome for the above solutions to yield their full impact. These barriers comprise the following and are summarised below:

1. Lack of availability and use of data and information relevant to understanding coastal risks
2. Weak institutional and policy capacities for ICZM
3. Lack of awareness of coastal risks
4. Inadequate resources and financial constraints

Lack of availability and use of data and information relevant to understanding coastal risks. This limits the effective assessment and response toward addressing climate change impacts on the coastal zone. Although this situation has been improved over the years through some project interventions such as the GEF-UNDP Early Warning System (EWS) project (2013–2017), much has not been realised in the coastal areas. The scientific and technical capabilities required to effectively identify hazards and forecast their potential impacts on vulnerable communities remain weak. Furthermore, the capacity of GoSL officials in complex predictive coastal modelling and forecasting techniques (wave- and water-level predictions) remains non-existent.

Weak institutional and policy capacities for ICZM. Legislation and regulations designed to directly (or indirectly) protect the coastal zone are often sectoral and poorly enforced. Further support is required on legal framework adjustments, coupled with an improved alignment of relevant policies. This integrated challenge is demonstrated in that a total of 15 institutions, from central ministries (eg, Ministry of Lands Country Planning & Environment, Fisheries & Marine Resources, Water Resources, etc.), specialised agencies (eg, EPA-SL), research institutes (eg, USL-IMBO), and local government (districts councils) to NGOs (eg, Conservation Society of Sierra Leone) and the private sector (eg, the tourism industry) all have a stake in delivering ICZM. Yet all have limited coherence in their administrative jurisdictions to carry out preliminary technical assessments in a coordinated manner.

Lack of awareness on coastal risks along the coast. Coastal communities lack the knowledge and tools to adapt to worsening climatic conditions. For example, many fishing communities are under threat from overfishing and diminishing fish stocks due to man- and natural-induced issues, including mangrove logging, coastal erosion, sand mining, and sargassum invasion. Therefore, improved awareness programmes on livelihood security measures are critical as coastal communities often do not know alternative “approaches” to those historically undertaken, many of which have extracted finite natural resources (eg, sand or mangrove wood). Nor do communities have the required capacity, technical skill, and/or assets to reduce their dependence on coastal resources or sustainably utilise natural resources. At the same time, there is a need to reduce local vulnerabilities caused by the dependency on a single livelihood source such as mangrove logging or sand mining. Communities should be introduced to a range of alternative economic livelihoods to become more resilient to climate change, encouraging options such as landscaping/gardening/horticulture as occupations (to name a few). Currently, local communities have few coping mechanisms or alternatives to depending on coastal resources.

Inadequate resources and financial constraints. Sierra Leone, like many other countries, faces significant barriers and constraints regarding planning and implementing adaptation efforts, including the lack of the necessary finance and technology. It also has limited resources at national level to support adequate initiatives that will encourage coastal communities to embrace new, more environmentally sensitive technologies. The GoSL is well aware that urgent action is needed to address the threats posed by climate change on coastal resources. The EPA-SL has been at the forefront of taking forward the principles of ICZM and has recently developed key reports, including the state of the Marine Environment in Sierra Leone and the Integrated Coastal Zone Management Plan (ICZMP). The latter has estimated implementation costs of \$79,415,000 to properly implement the plan for five years

(2016–2020). Like in other LDCs, these adaptation costs are high relative to its GDP. Most ministers also have limited adequate technical capacity and financial resources to implement a package of adaptation choices to reduce current vulnerabilities. These adaptation costs are incredibly high for a country facing widespread rural poverty, limiting any adaptive capacity and a range of economic problems (eg, impacts of the recent Ebola outbreak and global recession, and the country's dependence on imports of food, oil, and manufactured products). Therefore, the GoSL agrees that resources are scarce and inadequate for adaptation, thus constituting a key constraint in implementing the ICZMP. The supporting role and involvement of NGOs and community-based organizations (CBOs), coupled with the financial partnership of the private sector and international partners, is paramount for future success.

2.3 Project implementation arrangements

Under arrangements of the Direct Implementation Modality (DIM), UNDP is held accountable for the disbursement of funds and the project's achievement of its goals according to the approved work plan. Working closely with the GoSL, and in particular the Responsible Parties, the UNDP CO has been responsible for the following:

- Providing financial and audit services to the project
- Recruiting project staff and contracting of consultants and service providers
- Overseeing financial expenditures against project budgets approved by the Project Steering Committee (PSC)
- Appointing independent financial auditors and evaluators
- Ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP-GEF/LDCF procedures.

In this specific UNDP-implemented, LDCF-financed project, the UNDP-GEF staff, led by the regional technical advisor (RTA), provides an additional layer of oversight and participates in regular project team calls to monitor progress and oversee project implementation.

EPA-SL has a significant role in the ICZM process and climate change-related programmes and policies. As such, it will execute relevant outputs under Component 2 of the project. The USL-IMBO has the primary mandate for coordinating the climate and oceanographic monitoring network and marine forecasting. Therefore, the lead partner for the execution of Component 1, in close partnership with the Sierra Leone Meteorology Agency, MFMR, and NTB, executes all the outputs linked to adaptation measures under a proposal in Component 3.

According to the organogram (Figure 1), the project activities are primarily implemented at national level with a subnational level demonstration component. UNDP established a Project Board (also called the PSC) that comprises national and subnational representatives to guide and oversee the project.

Figure 1. Project organisational structure.

The **Project Board** is responsible for making consensus management decisions whenever the project manager requires guidance. The board makes recommendations for UNDP approval of project plans and revisions. To ensure UNDP's ultimate accountability, the Project Board's decisions are done in accordance with certain basic standards that provide results-oriented management, best value for money, fairness, integrity, transparency, and effective international competition. In cases where consensus cannot be reached within the board, the final decision rests with the UNDP programme manager.

The Project Board is made up of the following individuals:

- The **project manager (PM)** runs the project on a day-to-day basis on behalf of UNDP within the constraints laid down by the board.
- The **UNDP CO** and the **UNDP-GEF team** in the region and headquarters provide the project assurance role.
- The **UNDP RTA** provides additional quality assurance.

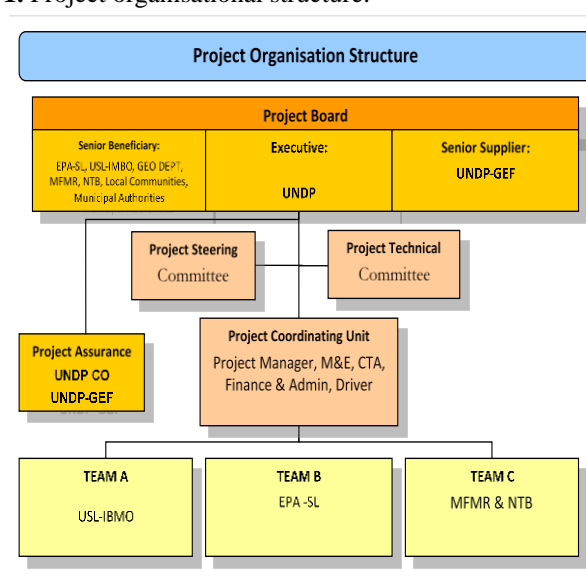
Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:

- The project is designed such that the GEF logo should appear together with the UNDP logo on all promotional and other written materials like publications developed by the project, and project hardware, to properly acknowledge GEF's support with project funding. Any citation on publications regarding projects funded by GEF should also properly acknowledge GEF. However, this is not the case, particularly for most of the interventions in the targeted communities. For example, the weather forecast stations have neither GEF's nor UNDP's logo to acknowledge their support. This must be corrected as soon as possible.

The **PMU** is responsible for the project's day-to-day management and is accountable to the UNDP CO and PSC for project performance. The project team is based in Freetown and is manned by a full-time staff composed of the PM, monitoring and evaluation (M&E) officer, and a finance/administrative assistant. The PMU is also supported by a Technical Steering Committee (TSC), local committees financed from the LDCF grant, and a technical advisor.

The **national project director (NPD)** is a UNDP staff member responsible for administering the project on a day-to-day basis on behalf of UNDP. The NPD's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NPD works closely with all partner institutions to link the project with complementary national programmes and initiatives. The NPD is also accountable for the quality, timeliness, and effectiveness of the activities carried out and the use of funds, ensuring coordination among actors/other projects during the implementation of the project through two technical commissions.

The **PM** is responsible for the day-to-day administration and implementation of the project. The UNDP CO recruited the PM following standard international procedures, policies, and processes. The PM is based in Freetown to ensure smooth project implementation. She is accountable to the NPD for the quality, timeliness, and effectiveness of the activities carried out and the use of funds.



The **M&E officer** is also recruited by UNDP and reports to the PM and the UNDP programme analyst. He supports the PM and the project task teams to prepare the relevant M&E systems required to monitor and assess the quality of progress; identify, collect, analyse, document, and disseminate lessons learnt through an annual project meeting; and support the preparation of project evidence for sharing through the UNDP adaptation learning mechanism. The M&E officer liaises with the PM to prepare data collection protocols to enable the task teams to consistently collect data on project progress from project sites and its processing by the PM for national reporting purposes.

The **finance/administrative assistant** provides the project administration, management, financial, and technical support to the project coordinator as required by the project's needs or individual activities. He works closely with the UNDP CO on financial management issues relevant to project implementation.

The **TSC** is formed to support the Project Coordinating Unit. The TSC comprises focal points from each of the six targeted sites (ie, Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island). The members are appointed in the project initiation phase. The committee meets monthly with the PM to provide technical advice. The TSC equally supports the PM with the project's management for the institutions/agencies they represent.

Local committees are focal points from district branches of EPA-SL in Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island. They are responsible for facilitating coastal adaptation actions on the ground. They work with the local NGOs/CBOs and local authorities in project implementation. These EPA-SL district focal points must regularly communicate with the PM and provide any relevant information to her and the M&E officer.

2.4 Project timing and milestones

“Adapting to climate change-induced coastal risks management in Sierra Leone” was planned as a five-year project, with a projected end date of 25 April 2023. This means that when the MTR report was written, 25 months of project implementation remain (ie, just under half total duration). Table 3 provides the other project milestones.

Table 3. Key project milestones and their estimated target date

Key project milestones	Estimated target date
Project information form Approval Date	1 December 2015
CEO Endorsement Date	6 November 2017
Project Document Signature Date (project start date)	25 April 2018
Date of Inception Workshop	19 July 2018
Expected Date of Midterm Review	25 October 2020
Actual Date of Midterm Review	February–March 2021
Expected Date of Terminal Evaluation	25 January 2023
Original Planned Closing Date	25 April 2023

2.5 Project stakeholders

The project document exhaustively identified the project's stakeholders. Table 4 identifies the stakeholders and describes their current project mandate and roles/responsibility.

Table 4. Project stakeholders and their project mandate and roles/responsibility

Stakeholders	Mandates
EPA-SL	<ul style="list-style-type: none"> The EPA-SL is placed under the President's office, headed by an executive chairperson, steered by a board, and coordinates with national and local government institutions on environmental protection and management issues. The agency advises government on the formulation of policies on aspects relevant to the environment and climate change impacts. EPA-SL is the main Responsible Party for the project and coordinates the activities linked to Outcome 2.
USL-IMBO	<ul style="list-style-type: none"> USL-IMBO has as its mandate to teach and deal with oceanography and management of the marine environment and its resources, particularly with issues relating to coastal erosion and sea level rise (SLR). It

Stakeholders	Mandates
	<p>also carries out research activities and national services, mainly in the coastal and marine environment at national, regional, and international levels.</p> <ul style="list-style-type: none"> • USL-IMBO is a Responsible Party for the project and coordinates the activities linked to Outcome 1.
MFMR	<ul style="list-style-type: none"> • MFMR's mission is to plan, develop, rationally manage, and conserve living aquatic resources for the benefit of the country. It is obliged to establish sustainable monitoring, control, and surveillance procedures with respect to livelihood enhancement of fishing communities and increase contribution of fish resources to the national economy. • MFMR is a Responsible Party for the project and jointly coordinates with NTB the activities linked to Outcome 3.
NTB	<ul style="list-style-type: none"> • NTB, a semi-autonomous body and the Ministry of Tourism and Cultural Affairs's professional arm, oversees the development and promotion of (sustainable) tourism opportunities. It monitors and maintains the operations of all tourist establishments to ensure quality service delivery to enhance socioeconomic development. • NTB is a Responsible Party for the project, and jointly coordinates with MFMR the activities linked to Outcome 3.

Some of the other stakeholders include the following:

- The beneficiary communities of Lakka, Tombo, Hamilton, Conakry Dee, and Turtle Island
- The Sierra Leone Meteorological Department (SLMD)
- The Disaster management department (DMD)
- The Ministry of Local Government and Rural Development (MLGRD)
- The Sierra Leone Maritime Administration (SLMA)
- The Ministry of Youth Affairs (MoYA)
- The Ministry of Lands, Country Planning and Environment
- The Ministry of Works, Housing and Infrastructure
- National Protected Area Authority
- The Sierra Leone Navy
- The Conservation Society Sierra Leone
- The Environmental Foundation for Africa
- The Environmental Forum for Action (ENFORAC)
- The Island Aid Sierra Leone
- The Women's Network for Environmental Sustainability
- The Climate Change, Environment & Forest Conservation Consortium
- Sierra Leone Artisanal Fishermen Union
- Civil Society Alliance on Climate Change
- The West Africa Biodiversity and Climate Change

3. Findings

3.1 Project strategy

3.1.1 Project design

The project is undoubtedly relevant. All stakeholders encountered during the MTR mission in Freetown and in the six project locations have raised concerns about the impacts of coastal climate change and its consequences and long-term impacts on livelihoods in the project areas.

The project addresses the barriers identified as preventing Sierra Leone from reducing its vulnerability to climate change. These barriers are being addressed through the delivery of a coherent project framework that centres on three outcomes:

- Outcome 1 tackles institutional and human capacity constraints by focusing specifically on improving coastal data collection monitoring programmes and establishing supporting information management systems. Therefore, the focus is on building capacity to collect key data on coastal dynamics through (1) the installation of oceanographic monitoring systems (OMS)—oceanographic monitoring stations with telemetry, archiving, and data-processing facilities—and (2) improving human resource capacity to process data. It also focuses on using the newly collated data within hydrodynamic models to help generate information that will be used for vulnerability and risk mapping. The Climate Information, Disaster Management and Early Warning System, a web-based GIS system, was updated to complement the existing system being set up under the current EWS project (UNDP 2013–2017).
- Outcome 2, to maintain and build sustainable coastal protection interventions, the project supports ongoing efforts by integrating coastal-related risk into the National Vulnerability Assessment Plans.
- Outcome 3 is about building local-level community awareness to divert current-day practices away from environmentally damaging practices into alternative and sustainable income generation activities that are climate-resilient.

At field level, activities are implemented by four different organisations (ie, EPA-SL, USL-IMBO, MFMR, and NTB) and complemented by other secondary IPs. This guarantees that each organisation puts its expertise at the project's service and takes responsibility for activities in the project area. These four organisations intervene with a different approach in their respective project areas. The project engages with communities and interested authorities at field level, considering the perception of challenges from the different types of stakeholders involved.

All three outcomes are in line with the priority areas identified in the Sierra Leone NAPA.

3.1.2 Analysis of results framework

During this review, the project results framework was assessed against “SMART” criteria—that is, whether the indicators and targets were sufficiently specific, measurable, achievable, relevant, and time-bound. The end targets were designed to be achieved by the time the five-year project concludes. As such, it is regarded as being time-bound. Figure 2 illustrates the critical analysis of the project's logframe indicators and targets. This is assessed how SMART the end-of-project targets, objectives, and outcomes are and suggests specific amendments/revisions to the targets and indicators, as necessary.

Figure 2. Project assessment matrix of SMART end-of-project targets.

Green: SMART criteria compliant		Yellow: questionably compliant with SMART criteria		Red: not compliant with SMART criteria)		
Indicator	End-of-project Target	MTR SMART Analysis				
		S	M	A	R	T
Objective: Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods						
Percentage change in vulnerability of youth and women living in the pilot sites to climate change-induced risks threatening the coastal zone	More than 50% increase in the vulnerability risks analysis (VRA) score by project's end.	R	R	R	R	G
Number of direct project beneficiaries	At least 58,000 women and youth are registered as project beneficiaries and are involved in adaptation measures determined through VRA score by the end of project.	G	G	R	Y	G
Component 1: Enhance the availability of high-quality climate risk information that is critical for development of decision-making in the coastal zone.		S	M	A	R	T
Percentage of coastal area in the 6 communities covered under improved observation to generate quality climate risk information	At least 65% of coastal area of the 6 communities are covered with coastal climate/weather and OMS.	G	Y	G	G	G
Component/Outcome 2: Develop appropriate protection measures, policy/legal tools, and integrated coordination mechanisms to improve/support policy design and implementation in dealing with current and long-term coastal challenges.						
Number of ICZM plans that integrate climate change SLR-induced risks and vulnerability		G	G	G	G	G
Component/Outcome 3: Public awareness enhanced and climate-resilient alternatives to sand mining promoted for better adhesion of policymakers and communities on adaptation.						
Number of technical officers and policymakers qualified to conduct awareness-raising campaigns to disseminate knowledge on ICZM, climate change vulnerability assessment, and sectoral and livelihood adaptation planning issues in the 6 coastal districts (Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island)	3a. At the end of the project, at least 50 technical officers and policymakers qualified to conduct awareness-raising campaigns on ICZM), climate change vulnerability assessment, and sectoral and livelihood adaptation planning issues in the 6 coastal districts.	G	Y	G	G	G
Number of youth and sand-mining groups previously engaged in sand mining adopt alternative climate-resilient livelihoods	3b. At the end of the project, at least 10 youth and sand-mining groups adopted alternative livelihoods; 90 masons and 90 block makers produce and use CSEB for construction and are fully engaged in this activity.	G	G	Y	R	G
Number of hectares of mangrove restoration undertaken in the 6 pilot sites to protect coastal community and infrastructure at risks	3a. By the end of project, 500 ha of mangrove restoration are undertaken in the 6 pilot sites to protect coastal community and infrastructure at risks.	G	G	G	G	G

CSEB = compressed stabilised earth blocks

The goal-level indicator is too challenging to measure. This indicator does not meet four quality attributes of five for performance indicators. Also, the direction of desired change is not correct. The team has made a recommendation to reword this indicator during the refinement phase of the results framework. The second indicator dealing with “the number of beneficiaries” is overestimated. At midterm, the project has reached 22,314 out of 39,314 planned beneficiaries. The third indicator is not measurable in an accurate fashion: the project does not cover 65% of the coastal areas, and measuring the exact area covered by the project would be impossible.

According to the Prodoc, the achievement of the project's objectives was based on 11 key assumptions (Table 5). A close look at the accuracy of the Prodoc's assumptions shows that six of them are no longer valid during the years in the project implementation.

Table 5. Analysis of Prodoc assumptions

Assumptions according to Prodoc	Validity	Comment
Communities (women and youths) are able to identify and engage in alternative income generating activities and resilient methods of climate change adaption.	No longer valid	Communities (women and youths) know what they want to do and have already received training on various income-generating activities. The main problem is the lack of a plan and of a strong enough budget line to fund a bid of enough number of people within target communities.
Target communities are willing to cooperate in the participatory process of developing and implementing climate change adaption plans.	No longer valid	Community buy-in is already secured. They are cooperating in the implementation of all the project activities.
<ul style="list-style-type: none"> Costs of equipment and training will not rise dramatically during project implementation; technical expertise and equipment for upgrading the network are available. Procurement and installation of equipment are not delayed due to slow release of funds and lengthy administration processes; data transmission systems are robust enough. 	Valid	<p>The cost of some equipment and infrastructure has changed dramatically.</p> <p>Slow release of funds and lengthy administration processes still have an impact on some project activities. The LOA for the implementing partners have not been signed for example, one quarter into 2021. The software that was purchased for modelling purpose for the EPA has not been installed.</p>
EPA-SL is able to recruit and train enough technical personnel to carry out VRAs.	No longer valid	Integems, a consulting company has undertaken the VRA.
Initial coastal vulnerability studies and technical assessments are accurate in their predictions of coastal impacts.	Valid	Coastal vulnerability studies have been conducted and their predictions of climate change coastal impacts is still to be seen.
GoSL is committed to taking forward a process for MSP and in developing the "blue economy" as part of a national policy.	Valid	
Government public departments in the districts are willing to make available sufficient candidates and are interested in collaborating in the training and capacity building activities.	No longer valid	All trainings have been attended by enough people who were interested in the climate change matters.
Youth and Women associations, NGOs, and CBOs participating in the activities of adaptation through engagement in alternative income generative livelihoods are willing to cooperate.	No longer valid	Full cooperation from community members has been noted for all project activities.
Construction companies are interested in using CSEB.	Valid	CSEB is not being produced at this time in participating communities. The potential interest of construction companies is still a question.
Target communities are willing to cooperate in the participatory process of developing and implementing climate change adaption plans.	Not valid	Full cooperation of target communities has been noted.
Government public works department will provide support and resource inputs to implementation of coastal adaptation works.	Valid	Government public works department is willing to participate, but the budget associated with that participation has not been secured yet.

3.1.3 Gender responsiveness of project design

The UNDP social and environmental screening process (SESP) was carried out as part of the project preparation grant (PPG) phase, and the results were annexed to the project document. The SESP concluded that the project is rated as LOW risk because women and youth would be equally involved in the process to review and update risk data, identify key adaptation solutions, and include information on

any new or emerging vulnerabilities and hazards. Also, living conditions and employment opportunities for women and youth would be improved through climate-resilient alternatives livelihoods and extension of micro-finance products to be created and used by the community (at least 50% women and youth) to build livelihoods' resilience to climate shocks, including livelihoods diversification.

Gender analysis and action plans were made during the PPG phase. They indicated that the project should focus on providing the communities with the necessary tools to become more resilient to the impacts of climate change and to be able to adopt alternative livelihood options such as sources of income generation. Capacity building was also seen as an essential building block of project implementation. It also recommended that specific project components integrate results into regulation/policy decision-making at local and national levels be defined. The project was also supposed to ensure that women attend workshops and participate in adaptation option interventions on pilot sites, community based EWS, and community management committees. As well, the project would be undertaking gender-sensitive training and communication to be disseminated to vulnerable communities and ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in implementing all adaptation measures. In addition to youth groups, women members of society would finally receive skills training and technical assistance to acquire the skills and tools for developing small-scale adaptation livelihoods. This included training specifically women in new agriculture, forestry, and fishery techniques such as building irrigation systems and cultivating high crop varieties. Most of the project beneficiaries are youth, but the project did not achieve the gender equality targets for its activities.

3.1.4 Social and environmental safeguards

The UNDP SESP was undertaken at the PP phase to ensure that the project complies with UNDP's Social and Environmental Standards. These standards were reviewed by the GEF accreditation panel and deemed sufficient to allow UNDP to submit low- and medium-risk projects. The assessment of UNDP safeguards requirements indicated that the physical interventions to be undertaken during project implementation would not affect areas that had known physical or cultural significance to indigenous groups and other communities with settled recognised cultural claims, because these would be small-scale infrastructure community-driven or based on cash-for-work scheme.

There was no evidence available for a validation workshop being held before finalising the project document. In addition, the baseline information regarding the goal-level indicator could not be established because of the complexity of the indicator and the misleading information it bears.

Social and environmental risks screened during the project development phase using the UNDP SESP resulted in an overall risk rating of LOW. The risks listed in the SESP were not entirely consistent with those included in the report's main body⁵.

3.2 Progress toward results

3.2.1 Progress toward outcome analysis

Table 6 presents an analysis of the project's progress toward achieving each outcome described in the Prodoc.

⁵ No risk identified in the SESP as opposed to the following Risk identified in the Prodoc: 1. Insufficient institutional engagement and coordination may prevent successful project delivery especially in the current context, in Sierra Leone 2. Lack of qualified personnel within the USL-IMBO and EPA-SL to operate and maintain new equipment, data transmission/treatment/storage processes and forecasting models. 3. Procurement and installation of equipment is delayed due to slow release of funds, lengthy administration processes and deficient data transmission systems locally. 4. Early Warnings do not reach local radios in the communities and local Radios are not capacitated to receive and broadcast early warnings. 5. Youth and Women Association, NGOs/CSOs participating in the activities of adaptation through engagement in alternative income generative livelihoods are not willing to cooperate. 6. Equipment installed in the coastal sites (weather and marine tidal gauging system with telemetry) may be stolen and/or vandalized threatening the success of the functioning of Coastal EWS. 7. Impacts of Climate Change are greater than expected

Table 6. Progress toward results matrix (achievement of outcomes against end-of-project targets)

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Project Strategy	Indicator ⁶	Baseline Level ⁷	Level in 1 st PIR (self- reported)	Midterm Target ⁸	End-of-Project Target	Midterm Level & Assessment ⁹	Achievement Rating ¹⁰	Justification for Rating
Objective: Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods								
	The percentage change in vulnerability of youth and women living in the pilot sites to climate change-induced risks threatening the coastal zone.	The baseline will be determined in the pilot sites in the inception phase through a VRA.	This will be determined based on the findings of the VRA/CVA (coastal vulnerability assessment). The terms of reference (ToR) have been developed, and the recruitment process is underway and expected to be completed by mid-September 2019.	20% increase in the VRA score by midterm.	More than 50% increase in the VRA score by the end of project.		N/A	<ul style="list-style-type: none"> The vulnerability risks analysis (VRA)/coastal vulnerability assessment (CVA) undertaken by Integems does not provide information on youth and/or women's vulnerability in target areas. The assessment determines an integrated coastal vulnerability index (ICVI) for selected areas—not people— and uses parameters that will not change because of the project interventions. The parameters used to assess ICVI include geomorphology, coastal elevation, geology features, coastal slopes, population density, access to electricity, and telecom networks. Lastly, even if the VRA score was adequately determined, the desired change direction should be a decrease instead of an increase. This indicator is not adequate, and the project does not have the information for its measurement.
	Number of direct project beneficiaries.	Number of youth and women in the pilot sites will be determined in the inception phase through a VRA.	Total number of targeted youth and women in the pilot sites will be determined post-completion of the VRA/CVA and will be available during the next reporting period. Meanwhile, the project has begun to implement ancillary activities and has directly benefitted 1,469 (778 men, 691 women) as a result of	23,200 youth and women in all the 6 pilot sites are registered as project beneficiaries and are involved in adaptation measures determined through a VRA by midterm.	At least 58,000 women and youths are registered as project beneficiaries and are involved in adaptation measures determined through VRA score by the end of the project.		U	<ul style="list-style-type: none"> The project has communicated a total of 39,314 direct beneficiaries. The evaluation team has estimated that at the maximum, 20,314 people have directly benefitted. The numbers that could not be accepted are: <ul style="list-style-type: none"> 8,000 people allegedly benefitting from weather stations. Two phones were given per project site to receive and disseminate weather information to community members. However, this has not been happening, particularly to disseminate and use the information. 4,000 people counted under the raised platforms, 7,000 people under fish landing sites- these facilities are either under construction or have not been in use since

6. Populate with data from the logframe and scorecards

7. Populate with data from the project document

8. If available

9. Colour code this column only

10. Use the 6 point Progress Toward Results Rating Scale: HS, S, MS, MU, U, HU

			capacity-building activities undertaken by the 5 IPs. Specifically, these include trainings in global climate change, remote sensing applications, and awareness-raising messages to enhance decision-making and foster public awareness on the appropriate adaptation options.					constructed (the case of the raised platform in Turtle Island). <ul style="list-style-type: none"> This indicator should also be about people who have directly benefitted from the project activities, but the midterm and final targets add and critical issue: those people have to be currently taking part in adaptation measures. The project needs an additional 2,886 beneficiaries to hit its midterm target of 23,200. In addition, it needs to have all 20,314 registered beneficiaries to engage in adaptation activities to be fully compliant with the performance indicator attributes.
Component/Outcome 1: Enhance the availability of high-quality climate risk information that is critical for development decision-making in the coastal zone.								
	Percentage of coastal area in the 6 communes covered under improved observation to generate quality climate risk information.	Currently no climate/ weather and marine monitoring station is installed in the 6 sites targeted by the project.	Specifications for weather stations have been developed by the CO in consultation with the Sierra Leone Meteorological Agency with support from the Regional Procurement Unit in the Regional Bureau of Africa. The process is underway to procure 6 OMS equipment complete with remote data transmission; 1 mobile automatic weather station; 4 remote sensing image-processing software packages, and equipment to assist climate and oceanographic monitoring. Procurement is expected to be completed by the end of quarter 4, though Installation of the equipment will begin in the first quarter of 2020. Additionally, to enhance the capacity of technical staff to	At least 30% of coastal area of the 6 communes is covered with coastal climate/ weather and OMS.	At least 65% of coastal area of the 6 communities are covered with coastal climate/weather and OMS.		MS	Five weather stations have been installed with one of the stations (at Lakka) that was destroyed by heavy storm needing to be reinstalled. The MTR consultants noted that two of the two of the stations were diverted from the intended project sites (Konakri-Dee and Turtle Island) and installed outside the six project sites (Targreen and Bonthe Town). The station installed at Targreen was to cover Konakri-Dee and the one at Bonthe Town was to serve Turtle Island. These changes however, need to be clarified to beneficiary communities as they are still hopeful to have their stations before the end of the project. The midterm and final targets should only refer to the number of weather/ marine stations installed and operational. The project is not monitoring the percentage of each site that is covered; instead the measurement unit is the project site. The information generated from the weather stations does not reach the intended audience. The project did not put in place an adequate strategy for the sharing of meteorological information.

			understand climate change impact on the coastal environment, 30 technical staff from relevant institutions were trained by USL-IMBO on drivers of global climate change and remote sensing techniques in November 2018 (Annex 1). We expect that the training will help staff to gain better understanding on the risks posed by climate change and develop appropriate adaptation measures.					
Component/Outcome 2: Develop appropriate protection measures, policy/legal tools and integrated coordination mechanisms to improve/support policy design and implementation in dealing with current and long-term coastal challenges.								
	Number of ICZMPs that integrate climate change SLR-induced risks and vulnerability.	The ICZMP and related policies do not now integrate climate change SLR-induced risks and vulnerability.	The project team collaborated with the USAID-funded WA BICC project to validate coastal climate change adaptation plan. The plan is expected to serve as a guide that will help government, national, and international practitioners and policymakers that are seeking to address the challenges of climate change at the coastal realm to identify feasible interventions that could help increase the resilience of coastal communities and ecosystems. The plan will form the basis of ICZM formation. (See weblink for reference) https://www.wabicc.org/sierra-	At midterm, 6 CVAs (one for each community) have been developed and a draft implementation plan for marine spatial planning is available to inform the ICZMPs strengthening.	At the end of the project, 7 coastal policy guidance documents at the national (1) and district (6) levels integrate climate change SLR-induced risks and vulnerability and an ecosystem-based adaptation (EbA) guidance manual to support construction of ecosystem-based interventions.		MS	One combined CVA has been conducted, but the implementation plan for MSP has not been finalised. A coastal climate change adaptation plan was developed and validated on 2 April 2019 in collaboration with the West Africa Biodiversity and Climate Change project (funded by the United States Agency for International Development). SLR and the EPA conducted coastal erosion risk profile studies to identify coastal hazards and assess the extent to which coastal communities and infrastructures are affected. Moreover, EPA conducted a stakeholders' workshop to update the ICZM plan that integrates climate change issues and develop action plans for its implementation. While the ICZM plans have not been developed yet, the project has put in place the majority of preconditions needed for that to happen.

			leone-validates-climate-change-adaptation-plan-as-stakeholders-prepare-for-action.					
Component/Outcome 3: Public awareness enhanced and climate-resilient alternatives to sand mining promoted for better adhesion of policymakers and communities on adaptation.								
	3a. Number of technical officers and policymakers qualified to conduct awareness-raising campaigns to disseminate knowledge on ICZM, climate change VRA, and sectoral and livelihood adaptation planning issues in the 6 coastal districts (ie, Conakry Dee, Lakka, Hamilton, Tombo, Shenge, and Turtle Island).	3a. At present, no technical officers and policymakers are qualified to conduct awareness-raising campaigns building on ICZM, climate change VRA, and sectoral and livelihood adaptation planning delivered.	The capacity of 1,102 (561 male, 541 female) project beneficiaries, including community leaders and other relevant stakeholders, were built in all the 6 project locations by MFMR, NTB, and Media Reform Coordinating Group (MRCG) to promote public awareness-raising interventions at both district and chiefdom levels on existing and potential coastal hazards to climate change and the importance of the different adaptation options.	3a. At midterm, at least 25 technical officers and policymakers qualified to conduct awareness-raising campaigns on ICZM, climate change VRA, and sectoral and livelihood adaptation planning issues in the 6 coastal districts.	3a. At end of the project, at least 50 technical officers and policymakers qualified to conduct awareness-raising campaigns on ICZM, climate change VRA, and sectoral and livelihood adaptation planning issues in the 6 coastal districts.		S	The project does not carry out pre- and post-training assessments or evaluations and; since the end of the training, no follow-up actions on the use of the skill or knowledge gained by the trainees have been done.. This makes it difficult to evaluate the impact of the trainings
	3.b Number of youth and sand-mining groups previously engaged in sand mining adopt alternative climate-resilient livelihoods.	3b. Currently no viable alternatives are offered to youth engaged in sand mining.	To understand the needs of youth and sand-mining groups in the various communities, the project team (PM & M&E officer) developed questionnaires and conducted rapid assessment missions to all the targeted locations. They engaged local leaders, youth leaders, women's leaders, and other community stakeholders to determine and prioritised appropriate alternative livelihood	3b. At midterm, at least 5 youth and sand-mining groups adopted alternative livelihoods, and 90 masons and 90 block-makers produce and use CSEB for construction.	3b. At end of the project, at least 10 youth and sand-mining groups adopted alternative livelihoods and 90 masons and 90 block-makers produce and use CSEB for construction and are fully engaged in this activity.		MU	<ul style="list-style-type: none"> The project has handed out 5 outbound engines including 5 fishing boats and equipment to 5 youth groups. The groups that are using them are traditional fishermen groups. Their activity is not "an alternative climate-resilient" one. So far, Youth and Sand mining groups have been trained on village savings and loan scheme but none of them have not started alternative livelihood businesses due to lack of resources. We therefore recommend this is acted upon any time soon. Additionally, there is an outstanding activity on the establishment of brick making center as an alternative to sand mining which we also suggest to be acted upon any time soon. Finally,,a total number of 200 youths have been trained on the use of waste for the production of products that can be sold for income generation. There are plans to train an additional 200 this year for the number to rise to 400.

			options and designed innovative strategy that support coastal adaptation for climate resilience. In addition, a process is underway to procure 2 outboard engines, including fishing gears for targeted youth groups in two communities (Lakka and Hamilton). This equipment is expected to be delivered by end of October.					
	3c. Number of hectares of mangrove restoration, undertaken in the 6 pilot sites to protect coastal community and infrastructure at risks.	3c. At present, there is no EbA work being done in the 6 pilot sites to protect coastal community and infrastructure at risks.	The mangrove restoration activity is planned to start in the 4th quarter of 2019 by partnering with two local NGOs. Recruitment has been initiated and a call for proposal/ToR has been developed to engage local NGOs on mangrove restoration (100 ha). The recruitment process is expected to complete by mid-September. Meanwhile, mangrove rehabilitation is expected to continue till 2021 to achieve the targeted 500 ha.	3c. By midterm, at least 50% (250 ha) of planned area of mangrove restoration is undertaken in the 6 pilot sites to protect coastal community and infrastructure at risks.	3c. By end of the project, 500 ha of mangrove restoration is undertaken in the 6 pilot sites to protect coastal community and infrastructure at risks.		U	The Environmental Forum for Action (ENFORAC) has reported to have rehabilitated 100 ha of mangroves and NTB has restored the equivalent of 2 ha. That falls far below the 500 ha of mangrove that were supposed to have been rehabilitated by midpoint of the project. In addition, the 100 ha of mangrove rehabilitated by ENFORAC needs to be validated as beneficiary communities attribute almost all mangrove rehabilitation intervention to NTB.

3.2.2 Progress toward outputs

While many activities have already started, some are yet to be initiated. The team deemed it necessary to highlight the outputs where they were significant progress or delays, in the project implementation. The following analysis gives an analysis of the progress towards those project outputs:

Output 1.1. Climate and oceanographic monitoring equipment (eg, tidal gauging, Kalesto radar gauge, pressure sensors, Logosens-2 Data Logger, OTT HDR DCP satellite transmitter for the Meteosat, weather monitoring network, etc.) and related data processing systems installed along the coastal zone for measuring climate and SLR parameters to improve the knowledge base for future climate risks.

This output started in quarter one of year one and ended in quarter four of year two. Under this output, Met-SL, together with USL-IMBO, installed four automated OMS at Government Wharf (meant to cover Conakrydee), Targreen, Bonthe Town (meant to cover Turtle Island) and Shenge. Also, one was installed at Lakka to cover Hamilton but it was washed away by the tide and is yet to be reinstalled. Each community is provided with two mobile phones (with separate community members) to receive climate risk information for dissemination to the community. As this activity has ended, efforts should be made to reinstall the destroyed system at Lakka, preferably reinstalled at Tombo. Lakka and Hamilton are nearby communities that can share the current facility at Lakka. None of the sites visited have the UNDP/GEF logo on the signpost/board of the system, except the one installed at Targreen. This raises more concern as the current signboard has logos of other institutions but not of UNDP/GEF. For project visibility, all project-supported infrastructure should have the UNDP/GEF logo. Efforts should be made to enhance the dissemination and use of climate risk information in beneficiary communities and other coastal communities.

Output 1.2 . The collaboration with Integems was an opportunity for the technical staff from the MFMR, EPA-SL, SLMD/A, ONS, SLMA, and USL-IMBO Climate & Oceanographic/Marine to increase their forecasting Capacity. The staff from those institutions worked together with Integems to establish the vulnerability of the project target coastal areas. Also, the project has acquired the hydrodynamic models and the equipment needed for its installation, but they are still kept in the EPA offices and have not been set up yet. Part of it had to do with the lack of capacity for the installation. EPA is currently planning to get external support for that. At the time of this evaluation, working partnerships between various WMO Regional Meteorological Centres (UK, Dakar) to initiate a regional or in-country gender-sensitive training/capacity has not been initiated yet. Likewise, the partnerships between SLMD/A, Regional and International Oceanographic Centres help develop, install and operationalize a Coastal Nowcast, and medium and short-term marine forecasting products are still to be initiated.

Output 1.3. At the time of this evaluation, the project had not developed all the necessary communications, transmission, and data exchange interventions to integrate Sierra Leone ONS data into existing SLMD/A EWS network and the global monitoring network to support an updated CIDMEWS. The Integems report includes a coastal vulnerability Index that is not fully aligned to the goal-level indicator's wording. As a result, it is challenging for the project team to use the findings to document the project goal. Also, the CVI report was being finalized and the results had not started to be used at a community level to fine tune them using. The project implementing partners had not started to work on the early warning mechanism focusing on seawater quality, SLR-induced erosion, urban flooding, and seaweed/sargassum dynamics. The details of their partnership towards that were still to be worked out.

Output 1.4. USL-IMBO and EPA-SL have not started to exchange and archive the data from multiple systems and end users. The mechanism has not been put in place yet, although they have received the workstations they needed. The project has purchased the modeling licenses but they have not been installed yet and the training for the development of flood risk and storm surge planning have not taken place. The four (4) Geographic Information Systems Specialists with raster modeling capabilities have not been trained yet. The training module for the participatory CVA has been done, and the implementing partners' staff have received it. Finally, the 10 relevant candidates from MFMR, IBMO & EPA-SL to

undertake a postgraduate degree that includes sea-level rise and coastal impact assessment, climate change vulnerability, risk assessment, and modeling skills have not been identified at the time of this evaluation.

Output 2.1. Sea Level Rise and coastal erosion profiles developed for the six target pilot sites to support the strengthening of Coastal Zone Management Plans at both urban and district levels. Activities under this output run throughout the project's life. EPA-SL developed the CVA report during the last quarter of 2019.

Output 2.2. Ecosystem based adaptation design guidance to support future climate resilient planning and development in place.

ICZMPs to consider the SLR and coastal erosion impacts developed for further integration into urban and district development plans. Activities under this output are expected to run till the end of year four. EPA-SL has carried out the study "Assessment for Constructing Sea Level Rise Scenarios: Benchmarks for Future Shoreline Positions in Sierra Leone". Developing these plans and documents is not adequate if the information generated is not integrated into the urban and district development plans. Therefore, efforts should be made to ensure that these studies support the development of the city and district development plans.

Output 3.1. An outreach programme designed and implemented to improve decision-making, strengthen information access and data resources for critical stakeholders, disseminate project-generated data and information, and foster public awareness about the potential impacts of climate change. MRCG mounted a series of sensitisation and awareness-raising campaigns and workshops for community members in the project sites. Various means were used, including audio-visuals and documentaries of disaster-affected and prone areas. As activities under this output have ended, one would want to see community people produce their ICZMPs and initiate the necessary steps to mitigate coastal risks.

Output 3.2. Means and capacities (business development and management skills, access to microcredit, and the like provided to at least two sand-mining youth associations on the Western Area Peninsula to pursue relevant and profitable climate-resilient alternative livelihoods (ecotourism, agro-business, beach rehabilitation, etc.) to reduce pressure on the beach. Most of the activities under this output have still not started, and they are critical to the adoption of alternative livelihood for sand miners and other people engaged in activities that continue to pose a severe risk to the coastal environment. Waste management skills training, mainly to process waste plastic and other materials into briquette and bricks and entrepreneurship or business development and village savings and loans training, have been provided to beneficiary communities. However, organisations have not been able to use these trainings productively, mainly because they lack start-up capital. Some village savings and loans groups are active but are not making any significant savings to support their businesses. As this is ongoing, there is a need to provide beneficiary communities with other skillsets, such as boat maintenance and repairs, net repair and recommended nets tailoring, masonry, improved and efficient fish processing, and preservation equipment and facilities. Also, beneficiary communities need to be strengthened within their current livelihood options, making them more productive and environmentally sound.

For activities under Output 3.4, such as establishing community-run nurseries for the propagation of mangroves and the rehabilitation of 500 ha of degraded mangrove, ENFORAC and NTB have carried out mangrove planting in most project sites, except Turtle Island. However, most of the restoration is done by planting germinated seedlings in the community. Except for Hamilton, the mangrove or trees planted were not nursed in the beneficiary communities. In Conakry Dee, the community members noted that more than 50% of the transplanted seedlings perished, likely due to insufficient community involvement. There was no one to look after the seedlings after transplanting. As this activity is ongoing, there is a need to step up community involvement and popular participation in the mangrove restoration for sustainability

and community ownership. Besides, *far more work needs to be done if the project is to achieve its 500-ha target at the end of implementation.*

In addition to the output-specific activities, discussion with community members and personal observation suggests that NTB is constructing a two-room eco-lodge in Turtle Island and have distributed garbage bins to keep the beach areas clean. Other ongoing activities include building a commercial jetty or landing site and a raised platform in Turtle Island and Shenge. Communities requested a canopy cover to be added to the plan of the commercial jetty.

■ **Recommendation: It is necessary to review the work plans of both the project and the IPs moving on and speed up implementation.**

3.2.3 Remaining barriers to achieving the project objective

The project objective is to strengthen coastal communities' ability to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods. To this end, the project has provided some infrastructure in the target communities and trained many community members and the administrative staff who work with them. The infrastructure provided consists mainly of weather stations, platforms, outboard motors, and small boats.

The project also undertook the rehabilitation of 100 ha of degraded land where mangroves were growing. At the time of this MTR, five of the six weather stations were operational. The project gave two mobile phones to two people in each area and sent them regular climate information that is supposed to be used by the community. The project has not put in place a strategy to share this information, however. And although community members are supposed to get the information directly from the two people who have the mobile phones, this is not happening. Implementing a clear and effective climate information dissemination strategy is necessary to achieve the project's objective.

In other infrastructures, the numbers of people directly using these services are too low to make a significant difference. The project cannot fund everything in the target communities; however, if the project aims to demonstrate technologies, then a replication strategy should be put in place to reach a critical number of people in the target communities. This is not yet the case.

The project has trained many individuals. It is unclear how much knowledge has increased due to these training or how all the training is being used. The project does not carry out evaluations before and after the training. Except for the training on savings groups, there are no practical activities for using the knowledge gained. For example, for the making of briquette and block from the use of wastes from plastic and wood the project trained up to 200 young people with demonstration materials. Still, halfway through the project, none of those trained could start making these bricks due to lack of adequate equipment to make them.

The project was also designed with the idea of its future replication in other parts of Sierra Leone. The project was expected to liaise with the local administration, local communities, NGOs, and potentially other interested parties for this purpose. After testing the project model of biodiversity restoration and protection, introducing improvements and adjustments applies to other parts of the country. In practice, at midpoint, the project has not attained the stage of dissemination of its approach.

3.3 Project implementation and adaptive management

3.3.1 Management arrangements

UNDP implements the project under its DIM according to the authorisation for the UNDP CO in Sierra Leone. The project is implemented in close collaboration with EPA-SL, USL-IMBO, SLMET, MFMR, and the NTB as responsible parties as well as some NGOs such as ENFORAC and MRCG. Letters of agreement (LoAs) were established with the relevant responsible parties, and a memorandum of

understanding and ToR indicating the role of each executing agency were also developed during project implementation.

Management arrangements are precise: the PMU, supported by the UNDP CO, is in charge of the work on a day-to-day basis. It coordinates the project's implementation with the IPs, who ultimately are those in charge of implementing activities and monitoring project progress in the field (Outcomes 1–3). Responsibilities and reporting lines are organised according to a clear division of roles. Each IP reports to the PMU. The formal reporting (ie, the quarterly reports related to the UNDP's and IPs' contractual arrangements) then follow UNDP procedures to have payments released to the IPs. Finally, the PMU is in charge of consolidating the information from each IP (quarterly narrative and financial reports) into a summary report distributed to members of the PSC, usually around two weeks before the PSC meeting takes place. In principle, the consolidation should allow all PSC members to participate in discussions, which take place twice per year, with an updated overview on project implementation and disbursements. This way of proceeding ideally allows the PSC members to participate with solid background knowledge and to be able to make informed decisions.

3.3.2 Adaptive management

The MTR has recorded that the consolidated information on project status and progress arrives to PSC members in a format that is not easily readable: the document is not concise and does not allow for a quick reading. The format is believed to serve the UNDP's requirements rather than being an easy tool to inform PSC members. So far, the PSC did not make any substantial adaptive decision. Project implementation did follow the project document and the results framework. No reallocation between budget lines materialised. Decision-making was limited to approval of annual work plans, allocations of annual funds to IPs, and drafting of ToR for consultants. UNDP has also agreed to pause the construction of a brick-making factory in one of the project areas, although put in the original prodoc. After a pre-feasibility assessment, that decision uncovered the unavailability of sufficient clay used in the bricks' fabrication. The project has started to work without the support of the CTA when covid hit, remote collaboration mechanisms were put in place when travels were restricted and finally some activities had to be postponed because the budget was too small or the timing was not right

■ Recommendation: Bring the CTA back to support project implementation.

3.3.3 Work planning

The project identification form was approved on 1 December 2015, and the CEO's endorsement was received on 6 November 2017. The project document was signed on 25 April 2018, and the inception workshop held on 19 July 2018 (see Table 3, page 10).

Because several public institutions implement the project, LoAs had to be negotiated and signed, and new bank accounts opened for their activities. That turned out to be a lengthy process because of the authorisations needed for these actions; for some Responsible Parties (RP) it took three or four months, which delayed the activities. Also, the procurement process needed that had to be followed to start some key activities was delayed because of the time it took to identify the contractors.

As just stated, UNDP signs LoAs with each IP on each year. The selection of activities in each LoA is guided by the set of activities that have been defined in the Prodoc. UNDP approves the activities to be undertaken and the targets to be achieved; however, lately the LoA targets are not always well defined. For example, for 2020 NTB was tasked to deliver the following:

- Training of trainers for community leaders (with 50% women) for each of the six target sites (Lakka, Hamilton, Tombo, Conakry Dee, Shenge, and Turtle Island). The training centred on climate change risks and costs and benefits of different adaptation options, targeting some of the unsustainable land management activities especially.

- Training workshop on sustainable tourism aimed to advance the SDGs and climate change risks and mitigation measures for civil society and media practitioners.
- Engaging women and youth groups along the beaches to establish pilot activity on waste management techniques.
- Developing two pilot eco-lodges at Turtle Island (Chepo).
- Partnering with sand-miner youth associations and women associations on a “cash-for-work basis” to:
 - rehabilitate identified degraded beach area using ecosystem-based approaches and help build resilience signage, a pathway through from adjacent roads to the placement of rubbish bins
 - plant native tree species on dune systems and/or on the beach to stabilise the sand and to protect mangrove ecosystems and vulnerable villages from increased storm activity because of climate change

IPs provide quarterly progress reports that speak to the tasks they have been assigned to, and UNDP reviews and approves these reports. The IPs do not always have comprehensive training material, and the MTR team could not find any material left to the trainees after the training. No pre- and post-training assessments are done before and after the exercise to evaluate the increase of knowledge or assess the training’s usefulness and utilisation.

3.3.4 Finance and co-finance:

The project has a total budget of \$31,800,000. Table 7 shows the sources of co-financing, the type of co-financing, and the earmarked amount that was approved.

Table 7. Project budget data

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
*Recipient Government	Government of Sierra Leone - Agenda for Prosperity - Pillar 1 - Economic Diversification to Promote Inclusive Growth. Pillar 2 - Managing Natural Resources.	Grant	4,150,000
*Recipient Government	Environmental Protection Agency	Grant	299,250
*Recipient Government	Government of Sierra Leone – National Platform for Disaster Risks Reduction in Sierra Leone.	Grant	27,160,750
GEF Agency	UNDP	Grant	190,000
Total Co-financing			31,800,000

Cumulative disbursements and delivery are shown in Figure 3 and Table 8.

Figure 3. Project cumulative disbursements based on the approved budgets, both Prodoc and Atlas, and the general ledger (June 2022, estimate).

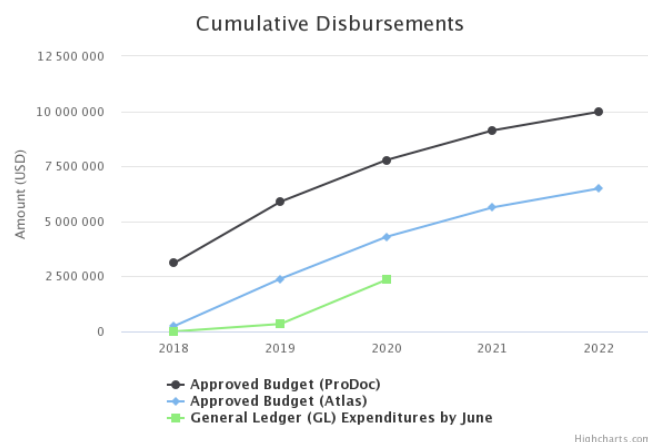


Table 8. Cumulative general ledger delivery and disbursement of project funds

Cumulative GL delivery (%) against total approved amount (in Prodoc):	23.57
Cumulative GL delivery (%) against expected delivery as of 2020:	30.19
Cumulative disbursement as of 30 June (amount to be updated in late August 2020):	2,351,061

According to the project’s available expenditure reports, a total of **\$1,422,716.85** out of \$2,639,726 in GEF funds (about 53%) has been spent as of December 2020. Co-financing expenditure of \$2,946,159 has been reported. The government’s co-financing expenditure amount is \$283,285 out of \$10,318,000 (2.7%) allotted for the project.

3.3.4 Project-level M&E systems

According to the Prodoc, the project’s M&E should have been based on the data collected through a set of project performance and impact indicators and the associated means of verification. The M&E process should have included the following:

- Results of the inception workshop
- Enhanced results-based management platform updated quarterly in ATLAS
- Annual project reports/annual project implementation reports (PIRs) which include progress made toward project objectives and project outcomes, each with indicators, baseline data, and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual)
- Lessons learnt/good practice
- Annual work plan and other expenditure reports
- Risk and adaptive management
- ATLAS quarterly progress reports
- Portfolio-level indicators (ie, GEF focal area tracking tools)
- Periodic monitoring through site visits
- MTR evaluation report
- Terminal report and evaluation
- Lessons learnt (end-of-project description)
- External audit
- Other relevant M&E results

The M&E reports available to the MTE mission included the following: PIRs, IP LoAs, performance reports, the GEF tracking tool at project inception phase, “back-to-office” reports, beneficiaries lists, and others. The MTR team was given access to the PIRs, annual work plans, CDRs, quarterly progress reports, minutes of the project board meetings, SESP, mission reports, workshop reports, and other project documents. The annual work plans are specifically prepared and endorsed by the Project Board to ensure that project is progressing well in the right direction and pace.

The MTR team found that the project document has a specific budget for M&E activities. As recorded in the project document, the estimated cost for implementation of the monitoring and M&E plan is \$235,750, which is about 4% of the GEF grant.

The MTR team verified that an SESP and plans existed. The SESP has not been updated since then. Moreover, the available set of documents is far from the monitoring and M&E reporting requirements and presents a non-quantifiable and incomplete image of the project’s expected progress. For example, the beneficiary lists do not capture a person’s age or, in some cases, gender. The lists are scanned in pdf and kept as separate files.

Nor is there an associated database (either in Excel or MS Access) that can allow the project to quickly sort out the information and pull the needed information when required. The system that is being used does not include a proper data collection and analysis framework. For example, certain activities’ beneficiaries are very rough estimates of the situations, and their estimation does not follow a systematic and state-of-the-art approach. For example, the number of people who have access to the weather information and the number of people reached through information, education communication channels are all subject to significant overestimations/underestimation.

3.3.5 Stakeholder engagement

The stakeholders’ involvement in the project started at project preparation stage. The stakeholders were consulted, the sites of future project activities visited, and the community leaders met. The Prodoc contains a detailed proposal of stakeholders’ participation during project implementation, specifying their respective roles in removing barriers and participating in corresponding outputs’ performance. The involvement of stakeholders was less well documented during project implementation stage.

There is a strong stakeholder engagement observed in the project, and the PMU and UNDP have followed a collaborative approach. The stakeholders include a host of government agencies such as EPA-SL, NTB, and USL-IMBO. The beneficiary group’s main stakeholders are community members from Lakka, Hamilton, Tombo, Shenge, Turtle Island, and Conakry Dee.

3.3.6 Reporting

The project had to put in place customised procedures to collaborate with public institutions, particularly regarding fund transfers and reconciliation. Because the project experienced a significant delay in starting its activities and reaching its targets, it was rated in the 2019 and 2020 PIRs as MODERATELY UNSATISFACTORY. For 2021, the same situation is about to continue as the project continues to delay the signing of the LoAs which will allow partners to start their activities. At the time of this evaluation (nine weeks into 2021), no LoA was signed and partners were still waiting to hear back from UNDP about the way forward. Similarly, the annual report was available at the end of February instead of the end of January 2021. Although the project is taking steps to correct the situation, much more remains to be done to overcome it.

■ **Recommendation: The project should immediately Sign LoAs for 2021 to allow partners to move forward with project delivery. Planning for 2022 should be started and completed during the last quarter of 2021 to avoid further problems.**

3.3.7 Communication

Regarding internal communications among the project implementing partners, the primary approach has been interacting via email, e.g., delivering inputs for progress reports, email, telephone, and independent spot checks.

In addition, there have been six reported Board meetings and six reported technical meetings since the project started implementation. That is an average of two board meetings and two technical meetings per year, which aligns with the recommended project management standards. Representative of the beneficiaries are not invited in these meetings (although not indicated in the project implementation arrangements). During the field visit, beneficiary populations have unanimously said they did not know the project's future in their communities. Those who had participated in the various training were still waiting for the project support to start their income-generating activity. The members of the Saving groups were waiting for substantive funding from the project to start their businesses. The MTR found that it is a missed opportunity for the project not to include representatives of the beneficiary groups to the board meetings, which would allow them to understand the project objectives and plans better.

The project has undertaken various awareness and capacity-building activities like awareness videos, brochures, pamphlets, and merchandise. Also, the project has carried out stakeholder workshops, awareness workshops and training workshops.

However, the general project's visibility is unsatisfactory, linked in part to the limited 'external' results generated to date by the project. The marking and branding strategy used in the project sites and on project-supported activities is not sufficient. No GEF logo or recognition board was found in places that were visited by the MTR team. The communication activities are not well-coordinated, and each implementing partner is running its activity without considering the activities of the other partners.

■ **Recommendation: The project should articulate its communication strategy and ensure it gets rolled out in a coordinated fashion.**

3.3.4 Adaptive management

The MTE mission did not find evidence that M&E activities were used for adaptive management.

3.4 Sustainability

The PMU does not seem to monitor the risks that were identified in the project document. The PIR and annual reports that were submitted do not have an updated assessment of the project risk. Table 9 is an analysis of the validity of those risks, their ratings, and proposed mitigation measures.

Table 9. Description of project risks, ratings, mitigation measures, and comments/risk status

Description	Impact (I) & Probability (P) (1–5, low to high)	Mitigation Measures	MTE Comments and Risks Status
Insufficient institutional engagement and coordination may prevent successful project delivery especially in the current context, in Sierra Leone.	P = 3 I = 3	A strong commitment from the GoSL and the political leadership of EPA-SL, as well as from USL-IMBO, SLMD, SLMA, and MFMR will minimise such a risk as they will be the first beneficiaries of the measures to be developed/applied. Additionally, the project will be prepared and carried out under the oversight of UNDP CO and support from the EPA-SL's ICZM Board, an inter-ministerial platform which brings together the main government institutions concerned with this project.	The MTE noted a strong institutional commitment for the planned activities. The representatives of the government institutions who were interviewed reiterated their satisfaction level about the project and their commitment to supporting project delivery. Suggested new Rating: P=2

Description	Impact (I) & Probability (P) (1–5, low to high)	Mitigation Measures	MTE Comments and Risks Status
			I=3
Lack of qualified personnel within the USL-IMBO and EPA-SL to operate and maintain new equipment, data transmission/ treatment/storage processes, and forecasting models.	P = 4 I = 5	USL-IMBO and EPA-SL are able to recruit enough technical personnel for project implementation. In addition, the technical assistance and training package foreseen to be delivered by the project will ensure that by the end of the project at least 26 technicians and senior staff will be trained and/or capacitated to deal with a number of activities, ranging from climate/marine monitoring, climate and SLR modelling, equipment maintenance, and early warning operation, development of GIS-based products such as coastal vulnerability and risk mapping, and coastal planning.	USL-IMBO and EPA-SL can recruit the personnel they need to deliver their activities. Suggested new Rating: P=2 I=5
Procurement and installation of equipment is delayed due to slow release of funds, lengthy administration processes and deficient data transmission systems locally.	P = 4 I = 5	UNDP supervision will ensure that funds are released on time for speedy procurement processes and international and national technical assistance will be in place for equipment installation, testing, and operationalisation.	The release of funds is still subject to lengthy processes. For 2021, the LoA has not been signed (3 months after the beginning of the year). The assessment that was done at project inception phase is still valid. Suggested new Rating: P = 4 I = 5
Early warnings do not reach local radios in the communities and local radios are not able to receive and broadcast early warnings.	P = 3 I = 4	The project will use project funds to develop the existing capacity and make provision to strengthen community radio stations in target districts to carry out warnings and disseminate alerts using local languages. The project is also using funds to strengthen the Sierra Leone Coastal Guard communication network for EWS dissemination by providing powerful VHF radios as well as providing the fishing community with 100 AM/FM Weather Alert Radio sets with Solar Power, Flashlight and Cell Phone Charger (Red) to the fishing communities in pilot sites to enable reception of warnings while at sea. Finally, the project will also be advocating with national mobile phone provider and other relevant institutions a toll-free mobile number and toll-free text and pictorial SMS to warn fishermen at sea.	The assessment is still valid, but the mitigation measures have not been implemented. Suggested new Rating: P = 3 I = 4
Youth and women association, NGOs/ CBOs participating in the activities of adaptation through engagement in alternative income-generating livelihoods are not willing to cooperate.	P = 3 I = 3	The project foresees in the third component a partnership with local NGOs under the leadership of MFMR and strong involvement of Ministry of Local Government and Rural Development (MLGRD), and MoYA. In addition, The Women in Fisheries Association have been working in partnership with MFMR for a long time in similar activities. The commitment of these GoSL institutions and the youth and women groups have been shown early on during the PPG phase. In addition, one selection criterion to choose NGOs to implement coastal adaptation project will include the demonstration of a good track record in implementing and managing projects.	The assessment is no longer valid. Youth and women are willing to cooperate, but the project does not have enough funds to cover their needs. Suggested new Rating: P = 2 I = 4
Equipment installed in the coastal sites (weather and marine tidal	P = 4 I = 5	This risk was identified during the PPG phase and discussions were held with SLMA and SLMD and well as the ONS-DMD. For this reason, it was decided that the locations to be selected for installation of the equipment will be	The assessment still holds. So far, no theft was reported, and 5/6 of the equipment that was installed is still operational.

Description	Impact (I) & Probability (P) (1–5, low to high)	Mitigation Measures	MTE Comments and Risks Status
gauging system with telemetry) may be stolen and/or vandalised, threatening the success of the functioning of coastal EWS.		inside existing SLMA structure where equipment had been previously installed and with permanent presence of staff. In addition, each installation will be made with a metal enclosure with safety locks. Adding to these arrangements at each site there will be a focal point paid by the project resources permanently dealing with this equipment daily.	Suggested new Rating: P = 2 I = 5
Impacts of climate change are greater than expected.	I: 4 P: 2	Outcome 1 will directly work toward the mitigation of this risk by providing improved climate data and capacity to forecast climate events. Besides, the project team will continuously consult available climate data to ensure the activities are planned and carried out to reduce to the extent possible the impacts of climate change on the results.	The impacts of climate change seem to be no more significant than expected at this MTE. Suggested new Rating: P = 2 I = 4

COVID-19 has disrupted project implementation with the inter-districts movement restrictions that the government imposed. Pace of the project slowed and underwent the equivalent of a six-month delay in its activities. At the time of this evaluation, COVID-19 is still present in the country, but most restrictions have been lifted. Travels and meetings are possible but need to be done differently. The pandemic is going to impact the pace of project delivery till its closure.

■ **Recommendation: The project will need to include impacts from COVID-19 restrictions in its periodic risks assessments and implement a set of activities to mitigate their impact.**

3.4.1 Financial risks to sustainability

The likelihood of financial and economic resources not being available once the GEF assistance ends is high. Like many other African countries, Sierra Leone is deeply impacted by the economic downturn that as a result of the prevalence of COVID-19. That situation will likely continue to have direct and protracted impacts on the country's capacity to fund climate change activities promoted by the project. Funding the generation and dissemination of climatic information may not be a priority in a post-pandemic phase for Sierra Leone. Also, the project has been unable to make a good entry point for generating private sector investments in some activities. The fabrication of CSEB was an opportunity for that; however, no final determination has been made. The project is still considering whether it should be a community-led and community-managed activity rather than a real economic activity to be done as a result of a private sector-generated interest and investment. The project's savings groups under the CEFCON set of activities do not have a significant membership, and the mobilised savings are too small to allow any meaningful investments; for example, CEFCON has decided to set up two savings groups of 10 people in certain areas, like Hamilton and Tombo. In contrast, in other areas such as Tombo, CEFCON have decided to set up two groups of 30 people each

3.4.2 Socioeconomic risks to sustainability

The project results' socioeconomic sustainability is a function of ownership of the project's promoted ideas and achieved results, and of the availability of resources needed to implement them. The first depends on the degree of participation of stakeholders in the project formulation, execution, and at the end, participation in the benefits from the achievement results. The cold room and landing sites built by the project will continue to be functional after the project ends. For that to continue for a long time, the project needs to start putting in place a credible and negotiated exit strategy that would clarify each stakeholder's roles and responsibilities in the management of those infrastructures. Similarly, the project needs to start building alliances with the private sector and other development actors to identify ways to continue to support the work undertaken already.

The management of the infrastructure built in the communities may come with socio-economic risks after the project completion. The exit strategy will clarify the arrangements to implement to mitigate that risk.

3.4.3 Institutional framework and governance risks to sustainability

The institutional framework and governance risk to sustainability is low. The project has established a project board and a technical working group that regularly meets the project progress and provides necessary guidance. The project also has well-established linkages with all the relevant stakeholders of the project. Three main government institutions are responsible for the implementation of the project outcomes. The technical committee and the PSC need to clarify how they will stay operational in the absence of UNDP and GEF funding. That should be a part of the project's exit strategy to be put in place.

■ **Recommendation: The project needs a credible exit strategy. The project should start building exit strategies into its activities and a comprehensive plan should start to be designed for that.**

3.4.4 Environmental risks to sustainability

The project is in line with the long-term engagement of the GoSL in climate change adaptation and sustainable environmental management.

At project inception phase, it was clarified that UNDP's SESP was undertaken to ensure that the project's compliance with the SESP. These standards were reviewed by the GEF accreditation panel and deemed sufficient to accredit UNDP to submit low- and medium-risk projects. The overall social and environmental risk category for this project was classed as LOW. It was deemed highly unlikely that the project activities and social facilities to be developed would have any medium- to long-term and/or irreversible impacts. At midpoint, some of the activities that were planned had to be modified because of potential adverse effects on the environment (eg, the planned CSEB factory had to be reviewed again and displaced because of the impact it would have had on clay availability at community level). The overall assessment of the project's adverse long-term impact on the environment remains low, however.

4. Conclusions and Recommendations

4.1 Conclusions

The project strategy is predicated on three main areas:

- Addressing institutional and human capacity constraints by focusing specifically on improving the effectiveness of coastal data collection monitoring programmes
- Establishing supporting information management systems, building local-level community awareness
- Integrating coastal-related risk into the National Vulnerability Assessment Plans

The project has successfully installed four automated OMS in target communities out of the six planned for in the project documents. The project has updated an existing online meteorological application to add information related to specific target sites. The application is functional and can provide, most of the time, meteorological information to people who have downloaded it. The data collected through the OMS are also disseminated online and to local communities via a couple of mobile phones that were given to two community members. The assumption is that once the information is transferred to those two people, it will reach the whole community. Most of the community members who have been interviewed could not say precisely where and how to get updated information at community level, or did not know what the weather would look like around their communities at the time they met with the MTR team.

The visited project sites did not have any signposts/boards that showed that the infrastructure was done with GEF support. The branding and marking strategy, as well as the whole strategy for sharing meteorological information at community level, needs to be revised.

To participate in the stabilisation of coastal areas, a CVA was conducted by EPA-SL. The CVA has provided important information to the project stakeholders about the nature of the coastal areas' threats. It will constitute an essential asset for GoSL and development partners for future activity planning. While the CVA was a significant undertaking, it did not help clarify the level of the goal-level indicators, which was one reason it was deemed necessary.

Also, EPA-SL has carried out the study "Assessment for Constructing Sea Level Rise Scenarios: Benchmarks for Future Shoreline Positions in Sierra Leone". While that is a critical study that can be the basis of future planning, it will not be sufficient if the information generated is not integrated into the urban and district development plans. Therefore, efforts should be made to ensure that these studies support these development plans.

Indeed, the project has a built-in outreach programme designed to improve decision-making, strengthen information access and data resources for critical stakeholders, disseminate project-generated data and information, and foster public awareness about the potential impacts of climate change. At midterm, the project has no integrated communication plan. Although MRCG mounted a series of sensitisation and awareness-raising campaigns and workshops for community members, other implementers and contractors launched another set of activities. These were, however, not well coordinated because no one knew what the other party was doing and what the purpose of those activities was.

The project has provided many trainings to GoSL personnel and final beneficiaries. It has helped set up 10 savings groups for a total of about 180 (Male: 92; Female:88) members. Out of the 10 groups, three are not functional and the others are still claiming additional financial support to provide loans to their members. So far, the groups have not started to offer significant loans to their members because their only revenue source is their monthly contributions, which is far too small. Also, no strategy has been put in place to support other groups set up outside of the CEFCON sphere, limiting the number of people who will ultimately benefit from this activity.

The training provided to the beneficiaries' groups was meant to equip them to launch alternative income-generating activities. Although those trainings are now completed, the trainees have not yet started the activities. Most of them cited the project's lack of direct support (eg, starter kits or financial aid) to begin their activities.

Regarding the mangroves, ENFORAC undertook the restoration of about 100 ha, and NTB did the equivalent of 2 ha. Both organisations tried to involve communities, but there are still questions about the degree of participation, as most communities complain about how they were enrolled in that activity. Little monitoring is done to check if the newly planted mangroves are still alive or need to be replaced. The contract that the project has signed with ENFORAC, NTB, and other actors offers too much room for target interpretation. None of them was clear enough to allow a smooth activity delivery and M&E.

4.2 Recommendations

At the end of this review, the following recommendations were made to improve project performance:

Recommendation 1: Because of the inadequacy of certain performance indicators, the MTR team recommends that the following additional/altered indicators be included in the project M&E framework.

Under Component 1:

- Number of people with access to high-quality climate-risk information in targeted communities and beyond
- Number of people who use high-quality climate-risk information in a way that helps them make decisions

Under Component 2:

- Number of laws, policies, and other legal tools enacted to protect coastal environment and mitigate coastal risks
- Number of direct project beneficiaries needs to be halved to be achievable over the remaining period

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 2: The project should immediately update its work plan and select a set of activities that will provide more support to final beneficiaries while looking at replication strategies. The new work plan will be finalised along with adequate performance indicators.

Recommendation to: UNDP

Importance: High

Priority: High

Timeframe: Now

Recommendation 3: The project should put in place an adequate and simple database that can help count the direct beneficiaries. The used system is not sufficient and does not permit the extraction of information regarding gender and age of beneficiaries in an acceptable fashion.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 4: The project must produce the exit strategy document and discuss its utility to reinforce its sustainability and impact. The project results' sustainability can be questionable since the project has not started to work on a good exit strategy with the various stakeholders.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 5: UNDP Sierra Leone should ensure that project beneficiaries have access to verified information and a platform to raise questions and concerns, particularly when a contractor is responsible for implementing a set of activities on behalf of the Country office. Questions and concerns raised should be fully addressed and feedback given to the person who raised the issue/question in a timely fashion.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 6: Project M&E should be improved. Actions that should be taken include: (1) updating the project results framework; (2) integrating gender mainstreaming objectives into the results framework; (3) reflecting the envisaged project outcomes in the results framework; (4) orientating project M&E according to progress toward long-term impact considerations and maintaining a record; and (5) strengthening risk monitoring and management.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 7: Strengthen project technical support by, first, recruiting a part-time CTA to support review of technical outputs and liaise with staff of IPs, ensuring value-for-money of the services rendered and increasing the likelihood that project outputs are sustained after GEF funding ceases. Second, increasing engagement with the UNDP-GEF RTA based in Ethiopia.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Recommendation 8: Develop and implement a sustainability strategy and action plan. Link the strategy and action plan to the project theory of change. Implementation of the action plan should start during the second half of the project and extend over the timelines outlined in the theory of change. One part of the sustainability strategy should address increasing involvement and strengthening community-based organisations (CBOs) and final project beneficiaries.

Recommendation to: UNDP

Importance: High

Priority: Low

Timeframe: Now

Annexes

Annex 1: MTR ToR (excluding ToR annexes)

General Information

Services Required	Midterm Review
Project/Program Title	"Adapting to climate change induced coastal risk management in Sierra Leone"
Post Title	International Midterm Review Expert.
Type of Contract	Individual Consultant (International)
Duty Station	The consultant will be based in Freetown in order to partake in briefing and debriefings with government and non-government partners in Sierra Leone.
Expected Places of Travel	Home based and pilot sites in Sierra Leone (10 days in country minimum).
Duration	Working period 4 th January 2021 to 31 st March 2021)
Expected Start Date	Immediately after Concluding Contract Agreement (4 th January 2021)

BASIC CONTRACT INFORMATION

Location:

Application Deadline:

Category: Climate Change and Environment

Type of Contract: Individual Contract

Assignment Type: International Consultant

Languages Required: English

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the *full* sized project titled: *Adapting to Climate Change Induced Coastal Risk Management Project* (PIMS# 5178) implemented through UNDP *Sierra Leone Country office*, which is to be undertaken in 2020. The project started in October 2017 and is in its *third* year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the Third Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* ([Link](#)).

2. PROJECT BACKGROUND INFORMATION

The project was designed to support Coastal community resilience to climate change induced risk on physical assets and economic livelihoods. The coastal zone of Sierra Leone is highly vulnerable to the increased frequency and severity of coastal erosion, flooding and storm surges which severely impact social wellbeing (health), livelihood security (and water resources) and major economic sectors such as fishing, tourism, water resources and agriculture. Coastal communities are already experiencing considerable repercussions of these impacts, notably on their livelihoods with reduced fishing productivity, ecosystem degradation and low farming outputs. The limited accessibility of climate-related data limits the ability of decision-makers to make informed planning and policy decisions for the coast (in particular marine and sea parameters databases such as wave height, wave period, wind speed and direction), and to take any clear strategic actions to remedy these negative effects. This inadequate knowledge is contributing towards undermining social and economic development, particularly under a changing climate.

This project is funded from the Least Developed Countries Fund (LDCF) to implement a full-sized project along the coastal zone, in six different pilot sites (Conakry Dee, Lakka, Hamilton, Tombo, Shenge and Turtle Island). The objective of this project, implemented by UNDP in collaboration with the Environmental Protection Agency (EPA SL), the Ministry of Fisheries and Marine Resources (MFMR) and the Institute of Marine Biology and Oceanography (IMBO) and the National Tourist Board (NTB) is designed to "*Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods*". The project focuses on five of the national priorities presented in Sierra Leone's National Adaptation Programme of Action (NAPA) submitted to the United Nations Framework Convention on Climate Change (UNFCCC), namely priorities interventions n° 2, 4, 14, 16 and 17.

Barriers need to be overcome in order to achieve the project objective. These include: (i) the limited accessibility and use of data and information relevant to understanding coastal related climate risks, (ii) inadequate institutional and policy capacities for Integrated Coastal Zone Management (ICZM), (iii) limited awareness programmes on coastal related climate risk and human activities along the coast; (iv) Inadequate resources and financial constraints and (v) the need to introduce climate resilient livelihood options and approaches to address the climate risk facing coastal communities. The project's approach to be adopted will deliver three complimentary outcomes to address these barriers in a coherent and holistic manner. It shall also contribute to the improvement of Sierra Leone's ability to systematically manage coastal risks in the face of a changing climate.

The activities under Outcome 1 focus on enhancing the availability of high quality climate risk information that is critical for development decision-making in the coastal zone. Under Outcome 2, a series of appropriate protection measures shall be designed along with supporting policy/legal tools and integrated coordination mechanisms to improve or support the implementation of policy to help deal with current and long-term coastal challenges; Finally, Outcome 3 will promote public awareness and promote climate resilient alternatives to sand mining for better adhesion of policy makers and communities on adaptation. This is a Five year project for which implementation started in April 2018 and is planned to end in October 2022.

The total budget of the project is **10,165,000 USD** with Government co-financing commitment amounting to **31,610,000 USD**.

3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR consultant will review the baseline GEF Core Indicators submitted to the GEF at CEO endorsement, and the midterm GEF core indicators that must be completed before the MTR field mission begins.

The MTR consultant is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including national government departments, NGO's/ Civil Society Organizations, resource owning communities, community leaders, key experts and consultants in the subject area, Project Steering Committee, other project stakeholders, academia, etc. Below is a detailed list of the stakeholders involved with the project. The MTR consultant will centre most of its work in country with **travel to specific locations around the coast of Sierra Leone** will be discussed and agreed upon between the Consultant, UNDP, and the PIU Team at the beginning of the consultancy.

Stakeholders	Mandates
	Primary stakeholders
EPA-SL Environment Protection Agency of Sierra Leone	The EPA-SL is placed under the Office of the President, headed by an Executive Chairperson, steered by a Board, and coordinates with both national and local Government institutions on issues relating to environmental protection and management. The Agency advises government on the formulation of policies on aspects relevant to the environment as well as climate change impacts. <i>EPA-SL is the main Responsible Party for the project and will coordinate the activities linked to Outcome 2.</i>
IMBO	<u>Institute of Marine Biology and Oceanography</u> (hereinafter called the IMBO) is the institution with the mandate to teach and deal with all aspects in Oceanography and

Institute of Marine Biology and Oceanography	<p>Management of the Marine Environment and its Resources, in particular, with coastal erosion and sea level rise issues. It also carries out research activities as well as national services particularly in the context of the coastal and marine environment at the national, regional and international level.</p> <p><i>IMBO is a Responsible Party for the project and will coordinate the activities linked to Outcome 1.</i></p>
MFMR Ministry of Fisheries and Marine Resources	<p><u>Ministry of Fisheries and Marine Resources</u> with the mission to plan, develop, rationally manage and conserve living aquatic resources for the benefit of the country by establishing sustainable Monitoring, Control and Surveillance procedures with respect to livelihood enhancement of fishing communities and increase contribution of fish resources to the national economy.</p> <p><i>MFMR is a Responsible Party for the project and will jointly coordinate with NTB the activities linked to Outcome 3.</i></p>
NTB National Tourist Board	<p><u>The National Tourist Board</u>, a semi-autonomous body and the professional arm of the Ministry of Tourism and Cultural Affairs which oversees the development and promotion of (sustainable) tourism opportunities; and monitoring and maintaining the operations of all tourist establishments to ensure quality service delivery in order to enhance socio-economic development.</p> <p><i>NTB is a Responsible Party for the project and will jointly coordinate with MFMR the activities linked to Outcome 3.</i></p>

Other stakeholders to be contacted throughout the MTR shall include the following:

- The Sierra Leone Meteorological Department (SLMD);
- The Disaster management department (DMD);
- The Ministry of Local Government and Rural Development (MLGRD);
- The Sierra Leone Maritime Administration (SLMA);
- The Ministry of Youth Affairs
- The Ministry of Lands, Country Planning and Environment
- The Ministry of Works, Housing and Infrastructure
- National Protected Area Authority
- The Sierra Leone Navy,
- The Conservation Society Sierra Leone
- The Environmental Foundation for Africa
- The Environmental Forum for Action (ENFORAC);
- The Island Aid Sierra Leone
- The Women's Network for Environmental Sustainability
- The Climate Change, Environment & Forest Conservation Consortium
- Sierra Leone Artisanal Fishermen Union
- Civil Society Alliance on Climate Change.
- The West Africa Biodiversity and Climate Change (WA-BICC).

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. The MTR consultant will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions ([Link](#))

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See [Annex 9](#) of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ¹¹	Baseline Level ¹²	Level in 1 st PIR (self-reported)	Midterm Target ¹³	End-of-project Target	Midterm Level & Assessment ¹⁴	Achievement Rating ¹⁵	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.

¹¹ Populate with data from the Logframe and scorecards

¹² Populate with data from the Project Document

¹³ If available

¹⁴ Colour code this column only

¹⁵ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.¹⁶

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for (Project Title)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	

¹⁶ Alternatively, MTR conclusions may be integrated into the body of the report.

Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately (30 days) over a time period of (5 weeks) starting (1 October 2020), and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
(15 September 2020)	Application closes
(25 September 2020)	Select MTR Team
(30 September)	Prep the MTR Team (handover of Project Documents)
(3 October 2020) 3 days	Document review and preparing MTR Inception Report
(6 October 2020) 3 days	Finalization and Validation of MTR Inception Report- latest start of MTR mission
(16 October 2020) 10 days (r: 7-15)	MTR mission: stakeholder meetings, interviews, field visits
(date)	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
(22 October 2020) 7 days (r: 5-10)	Preparing draft report
(24 October 2020) 2 days (r: 1-2)	Incorporating audit trail from feedback on draft report/Finalization of MTR report (note: accommodate time delay in dates for circulation and review of the draft report)
(25 October 2020)	Preparation & Issue of Management Response
(date)	(optional) Concluding Stakeholder Workshop (not mandatory for MTR team)
(30 November 2020)	Expected date of full MTR completion

Options for site visits should be provided in the Inception Report.

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: (date)	MTR team submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of MTR mission: (date)	MTR Team presents to project management and the Commissioning Unit
3	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: (date)	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: (date)	Sent to the Commissioning Unit

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is the Project Manager at UNDP-SL, Team Leader Sustainability and Local Economic Development Cluster and the entire project team. He/she is expected to work hand in hand with the Responsible Parties in executing his/her responsibilities. The national consultant is expected to:

- Report primarily to the UNDP Regional Technical Advisor in Addis Ababa, the UNDP Sierra Leone Office and the appointed officer from the EPA-SL, MFMR, SLMD, SLMA as appropriate.
- Co-ordinate with other team members, government counterparts and UNDP officials as required on all the technical requirements.
- UNDP CO will be responsible for facilitating data collection, meetings, and provision of other supporting functions and the Quality Assurance of the final documents produced.

. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TEAM COMPOSITION/QUALIFICATION OF SUCCESSFUL INDIVIDUAL CONSULTANTS

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally, who normally is an International Consultant) and one National consultant. The consultants should 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 project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas: *(give a weight to all these qualifications so applicants know what is the max amount of points they can earn for the technical evaluation)*

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to (Climate and environmental management;
- Experience working with the GEF or GEF-evaluations;
- Experience working in Africa;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and Climate change Adaptations; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master's degree in Social and Environmental Sciences, or other closely related field.

10. DUTY STATION

The Duty Station shall be Freetown, Sierra Leone with possible field visits to project target locations in Lakka, Hamilton, Tombo, Conakrydee, Shenge and Turtle Island.

Language and other skills:

- Fluency in English both written and oral.

Compliance with UN Core Values:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism;

- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

11. PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception Report
 30% upon submission of the draft MTR report
 60% upon finalization of the MTR report

Or, as otherwise agreed between the Commissioning Unit and the MTR team.

12. APPLICATION PROCESS¹⁷

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability** using the [template](#)¹⁸ provided by UNDP;
- CV and a Personal History Form** ([P11 form](#))¹⁹;
- Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how he/she will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to UNDP Country office, Fourah Bay Close, Off Main Motor Road, Wilberforce, Freetown in a sealed envelope indicating the following reference “Consultant for (Adapting to Climate change Induced Coastal Risk Management Project) Midterm Review” or by email at the following address ONLY: (fill email) by (*time and date*). Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

6. Annexes

- MTR ToR (excluding ToR annexes)
- MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTR mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)

¹⁷ Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: <https://info.undp.org/global/popp/Pages/default.aspx>

¹⁸ <https://intranet.undp.org/unit/bom/psd/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

¹⁹ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

- Signed UNEG Code of Conduct form
- Signed MTR final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft MTR report
- *Annexed in a separate file:* Relevant midterm tracking tools (*METT, FSC, Capacity scorecard, etc.*)

Annex 2: MTR evaluation matrix

Evaluation Criteria	Evaluation Questions	Indicators	Sources	Methodology
Relevance (<i>R=2; NR=1</i>) [How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?]				
Relevance to international instruments	<ul style="list-style-type: none"> - How does the project support the global sustainable development goals? - Does the project align towards a global transformational agenda at the local level (towards sustainability and resilience)? 	<ul style="list-style-type: none"> - Level of alignment of global goals into project design - Level of contribution of project to attainment of the goals of the global agenda and the international instruments 	<ul style="list-style-type: none"> - Project documents - International instruments and SDGs 	<ul style="list-style-type: none"> - Document review - Interviews with project team, UNDP and other key stakeholders
Relevance to GEF focal areas	<ul style="list-style-type: none"> - How does the project support the GEF Biodiversity and climate change focal areas and strategic priorities? 	<ul style="list-style-type: none"> - Clear relationship between the project objectives and GEF BD climate change focal area 	<ul style="list-style-type: none"> - Project document and GEF tracking tools - GEF Focal Area climate change strategies and documents 	<ul style="list-style-type: none"> - Document review
Relevance to UNDP Mandate and Strategy	<ul style="list-style-type: none"> - How does the project align with the UNDP Strategic Plan 2018-2021? 	<ul style="list-style-type: none"> - Level of alignment with strategic plan 	<ul style="list-style-type: none"> - Project document - UNDP Strategic Plan 2018-2021 	
Relevance to region	<ul style="list-style-type: none"> - Does the project support the regional sustainable development priorities (most notably Agenda 2063)? 	<ul style="list-style-type: none"> - Extent of relationship between project objectives and priorities of Agenda 2063 (and other relevant regional priorities) 	<ul style="list-style-type: none"> - Project document - Regional SD documents, including Agenda 2063 	<ul style="list-style-type: none"> - Document review
Relevance to country sustainable development objectives (UNDAF, national development plans, etc)	<ul style="list-style-type: none"> - Does the project align with the sustainable development objectives of Sierra Leone's National Development Plan ? - How does the project support the country strategies to fight induced coastal degradation? - How does the project support Sierra Leone's UNDAF (2015-2019)? 	<ul style="list-style-type: none"> - Degree to which the project supports the national SD objectives - Level of involvement of government officials and relevant partners in project design process 	<ul style="list-style-type: none"> - Project document - NDPs, UNDAF, and other relevant strategies and documents - Stakeholder analysis and participation process during design (Project Document) 	<ul style="list-style-type: none"> - Document review
Addressing needs of target communities	<ul style="list-style-type: none"> - How does the project support the needs of the project beneficiaries? 	<ul style="list-style-type: none"> - Level of alignment between needs of target communities and project results 	<ul style="list-style-type: none"> - Project document, particularly stakeholder analysis 	<ul style="list-style-type: none"> - Document review

Evaluation Criteria	Evaluation Questions	Indicators	Sources	Methodology
	- Has the project's implementation been inclusive to all relevant stakeholders (were these stakeholders adequately involved in project design and implementation)?		and participation process during design, and results section	- Interviews with target communities
Project design coherence and quality	<ul style="list-style-type: none"> - Is there a red thread between the expected results (log frame) and the project design (project context, partner choice, structure, budget, etc)? - Has the project been designed to be efficient and effective in achieving its outcomes? - Has the project design considered foundations laid by previous coastal management projects in Sierra Leone, and has the design attempted to synergize as effectively as possible with relevant projects? 	<ul style="list-style-type: none"> - Level of coherence between project results and project design - Level of inclusion of efficiency and effectiveness in design - Level of value add on previous foundations, as well as level of synergy 	<ul style="list-style-type: none"> - Project document - Key project stakeholders 	<ul style="list-style-type: none"> - Document review - Key interviews
Effectiveness ($HS=6$; $S=5$; $MS=4$; $MU=3$; $U=2$; $HU=1$) [To what extent have the expected outcomes and objectives of the project been achieved?]				
Level of effectiveness in achieving the expected outcomes and objectives	<ul style="list-style-type: none"> - To what extent did the project succeed in integrating and improving the Coastal risks preparedness and management processes in target areas? - To what extent did the project contribute to empowering communities in target communities to prepare for induced-coastal risks in an integrated manner? - Were contributions to improved livelihoods made in conjunction with improving ecosystem resilience? - Were there any risk of maladaptation? - Were local technologies adopted to reverse coastal degradation? 	<ul style="list-style-type: none"> - Using indicators in project document and results framework and log frame 	<ul style="list-style-type: none"> - Project document and project implementation documentation (progress reports, final report) - GEF tracking tools - Project team and relevant stakeholders 	<ul style="list-style-type: none"> - Document review - Interviews with project team and key stakeholders - Field site visits
Achievement of project outputs	<ul style="list-style-type: none"> - Were all planned project outputs achieved? - What were the internal and external factors that most affected performance of the project in delivering the planned outputs and expected achievements? - <i>What management measures were taken to make full use of opportunities and address obstacles to</i> 	<ul style="list-style-type: none"> - Using indicators in project document and results framework and log frame - Level of adaptiveness of project 	<ul style="list-style-type: none"> - Project documentation - Logframe - Project team 	<ul style="list-style-type: none"> - Document review - Interviews with project team

Evaluation Criteria	Evaluation Questions	Indicators	Sources	Methodology
	<i>enhance project performance (linked to risk as well as efficiency)?</i>			
Risk management – project adaptiveness	<ul style="list-style-type: none"> - How well were the risks, assumptions and impact drivers managed? - What was the link between the risk management strategy in project design and implementation? - How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place? Can we learn from this project's adaptation process (linked to sustainability)? 	<ul style="list-style-type: none"> - Completeness of risk identification and assumptions during project design - Quality of risk management strategy developed and followed 	<ul style="list-style-type: none"> - Project documentation - Project team 	<ul style="list-style-type: none"> - Document review - Interviews with project team
Efficiency (<i>HS=6; S=5; MS=4; MU=3; U=2; HU=1</i>) [Was the project implemented efficiently, in line with international and national norms and standards?]				
Project implementation efficiency	<ul style="list-style-type: none"> - Was adaptive management used or needed to ensure efficient resource use? - Were there any delays in implementation/ achievement of outputs? - Was the project as cost-effective as originally planned? - Did the project require an extension? Why? - Did co-financing happen as planned? - Was procurement carried out in an efficient manner? 	<ul style="list-style-type: none"> - Level of adaptiveness - Planned expenditure vs actual expenditure of budget - Adequacy of project choices (structural/operational) in view of context, infrastructure and cost - Quality of results-based management reporting - Project extension justification - Level of contract amendments and justification 	<ul style="list-style-type: none"> - Project reporting - Project extension reporting - Contracts and agreements with project partners - Project team and stakeholders 	<ul style="list-style-type: none"> - Document review - Interviews with project team - Field site visits
Use of appropriate capacity	<ul style="list-style-type: none"> - Did the project make use of the most relevant capacity and the most capacitated organisations to implement the project? - Was there effective and efficient collaboration between all the project implementers? - Was the capacity assessment accurate in terms of project implementation capacity? - Was there some capacity sharing among partners? 	<ul style="list-style-type: none"> - Quality of capacity assessment - (connected indicators to effectiveness in terms of timely project delivery by partners) - Level of capacity built among partners through sharing 	<ul style="list-style-type: none"> - Project document (capacity assessments) - Project implementation documentation - Project team and partners 	<ul style="list-style-type: none"> - Document review - Interviews with project team, UNDP, project partners

Evaluation Criteria	Evaluation Questions	Indicators	Sources	Methodology
Level of synergy with past/ongoing/future projects	See under relevance (to be covered here too)			
Monitoring and Evaluation (<i>HS=6; S=5; MS=4; MU=3; U=2; HU=1</i>)				
M&E design at entry	<ul style="list-style-type: none"> - What was the quality (in terms of measurement of attainment of project results, including efficiency) of the M&E plan at design phase? - Are the indicators SMART? - What is the quality of the outcome-level indicators - Was there appropriate budgeting for the M&E? 	<ul style="list-style-type: none"> - Level of SMART-ness of indicators - Appropriateness of indicators and M&E plan for project 	<ul style="list-style-type: none"> - Project document and log frame, budget - GEF tracking tools - Budget 	<ul style="list-style-type: none"> - Document review
M&E implementation	<ul style="list-style-type: none"> - Was the M&E plan effectively implemented? - How was adaptive management taken into consideration? (linked to effectiveness and efficiency) 	<ul style="list-style-type: none"> - Level of implementation according to M&E planning - Level of adaptive management as a result of M&E guidance 	<ul style="list-style-type: none"> - Project team - Project reporting including indicators and tracking tools 	<ul style="list-style-type: none"> - Document review - Interviews with project team
IA and EA Execution (<i>HS=6; S=5; MS=4; MU=3; U=2; HU=1</i>)				
Quality of UNDP implementation	<ul style="list-style-type: none"> - What was the level of oversight, guidance and support by UNDP toward project results (linked to Effectiveness and Efficiency) 	<ul style="list-style-type: none"> - Level of UNDP implementation 	<ul style="list-style-type: none"> - Project team 	<ul style="list-style-type: none"> - Interviews with project team
Quality of executing agency implementation	<ul style="list-style-type: none"> - What was the level of coordination and implementation by the implementing agencies toward project results (linked to Effectiveness and Efficiency) 	<ul style="list-style-type: none"> - Level of executing agency implementation 	<ul style="list-style-type: none"> - Project team 	<ul style="list-style-type: none"> - Interviews with project team
Sustainability (<i>L=4; ML=3; MU=2; U=1</i>)				
[To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?]				
Level of socio-political sustainability of project results	<ul style="list-style-type: none"> - Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impact? - Is the level of ownership by the main stakeholders and policy-makers sufficient to allow for the project results to be sustained? - Are there sufficient government and other stakeholder commitment and incentives to sustain sound coastal risks in Sierra Leone? 	<ul style="list-style-type: none"> - Level of influence of social and political factors on project results - Level of ownership of project results by government, producers, fishermen and other partners - Level of commitment from stakeholders to sustain results of project 	<ul style="list-style-type: none"> - Final project report - Sustainability strategy in project document - Project team - Project partners and stakeholders 	<ul style="list-style-type: none"> - Document review - Interviews with project team - Interviews with partners, stakeholders - Field visits with farmers and communities

Evaluation Criteria	Evaluation Questions	Indicators	Sources	Methodology
Financial resource dependency to sustain project results	<ul style="list-style-type: none"> - To what extent are the continuation of project results and eventual impact of the project dependent on (external) financial resources? - What is the likelihood that adequate financial resources will be or will become available to sustain the results of the project? 	<ul style="list-style-type: none"> - Level of dependence on external funding – level of committed financial resources beyond project 	<ul style="list-style-type: none"> - Final project report - Project team - Project partners, particularly local government and communities 	<ul style="list-style-type: none"> - Document review - Interviews with project team and stakeholders
Level of institutional sustainability	<ul style="list-style-type: none"> - To what extent is the sustenance of results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? - Are the institutional achievements (related to land planning) robust enough to have been fully integrated into institutional operations? 	<ul style="list-style-type: none"> - Level of institutional commitment to project results 	<ul style="list-style-type: none"> - Project team 	<ul style="list-style-type: none"> - Interviews with project team - Interviews with key project partners - Field visits
Level of environmental sustainability	<ul style="list-style-type: none"> - To what extent will the ecosystem health benefits arising from project results be sustained? - To what extent have the project activities been integrated into long-term planning (by SL government and communities)? - What are the environmental risks and possible maladaptive practices that might reverse or halt project results achieved towards alleviating coastal risks? 	<ul style="list-style-type: none"> - Level of sustaining environmental benefits from project results - Level of integration into operations and planning SI coastal risks 	<ul style="list-style-type: none"> - Project team, national and district-level government, farmers, fishermen, and communities 	<ul style="list-style-type: none"> - Interviews with project team, key governmental partners - Field visits and interviews with communities
Impact ($S=3$; $M=2$; $N=1$) [Are there indications that the project has contributed to, or enables progress toward, reduced environmental stress and/or improved ecological status?]				
Consideration of Theory of Change	<ul style="list-style-type: none"> - Does the project log frame accommodate objectives higher than the project outcomes? - What is the likelihood of longer-term impact (as illustrated in the reconstructed Theory of Change?) - Have there been verifiable improvements in ecological status in target communities)? - Have there been verifiable improvements in community resilience and livelihood? 	<ul style="list-style-type: none"> - Presence of impact-level indicators - Level of progress towards achievement of impact beyond project (as per reconstructed TOC) - Level of improvements in ecological status (as per tracking tools) - Level of improvements in community resilience and livelihoods 	<ul style="list-style-type: none"> - Log frame - GEF tracking tools - Reconstructed Theory of Change - Project team, project partners, communities 	<ul style="list-style-type: none"> - Document review - Development and validation by stakeholders of reconstructed TOC - Interviews with project team and project stakeholders

Annex 3: Questionnaire or Interview Guide used for data collection

Discussion guide UNDP staff (PM, M&E)

1. How relevant is the project vis-a-vis LDCF objectives?
2. How relevant is the project vis-à-vis UNDP Sierra Leone strategic objectives?
3. How relevant is the project vis-à-vis Sierra Leone development objectives?
4. Does the Project address the needs of target beneficiaries in risk management within coastal communities??
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors in adaptation to coastal degradation?
7. How is the Project effective in achieving its expected outcomes?
8. What have been the contributing factors that facilitates the project positive results?
9. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
10. How is risk and risk mitigation being managed?
11. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
12. Is communication regular and effective?
13. Are there key stakeholders left out of communication?
14. Are there feedback mechanisms when communication is received?
15. Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
16. 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?
17. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Discussion guide UNDP staff (admin)

1. How relevant is the project vis-a-vis LDCF objectives?
2. How relevant is the project vis-à-vis UNDP Sierra Leone strategic objectives?
3. How relevant is the project vis-à-vis Sierra Leone development objectives?
4. Does the Project address the needs of target beneficiaries in risk management within coastal communities??
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors in adaptation to coastal degradation?
7. So far, 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 in adaptation to risk in coastal areas?
9. How is the Project effective in achieving its expected outcomes?
10. What have been the contributing factors that facilitates the project positive results?
11. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
12. 2. How is risk and risk mitigation being managed?
13. Was the adaptive management used or needed to ensure efficient resource use?

14. Did the Project logical framework and work plan and any changes made to them use as management tools during implementation?
15. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
16. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
17. 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?
18. Could financial resources have been used more efficiently?
19. 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?
20. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
21. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
22. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP, and relevant government entities)
23. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Discussion guide (project partner)

1. How relevant is the project vis-a-vis LDCF objectives?
2. How relevant is the project vis-à-vis UNDP Sierra Leone strategic objectives?
3. How relevant is the project vis-à-vis Sierra Leone development objectives?
4. Does the Project address the needs of target beneficiaries in risk management within coastal communities??
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors in adaptation to coastal degradation?
7. So far, 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 in adaptation to risk in coastal areas?
9. How is the Project effective in achieving its expected outcomes?
10. What have been the contributing factors that facilitates the project positive results?
11. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
12. 2. How is risk and risk mitigation being managed?
13. Was the adaptive management used or needed to ensure efficient resource use?
14. Did the Project logical framework and work plan and any changes made to them use as management tools during implementation?

15. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
16. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
17. 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?
18. Could financial resources have been used more efficiently?
19. 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?
20. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
21. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
22. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP, and relevant government entities)
23. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
24. Is communication regular and effective?
25. Are there key stakeholders left out of communication?
26. Are there feedback mechanisms when communication is received?
27. Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
28. 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?
29. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Discussion guide govt. officials

1. How relevant is the project vis-a-vis LDCF objectives?
2. How relevant is the project vis-à-vis UNDP Sierra Leone strategic objectives?
3. How relevant is the project vis-à-vis Sierra Leone development objectives?
4. Does the Project address the needs of target beneficiaries in risk management within coastal communities??
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors in adaptation to coastal degradation?
7. So far, 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 in adaptation to risk in coastal areas?
9. How is the Project effective in achieving its expected outcomes?
10. What have been the contributing factors that facilitates the project positive results?

11. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
12. How is risk and risk mitigation being managed?
13. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
14. 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?
15. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Discussion guide community leaders

1. How is the Project effective in achieving its expected outcomes?
2. What have been the contributing factors that facilitates the project positive results?
3. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
4. How is risk and risk mitigation being managed?
5. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
6. 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?
7. Is communication regular and effective?
8. Are there key stakeholders left out of communication?
9. Are there feedback mechanisms when communication is received?
10. Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
11. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Questionnaire for project beneficiaries

1. What activities have you been involved in this project?
2. When and how did you come across this project?
3. How is the Project effective in achieving its expected outcomes?
4. What have been the contributing factors that facilitates the project positive results?
5. What have been, to date, the hindering factors that prevent the project from attaining its expected results?
6. How is risk and risk mitigation being managed?
7. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
8. 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?
9. How did the project adapt to the limitations set upon it by COVID-19? Were project results affected and what mitigation strategies were put in place?

Annex 4: Ratings Scales

• Ratings for Progress Towards Results: (one rating for each outcome and for 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 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)	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

Annex 5: MTR mission itinerary

[illegible]

Annex 5: List of persons interviewed.

FGD with project beneficiaries					
No.	Name	Sex (M= Male; F= Female)	Project site	Project location	Mobile
1	Musu Ellie	F	Lakka	Western Area	76260786
2	Ebenezer Johnson	M			77351116
3	Maria Shylon	F			88403909
4	Denis Bundu	M			77652189
5	Isaac Douglas	M			77585078
6	Foday Tucker	M			78104575
7	Mathew M. Williams	M			88651617
8	Aminata Shyllon	F			30389896
9	Emanuel Shylon	M	Hamilton		30510832
10	Moses Koh	M			77327950
11	Hawanatu Koroma	F			76253294
12	Ishmael Conteh	M			88208211
13	Eric T. Turner	M			34478121
14	Rex Moore	M			33590301
15	Conrad Jones	M			88198974
16	Deric K. Tunner	M			78433811
17	Emeric Moore	F			80773850
18	Musu J Elli	F			76260786
19	Samuel Coomber	M			88637343
20	Hannah Conteh	F	99243202		
21	Musu Koroma	F	99819672		
22	Abass M. Kamara	M	Tombo		77862625
23	Mohamed S. Bah	M			88531788
24	Kelvin F Bell	M			76185274
25	Mohamed Lamin Kamara	M			77925069
26	Abass B Kargbo	M			99685670
27	Umaro Kamara	M			88241046
28	Saio Sesay	M			99126784
29	Johnathan Dixon	M			23288506948
30	Issa Mansaray	M	Shenge	Shenge	76777105
31	Algalie Bangura	M			76210509
32	Eric Leomie	M			76213711
33	Boima Luke	M			30535655
34	Emanuel Yanker	M			76703300
35	Alex H. Kamara	M			76752390
36	Tennyson Caulker	F			76734494
37	Sagba Aruna	F			77255486

FGD with project beneficiaries					
No.	Name	Sex (M= Male; F= Female)	Project site	Project location	Mobile
38	Lilian Pieh	F			76530913
39	Mohamed Bangura	M			76237373
40	Sheku Koi	M	Turtle Island	Turtle Island	78221946
41	Isata Sullan	F			
42	Ansumana Sullan	M			78509874
43	Abdul Kamara	M			79555868
44	Alpha Turay	M			78051200
45	Aruna Sengo	M			
46	Ishmael N. Bahome	M			76325680
47	Tenneh Amara	F			78050868
48	Nana K. Sankoh	F	Konakri-Dee	Konakri-Dee	99185988
49	Memunatu Fofanah	F			80873580
50	Alhaji M. Suma	M			30636265
51	Mohamed Yillah	M			77507924
52	Matho Sankoh	F			88283832
53	Hannah Sumah	F			78990566
54	Kabba S. Sumah	M			88723374

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No	Informant	Position	Organization/ Institution/ MDA	Mobile no.
KII with the project primary stakeholders/partners				
1	Paul A. Lamin	Assistant Director-NRM	EPA-SL	23278699316
2	Fatmata Abe-Osagin	General Manager	National Tourist Board (NTB)	23276634949
3	Henry David Mbayoh	Senior Planning and Development Officer	NTB	23276879222
4	Traynold Johnson	Director of IMBO	IMBO-Fourah Bay College	23276629340
KII with the project secondary stakeholders				
1	Gabriel Kpaka	Deputy Director	MET-SL	23279667742
2	Francis Sowa	National Coordinator	Media Reform Coordinating Group (MRCG)	23276866519
3	Amara Salami Kanu	Executive Director	ENFORAC	23278293569
	Harod Williams	Coordinator		
	Obilia Kamara	Finance Manager		23276629992
KII and meetings with UNDP staff				
1	Dr Pa Lamin Beyai	Resident Representative	UNDP Sierra Leone	
	Tanzila Sankoh	Team Lead	SLED Cluster, UNDP-SL	23279961450
2	Bintu Moseray	Coastal Project Manager	UNDP	23276521790
3	Moi Swaray	Project M&E Officer	UNDP	23279804032
4	Muyeye Chambwera	NCE Regional Technical Advisor	UNDP Regional Office	

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 an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. 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.

MTR Consultant Agreement Form

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

Name of Consultant: _____ Alexandre Diouf _____

Name of Consultancy Organization (where relevant): _____ independant _____

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

Signed at Dakar, Senegal (Place) on Jan 13th 2021 (Date)

Signature:



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 an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. 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.

MTR Consultant Agreement Form


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

Name of Consultant: _____ Pious Sesay _____

Name of Consultancy Organization (where relevant): _____ independent _____

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

Signed at Freetown, Sierra Leone (Place) on Jan 13th 2021 (Date)

Signature: 

Signed MTR final report clearance form

Annex 6: Signed MTR final report clearance form

Annex 7: Audit trail from received comments on draft MTR report

UNDP-GEF MTR Report Audit Trail

Note: The following is a template for the MTR Team to show how the received comments on the draft MTR report have (or have not) been incorporated into the final MTR report. This audit trail should be included as an annex in the final MTR report.

To the comments received on March 30th 2021 from the Midterm Review of the project titled “Adapting to climate change-induced coastal risks management in Sierra Leone.” (UNDP Project ID-PIMS 5178)

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

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Muyeye Chambwera	1	Page 8- Executive summary	Responsible parties?	Implementing Partners has been used and now is changed to responsible Parties throughout the report.
Muyeye Chambwera	2	Page 9 – Executive summary	This is not a limitation but rather a mitigation measure of the first limitation related to face to face meetings. Please combine.	Combiened now to read: “COVID-19 related issues- because of the pandemic, face-to-face meetings were more difficult though still possible in Sierra Leone, hence the evaluation team proceeded with that approach, particularly for key informant interviews with partners and focus group discussions with beneficiaries in their communities. The group discussions were held with limited participants in strict adherence to physical distancing measures. Additional

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				recommended health and safety standards, including the use of face masks were also followed. “
Muyeye Chambwera	3	Page 9 – Executive summary	Was there any mitigation measure?	<i>Limited timeframe and stakeholders’ availability-</i> the MTR team conducted the evaluation over one and a half months (counting from the inception meeting). This was mainly because some key stakeholders were not readily available. Flexible interview schedules were therefore adopted to accommodate stakeholders’ availability, even during the data analysis period.
Muyeye Chambwera	4	Page 9 – Executive summary	Spell out at first mention	Direct Implementation Modality (DIM)
Muyeye Chambwera	5	Page 9 – Executive summary	Barriers do not exacerbate, they rather prevent adoption or implementation of adaptation measures. Please revise	Below we summarise the four main barriers preventing Sierra Leone from reducing its vulnerability to coastal climate hazards
Muyeye Chambwera	6	Page 9 – Executive summary	Remove repetition	Removed
Muyeye Chambwera	7	Page 10 – Executive summary	Please spell out the indicator	Percentage of change in vulnerability of youth and women living in the pilot sites to climate change-induced risks threatening the coastal zone
Muyeye Chambwera	8	Page 10 – Executive summary	Please add these in a footnote	SMART: Specific, Measurable, Achievable, Relevant, Time-Bound

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Muyeye Chambwera	9	Page 10 – Executive summary	Please spell out	number of beneficiaries
Muyeye Chambwera	10	Page 10 – Executive summary	Is this also a goal indicator? The first sentence in this paragraph sounds as if there is one goal level indicator. Also, please mention these indicators in brackets for ease of understanding.	Done
Muyeye Chambwera	11	Page 10 – Executive summary	would <u>not</u> be possible? Please check correctness of sentence	The third indicator is not measurable in an accurate fashion; for example, the project does not cover 65% of the coastal areas, measuring the exact area covered by the project would be a tremendous challenge. According
Muyeye Chambwera	12	Page 10 – Executive summary	Please spell out the risks that are no longer valid (list them in bullet points)	
Tanzila Sankoh	13	Page 11 – Executive summary	Considering that at mid-term the project have benefitted (22,314) against the target of (23,200), we are only 886 away to have met the target so I suggest a change of this rating to reflect actual result.	The project has communicated a total of 39,314 direct beneficiaries. The evaluation team has estimated that at the maximum, 20,314 people have directly benefitted. The rating as changed as a result of that re-assessment.
Tanzila Sankoh	14	Page 11 – Executive summary	As per pro doc, the sixth weather station should be kept as a spare and not to be installed. Please review as necessary.	Five weather stations have been installed with one of the stations (at Hamilton) that was destroyed by heavy storm needing to be reinstalled. It is not clear as to why two of the stations were diverted from the intended project sites (Konakri-

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				Dee and Turtle Island) and installed outside the six project sites (Targreen and Bonthe Town). The midterm and final targets should only refer to the number of weather/ marine stations installed and operational. The project is not monitoring the percentage of each site that is covered; instead the measurement unit is the project site. The information generated from the weather stations does not reach the intended audience. The project did not put in place an adequate strategy for the sharing of meteorological information.
Muyeye Chambwera	15	Page 11 – Executive summary	In addition to the descriptions here, please spell out how many ICZM plans were envisaged, at what level (national, district?), and how many have been developed at the level. As per the Prodoc, “At mid-term 6 CVA (one for each commune) have been developed and a draft implementation plan for MSP is available to inform the ICZM plans strengthening.”	One combined CVA has been conducted, but the implementation plan for MSP has not been finalised. A coastal climate change adaptation plan was developed and validated on 2 April 2019 in collaboration with the West Africa Biodiversity and Climate Change project (funded by the United states Agency for International Development). SLR and the EPA conducted coastal erosion risk profile studies to identify coastal hazards and assess the extent to

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				which coastal communities and infrastructures are affected. Moreover, EPA conducted a stakeholders' workshop to update the ICZM plan that integrates climate change issues and develop action plans for its implementation. While the ICZM plans have not been developed yet, the project has put in place the majority of preconditions needed for that to happen.
Tanzila Sankoh	16	Page 11 – Executive summary	Please regularize numbering up to the start	Done
Tanzila Sankoh	17	Page 12 – Executive summary	Please cross check the LOA's again, target beneficiaries are always indicated on the Itemize cost estimate and this is where the targets are quantified which determines the cost of activities.	Not all LOA have these quantified targets, for example the NTB LOA for 2020. Other LOA have targets that are not quantified in an adequate fashion.
Muyeye Chambwera	18	Page 12 – Executive summary	Please follow up the reasons with the CO and PMU. This is not an ideal statement unless there is explicitly expressed confidentiality.	The discontinuation of the support from the CTA is primarily due to Covid 19 travel restrictions for 2020.
Tanzila Sankoh	19	Page 12 – Executive summary	This is incorrect, the budget in the project document could support the work of the CTA for five years and therefore a long term agreement was signed with the CTA which ensures he is called upon as and when needed in line with the budget availability.	Ok , taken into account.
Tanzila Sankoh	20	Page 12 – Executive summary	I suggest you remove this paragraph, this aspect have been comprehensively handled under 3b.	Removed

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Tanzila Sankoh	21	Page 12 – Executive summary	This is fine	Ok
Muyeye Chambwera	22	Page 12 – Executive summary	Please see previous comment and discuss this with CO	Done and rephrased
Tanzila Sankoh	23	Page 12 – Executive summary	Please review the first sentence not too clear on what you want to communicate.	Rephrased to read as follows “Moreover, the available set of M&E documents and tools only covers a part of the project M&E needs. For example, the beneficiary lists do not capture the individuals’ ages, and some do not even capture their gender. As a result, the number of people who have access to the weather information and the number of people reached through information, education, and communication channels are all subject to significant overestimations. The project’s current M&E framework needs to be realigned to the standards of UNDP and GEF. “
Muyeye Chambwera	24	Page 13 – Executive summary	What does this mean? Please revise	Finally, deleted!
Muyeye Chambwera	25	Page 13 – Executive summary	Please relook at how importance and priority are ascribed are each recommendation, and aligned to the text of the recommendation. For example, Recommendation 2 says “the project should <u>immediately</u> , yet the oriority is <u>Low</u> . Reconsidering	Done

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
			these is important to guide the project team on what to focus on in addressing the recommendations.	
Muyeye Chambwera	26	Page 14 – Executive summary	This recommendation needs to be reframed into to be action-oriented rather than a comment.	<u>Done to read :"</u> <u>Recommendation 4:</u> The project must produce the exit strategy document and discuss its utility to reinforce its sustainability and impact. The project results' sustainability can be questionable since the project has not started to work on a good exit strategy with the various stakeholders. Recommendation to: UNDP Importance: High Priority: Low Timeframe: Now"
Muyeye Chambwera	27	Page 14 – Executive summary	Start with this clear recommendation and add the previous statement if needed, keeping the recommendation succinct.	
Muyeye Chambwera	28	Page 14 – Executive summary	While this is okay to recommend, the summary assessment above has not raised an issue about stakeholder complaints. Please ensure that the need for this recommendation is supported by the evidence.	It has been reported that the project beneficiaries had several questions that were unanswered about the CEFCON support, about the ENFORAC work, about the project plans for the upcoming months and years, hence why this has been recommended.
	29	Page 14 – Executive summary	The tracking tool should be completed at MTR, and thus should not be a recommendation of the	Ok

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Muyeye Chambwera			MTR. It is expected that the Project Team and CO have a completed mid-term tracking tool by the end of the MTR.	
Muyeye Chambwera	30	Page 14 – Executive summary	Please clarify if the consultants intend to say oversight or technical support. CTA will not provide oversight, but UNDP. If this is more about technical support and delivery, please rephrase	Ok Rephrased
Muyeye Chambwera	31	Page 14 – Executive summary	Yes, the RTA provides oversight, together with the Country Office.	OK
Muyeye Chambwera	32	Page 15 – Executive summary	The CTA has been mentioned again in an earlier recommendation. Please avoid duplication	Deleted.
Muyeye Chambwera		P17- Methodology of the MTR	Why was this not done?	Debriefing was done with the Project manager and the M&E specialist. The management was not available at the time the international consultant was leaving the country.
Muyeye Chambwera		P17- Methodology of the MTR	Please avoid adding tentative activities in the report. Only report on what has been done	Ok - delted
Muyeye Chambwera		P18- Methodology of the MTR	These are good. However, did the MTR team make efforts to also ensure gender balance in the interviews themselves?	Yes the MTR team did. There has always been less female respondents than men
Muyeye Chambwera		P18- Methodology of the MTR	Which plan?	Deleted and rephrased
Muyeye Chambwera		P22 – Project Implementation arrangements	Please complete	Done
Muyeye Chambwera		P23 – Project Implementation arrangements	Please check these and revise. The organizational structure in the figure above has a more accurate representation. Also check the Prodoc on the composition of the Project Steering Committee	Done

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Muyeye Chambwera		P23 – Project Implementation arrangements	Does this mean the NPD is a UNDP staff member. Please make it come out clearly.	Yes -Done
Tanzila Sankoh		P27- Analysis of the results framework	From our side, this target is realistic and time bound	The MTR team agrees that the indicator is time-bound and advise to check again on its realism given the slow progress that is being done on this activity.
Muyeye Chambwera		P27- Analysis of the results framework	May the team please provide a concluding statement on the findings above i.e. what it implies.	The goal-level indicator is too challenging to measure. This indicator does not meet four quality attributes of five for performance indicators. Also, the direction of desired change is not correct. The team has made a recommendation to reword this indicator during the refinement phase of the results framework. The second indicator dealing with “the number of beneficiaries” is overestimated. At midterm, the project has reached 22,314 out of 39,314 planned beneficiaries. The third indicator is not measurable in an accurate fashion: the project does not cover 65% of the coastal areas, and measuring the exact area covered by the project would be impossible.

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Tanzila Sankoh		P27- Analysis of the results framework	Please review in line with comment under project towards result on page 11	Done, see the response above
Muyeye Chambwera		P28- Analysis of the results framework	What does this mean? Please reformulate.	According to the Prodoc, the achievement of the project's objectives was based on 11 key assumptions (Table 5). A close look at the accuracy of the Prodoc's assumptions shows that six of them are no longer valid during the years in the project implementation
Muyeye Chambwera		P28- Analysis of the results framework	What is the evidence that they are <u>able to identify</u> and <u>engage</u> in those activities. If we maintain that this is no longer valid, we need to provide the evidence, or another justification e.g. that the project is supposed to train and provide these solutions, which means that this is an intended outcome of the project rather than an assumption.	The project beneficiaries who were interviewed were clear on what they wanted to do to mitigate the impacts of climate change on their livelihoods. They have all said they knew what was going on and they had started to work on it but they desperately needed more help from the project.
Muyeye Chambwera		P28- Analysis of the results framework	Can you please comment on the validity of this seemingly different assumption?	The cost of some equipment and infrastructure has changed dramatically. Slow release of funds and lengthy administration processes still have an impact on some project activities. The LOA for the implementing partners have not been signed for example, one quarter into 2021. The software

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				that was purchased for modelling purpose for the EPA has not been installed.
Tanzila Sankoh		P29- Gender responsiveness	Please rephrase	. As well, the project would be undertaking gender-sensitive training and communication to be disseminated to vulnerable communities and ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in implementing all adaptation measures
Muyeye Chambwera		P29- Social and environmental safeguards	Does this refer to the GEF accreditation panel? Please validate and spell out.	Yes The UNDP SESP was undertaken at the PP phase to ensure that the project complies with UNDP's Social and Environmental Standards. These standards were reviewed by the GEF accreditation panel and deemed sufficient to allow UNDP to submit low- and medium-risk projects
Muyeye Chambwera		P29- Social and environmental safeguards	This paragraph seems to be presenting several issues, ranging from specific SESP issues to design processes such as validation. Please present these logically under appropriate sub-headings. The issues are all important though.	There was no evidence available for a validation workshop being held before finalising the project document. In addition, the baseline information regarding the goal-level indicator could not be established because of the complexity of the indicator and the

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
			Can you elaborate on these risks please, where the Prodoc risks differ from SESP risks	misleading information it bears. Social and environmental risks screened during the project development phase using the UNDP SESP resulted in an overall risk rating of LOW. The risks listed in the SESP were not entirely consistent with the those included in the report's main body ²⁰ .
		P30-36	Progress towards results	All comments have been addressed in the same table that is already in the executive summary. The altered table has been copied under this section.
Muyeye Chambwera		P36- Progress towards outputs	Please improve presentation of work as suggested for Output 1.1.	Done
Muyeye Chambwera		P36- Progress towards outputs	It is suggested that the team includes an overall introductory paragraph for this sub-section. Include in that reason why the team only reported on selected outputs and not all of them.	While many activities have already started, some are yet to be initiated. The following analysis gives an analysis of the progress towards then project outputs:

²⁰ No risk identified in the SESP as opposed to the following Risk identified in the Prodoc: 1. Insufficient institutional engagement and coordination may prevent successful project delivery especially in the current context, in Sierra Leone 2. Lack of qualified personnel within the USL-IMBO and EPA-SL to operate and maintain new equipment, data transmission/treatment/storage processes and forecasting models. 3. Procurement and installation of equipment is delayed due to slow release of funds, lengthy administration processes and deficient data transmission systems locally. 4. Early Warnings do not reach local radios in the communities and local Radios are not capacitated to receive and broadcast early warnings. 5. Youth and Women Association, NGOs/CSOs participating in the activities of adaptation through engagement in alternative income generative livelihoods are not willing to cooperate. 6. Equipment installed in the coastal sites (weather and marine tidal gauging system with telemetry) may be stolen and/or vandalized threatening the success of the functioning of Coastal EWS. 7. Impacts of Climate Change are greater than expected

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Tanzila Sankoh		P37- Progress towards outputs	<p>All of the activities under output 1 and 2 are ongoing and half way done.</p> <p>Under Output 2. Sea Level Rise and coastal erosion profiles studies completed for the six target; Ecosystem based adaptation design guidance developed, marine spatial plan framework developed and SL-ICZM-WG initiated. (Moi provided all these documents).</p> <p>Under Output 3, all the outputs have started and is still ongoing except for output 3.3” CSEB practice introduced” however the brick making machine has been procure and the construction of the CSEB training center was challenged</p>	We are certainly talking about the same thing, the MTR team was expecting more progress under these outputs.
Muyeye Chambwera		P37- Progress towards outputs	This is useful i.e. to make a recommendation to expedite the project. Could the team be more elaborate with suggestions on the areas to review and focus on for the remainder of the project.	Done in the recommendations
Muyeye Chambwera		P38- Project implementation and adaptive management	There is no discussion on adaptive management in the discussion below	This has been added: “The project has started to work without the support of the CTA when covid hit, remote collaboration mechanisms were put in place when travels were restricted and finally some activities had to be postponed because the budget was too small or the timing was not right. “
Tanzila Sankoh		P38- Project implementation and adaptive management	Please review as suggested	Done

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
Muyeye Chambwera		P39- Project implementation and adaptive management	Elaborate on why this is a problem	For example, CEFCON has decided to set up two savings groups of 10 people in certain areas, like Hamilton and Tombo. In contrast, in other areas such as Tombo, CEFCON have decided to set up two groups of 30 people each
Muyeye Chambwera		P39- Project implementation and adaptive management – work planning	Table missing	Added “see Table 3, page 10”
Muyeye Chambwera		P39- Project implementation and adaptive management – work planning	Please be consistent in the use of terms between Implementing Partners and Responsible Parties	Done
Muyeye Chambwera		P39- Project implementation and adaptive management – Finance and cofinance	This section needs a lot more elaboration and specificity	Done
Muyeye Chambwera		P39- Project implementation and adaptive management – Finance and cofinance	Please complete	Done
Tanzila Sankoh		P42- Project-level Monitoring and Evaluation Systems	Reports submitted for MTR purposes were both in quantitative & qualitative formats. We are willing to provide documentation evidence.	Moreover, the available set of documents is far from the monitoring and M&E reporting requirements and presents a non-quantifiable and incomplete image of the project’s expected progress. For example, the beneficiary lists do not capture a person’s

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				age or, in some cases, gender. The lists are scanned in pdf and kept as separate files.
Muyeye Chambwera		P42- Project-level Monitoring and Evaluation Systems	Does this need to be repeated here? It does not seem to fit with the above.	Delted
Muyeye Chambwera		P42- Reporting	Are there any challenges the project is facing, which delay timely signing of LOAs and annual reporting?	At the time of this evaluation (nine weeks into 2021), no LoA was signed and partners were still waiting to hear back from UNDP about the way forward. Similarly, the annual report was available at the end of February instead of the end of January 2021. Although the project is taking steps to correct the situation, much more remains to be done to overcome it.
Muyeye Chambwera		P42- Communication	Please indicate here if this is provided for in the project institutional implementation arrangements.	No it was not Added (although not indicated in the implementation arrangements).
Muyeye Chambwera		P42- Communication	Spell out in full.	IGA stands for Income generating activity
Muyeye Chambwera		P43- sustainability	Valid?	Valid
Muyeye Chambwera			Please check and reformulate for clarity	The project will need to include impacts from COVID-19 restrictions in its periodic risks assessments and implement a set of

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken
				activities to mitigate their impact.
Muyeye Chambwera		P45 - Financial risks to sustainability:	Has this been discussed with government i.e. willingness to continue investing or allocating budgets beyond GEF financing?	Yes with the responsible parties
Muyeye Chambwera			Please discuss the socio-economic risks here. If none, please indicate so.	The management of the infrastructure built in the communities may come with socio-economic risks after the project completion. The exit strategy will clarify the arrangements to implement to mitigate that risk.
Muyeye Chambwera		P46- Chambwera- Environmental risks to sustainability	Has this been informed by documented assessments?	Yes

Annex 8: Relevant midterm tracking tools