

**UNDP- Govt. of Liberia**

**Terminal Evaluation of CCCD Project (PIMS #5796)**



**Terminal Evaluation of UNDP/GEF Project  
Strengthening National Capacities to Meet Global Environmental  
Obligations with the Framework of Sustainable Development  
Priorities or Cross-Cutting Capacities Development (CCCD)**

**(GEF Project ID: 9390; UNDP PIMS ID: 5796)**

**Final Report**

**by**

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Title of UNDP supported GEF financed Project	
<b>Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities/Cross-Cutting Capacity Development Project</b>	
Project ID#S	
<b>Award ID</b>	00106571
<b>Project ID</b>	00107247
<b>UNDP PIMS ID</b>	5796
<b>GEF ID</b>	9390
<b>Management Arrangement</b>	Support to NIM
TE Timeframe and Date of Final TE Report	
<b>Timeframe for TE</b>	August – December 2021,
<b>Date of Final Report</b>	January 31, 2022
Region and Countries included in the Project	
<b>Region</b>	Africa,
<b>Country</b>	Liberia
GEF Focal Area/Strategic Programme	
GEF-6-CCCD Strategy Objective 1-: Integrate Global Environmental Needs into Management Information Systems	
GEF-6-CCCD Strategy Objective 3-: Integrate Multilateral Environmental Agreements provisions within National Policy, Legislative and Regulatory Frameworks	
GEF-6-CCCD Strategy Objective 5 -: Updating of the National Capacity Self-Assessment	
Implementing Partners	
Govt. of Liberia - Ministry of Finance and Development Planning (MFDP)/Environmental Protection Agency (EPA)	
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## Table of Contents of the Report

<b>i. ACKNOWLEDGEMENTS</b>	<b>2</b>
<b>ii. TABLE OF CONTENTS</b>	<b>3-5</b>
<b>iii. LIST OF TABLES AND FIGURES</b>	<b>6</b>
<b>iv. ACRONYMS AND ABBREVIATIONS</b>	<b>7-8</b>
<b>1. EXECUTIVE SUMMARY.....</b>	<b>9</b>
1.1 Project Information Table.....	9
1.2 Project Description .....	10
1.3 Evaluation Ratings Table .....	11
1.4 Methodology.....	12
1.5 Summary of Main Findings, Conclusions, Recommendations and Lessons Learned.....	14
1.5.1 Main Findings .....	14
1.5.2 Conclusions.....	17
1.5.3 Lessons Learned .....	18
1.5.4 Summary Recommendations.....	19
<b>2. INTRODUCTION .....</b>	<b>21</b>
2.1 Purpose and Objective of the Terminal Evaluation.....	21
2.2 Scope.....	23
<b>2.3 Evaluation Ethics</b>	<b>25</b>
<b>2.4 Data Collection and Analysis.....</b>	<b>25</b>
2.4.1 Evaluability .....	26
2.4.2 Analytical Approaches .....	27
2.5 Limitation of the Evaluation.....	28
2.6 Structure of the Report.....	29
<b>3. Project Description and Development Context .....</b>	<b>30</b>
3.1 Project Start Date and Duration including Milestones.....	30

<b>3.2 Development Context: Environmental, Socio-economic, institutional, and Policy Factors relevant to the Project Objective and Scope .....</b>	<b>30</b>
<b>3.2.1 Brief Country History .....</b>	<b>30</b>
<b>3.2.2 Overview of the Environmental Challenges .....</b>	<b>31</b>
<b>3.3 Problems that the Project Sought to Address, Threats and Barriers Targeted .....</b>	<b>32</b>
<b>3.4 Immediate and Development Objectives of the Project .....</b>	<b>33</b>
<b>3.5 Expected Results .....</b>	<b>34</b>
<b>3.6 Main Stakeholders .....</b>	<b>34</b>
<b>3.7 The Theory of Change .....</b>	<b>35</b>
<b>4 FINDINGS .....</b>	<b>37</b>
<b>4.1 Outcome Level Ratings .....</b>	<b>37</b>
<b>4.1.1 Relevance .....</b>	<b>37</b>
<b>4.1.2 Effectiveness .....</b>	<b>38</b>
<b>4.1.3 Efficiency .....</b>	<b>39</b>
<b>4.1.4 Sustainability .....</b>	<b>40</b>
<b>4.1.5 Impact .....</b>	<b>40</b>
<b>4.2 PROJECT DESIGN AND FORMULATION .....</b>	<b>41</b>
<b>4.2.1 Analysis of Project Result Framework: Project Logic and Strategy, Indicators .....</b>	<b>41</b>
<b>4.2.2 Assumptions and Risks .....</b>	<b>45</b>
<b>4.2.3 Lessons from Other Relevant Projects incorporated into the Project Design .....</b>	<b>49</b>
<b>4.2.4 Planned Stakeholder Participations .....</b>	<b>50</b>
<b>4.2.5 Linkages between Project and Other Interventions within the Sector .....</b>	<b>51</b>
<b>4.2.6 Replication Approach .....</b>	<b>52</b>
<b>4.2.7 UNDP Comparative Advantage .....</b>	<b>53</b>
<b>4.3 Project Implementation .....</b>	<b>53</b>
<b>4.3.1 Adaptive Management .....</b>	<b>53</b>
<b>4.3.2 Actual Stakeholders Participation and Partnership Arrangements .....</b>	<b>54</b>
<b>4.3.3 Project Finance and Co-finance .....</b>	<b>54</b>
<b>4.3.4 Monitoring and Evaluation: Design at Entry, Implementation, and Overall Assessment of M &amp; E .....</b>	<b>55</b>

<b>4.3.5 UNDP Implementation/Oversight and Implementing Partner Execution, Overall Project Implementation/Execution, Coordination and Operational Issues.....</b>	<b>57</b>
<b>The overall project management arrangements are rated Satisfactory .....</b>	<b>58</b>
<b>4.4 PROJECT RESULTS.....</b>	<b>60</b>
<b>4.4.1 Overall Results (Objective Level) .....</b>	<b>60</b>
<b>4.4.2 Project Contribution towards UNDAF and CPD .....</b>	<b>60</b>
<b>4.4.3 Planned Project Results by Objective and Outcomes.....</b>	<b>61</b>
<b>4.5 Gender Equality and Women’s Empowerment .....</b>	<b>74</b>
<b>4.6 GEF Additionality.....</b>	<b>75</b>
<b>4.7 Country Ownership.....</b>	<b>74</b>
<b>5 SUMMARY OF MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED .....</b>	<b>76</b>
<b>5.1 Main Findings .....</b>	<b>76</b>
<b>5.2 Conclusions .....</b>	<b>78</b>
<b>5.3 Lessons Learned.....</b>	<b>80</b>
<b>5.4 Summary Recommendations .....</b>	<b>81</b>
<b>6. ANNEXURES .....</b>	<b>82</b>
<b>6.1 TOR of Terminal Evaluation (excluding TOR annexures) .....</b>	<b>82</b>
<b>6.2 List of Documents Reviewed by the TE Team .....</b>	<b>94</b>
<b>6.3 TE Mission Itinerary .....</b>	<b>94</b>
<b>6.4 Summary of Field Visits .....</b>	<b>97</b>
<b>6.5 Evaluation Criteria Matrix by Questions, Indicators, Data Sources and Method of Collection.....</b>	<b>101</b>
<b>6.6 Terminal Evaluation Ratings Scale .....</b>	<b>123</b>
<b>6.7 Confirmed Sources of Co-finance for the Project by Name and by Type .....</b>	<b>125</b>
<b>6.8 Signed UNEG Code of Conduct Form .....</b>	<b>126</b>
<b>6.9 Annexed in a Separate File: TE Audit Trail in response to the comments on Draft Report submitted on 10.02.2022.....</b>	<b>127</b>

**List of Tables**

<b>Table No. - 1</b>	:	Project Information Table
<b>Table No. - 2</b>	:	Terminal Evaluation Rating Table
<b>Table No. - 3</b>		Recommendations Summary Table
<b>Table No. - 4</b>	:	Different Phases and Activities for Conducting the Evaluation
<b>Table No. - 5</b>		Evaluation Table – Result Indicators
<b>Table No. - 6</b>	:	Risks and Assumptions
<b>Table No. - 7</b>	:	Associated Baseline Projects on CCCD in Liberia
<b>Table No. - 8</b>	:	List of projects that have Linkages with the Project
<b>Table No. - 9</b>	:	Project Log-Framework for Assessment of Achievements of CCCD Project at Objective and Outcomes Levels
<b>Table No. - 10</b>	:	Ratings based on Outcomes Achievement/ Effectiveness
<b>Table No. - 11</b>	:	TE Field Mission Itinerary
<b>Table No. - 12</b>	:	Summary of field Visits
<b>Table No. - 13</b>	:	Evaluation criteria matrix by questions, indicators, data sources and methods.
<b>Table No. - 14</b>	:	Confirmed sources of co-financing for the project by name and by type

**List of Figures/Pictures**

<b>Figure -1</b>	:	Organogram of the Project Management Arrangements
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**ACRONYMS AND ABBREVIATIONS**

APR	Annual Progress Review
AWP	Annual Work Plan
CCCD	Cross-Cutting Capacity Development
CO <sub>2</sub> e	Carbon Dioxide Emission
CRGE	Climate Resilient Green Economy
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DIM	Direct Implementation Modality
EKMS	Environmental knowledge management System
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GoL	Government of Liberia
GHG	Green House Gas
IA	Implementing Agency
MEAs	Multilateral Environmental Agreements
MFD	Ministry of Finance and Development Planning
MoME	Ministry of Mines and Energy
MTR	Midterm Review
NCSA	National Capacity Self-Assessment
NGOs	Non-Governmental Organizations
NIM	National Implementation Modality
NPD	National Project Director
PIF	Project Identification Form (GEF)
PIR	Project Implementation Review
PMU	Project Management Unit
ProDoc	Project Document
PRF	Project Result Framework
PSC	Project Steering Committee
PSA	Public Service Announcement
SDG	Sustainable Development Goals
SE4All	Sustainable Energy for All
SLV	Structural Learning Visit
ToR	Terms of Reference
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification and Drought
UNCDF	United Nations Sustainable Development



**UNDP- Govt. of Liberia**

**Terminal Evaluation of CCD Project (PIMS #5796)**

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change

## 1. EXECUTIVE SUMMARY

This report summarizes the findings of the Terminal Evaluation (TE) of the UNDP supported - GEF Financed Project titled **Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities** [hereby referred to as Cross-Cutting Capacity Development (CCCD) Project] received a USD 1.5 million grants from the Global Environment Facility (GEF) in September 2017.

### 1.1 Project Information Table

The key data of the project subject to this evaluation is presented in the **Table-1** below:-

**Table No. - 1: Project Information Table**

Project Title	<b>Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacity Development Project</b>		
UNDP/GEF Project ID (PIMS)	5796	PIF Approval Date	May 4, 2016
GEF Project ID	9390	CEO Endorsement Date	Sept.19, 2017
Project ID	00107247	Project Document (ProDoc) Signature Date (date project began)	January 16, 2018
Country	Liberia	Management Arrangements	Support to NIM
Region	Africa	Inception Workshop Date	June 20, 2018
Focal Area	Multi-Focal Areas	Midterm Review Date	--
GEF-6 Strategic Program	<b>CCCD Strategy Objective 1-:</b> Integrate Global Environmental Needs into Management Information Systems. <b>CCCD Strategy Objective 3-:</b> Integrate Multilateral Environmental Agreements provisions within National Policy, Legislative and Regulatory Frameworks. <b>CCCD Strategy Objective 5 -:</b> Updating of the National Capacity Self-Assessment	Planned Closing Date	16 January 2022

Trust Fund	GEF	Revised closing date	September 30, 2022
GEF Agency	UNDP Liberia		
Other Executing Agency	Govt. of Liberia - Ministry of Finance and Development Planning/ Environmental Protection Agency (EPA)		
Project Financing	at CEO endorsement (USD)	at Completion (USD)	
(1) GEF Financing	1,500,000	1,170,359.51	
(2) UNDP TRAC Resources	200,000	125,793	
(3) Govt. of Liberia/ MFDP (in Kind)	1,300,000	1,177,000	
Project Total Cost	3,000,000	2,473,152.51	

## 1.2 Project Description

To complement Government of Liberia's (GOL) strategic vision set in Liberia RISING 2030 and in support of Sustainable Development Goals (SDGs), the Environmental Protection Agency (EPA), GOL and the United Nation Development Programme (UNDP) Liberia designed and implemented a UNDP supported – Global Environment Facility (GEF) financed Project on **Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacities Development (CCCD)**. The overall objective of the project was to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project was thereby expected to help the country –a) to make better decisions to meet and sustain global environmental obligations; and b) to have the capacity to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. The project implementation was carried out via *four* linked components namely - **Component 1** - establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities; **Component 2** - enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio Conventions; **Component 3** - improved environmental attitudes and values for the global environment; and **Component 4** - updating of the National Capacity Self-Assessment. The project was implemented following an adaptive collaborative management (ACM) approach, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges.

In regard to the implementation of the project, its overall responsibility was with the Environmental Protection Agency (EPA) and UNDP Liberia. Other main project stakeholders were the government ministries and agencies that are responsible for natural resource and environmental management and are responsible for key sectoral policies and legislation, environmental and conservation related NGOs that complement the effort of Government were also associated with the implementation.

The revised Project Identification Form (PIF), submitted in August 2017 for medium size proposal, was approved by GEF in May 2016. The final approval for a GEF grant of USD 1,500,000 was received in September 2017. The Project Document (Prodoc) was signed on January 16, 2018, followed by Project Inception Workshop on June 20, 2018. The Inception Report was finalized on June 23, 2018. As per the Prodoc., the duration of the project was initially set for 4 years with the planned start date as December 2017 and the expected closing date as December 2021. However, the project duration was extended by 9 months which is expected to finally close by September 30, 2022. The Project was funded by the Global Environment Facility (GEF), the United Nations Development Programme (UNDP) and the Government of the Republic of Liberia. The total contribution for the project was USD 3.0 million.

### 1.3 Evaluation Ratings Table

Though initial coordination and mobilization of the partners in starting the project activities took some time, the collective efforts compensated for the lost time. The Evaluation Ratings presented in the Table below consolidates individual ratings<sup>1</sup> undertaken in a number of areas within the main TE report, as detailed in the TE report 'Section-4: Findings'. The rating scales used in TE Report are described at Annexure – 6.5.

**Table No. -2: Terminal Evaluation Rating Table**

1. Monitoring and Evaluation (M&E)	<b>Rating</b>
<b>M&amp;E Design at Entry</b>	<b>S</b>
<b>M&amp;E Plan Implementation</b>	<b>MU</b>
<b>Overall Quality of M&amp;E</b>	<b>MU</b>
2. Implementing Agency (IA) Implementation & Executing Agency	<b>Rating</b>

<sup>1</sup> The rating for the main evaluation criteria is narratively highlighted in the report; other rating is not. Rating explanations: **HS**- Highly Satisfactory; **S**- Satisfactory; **MS**- Moderately Satisfactory; **MU** – Moderately Unsatisfactory; **U** – Unsatisfactory; **HU** – Highly Unsatisfactory; **UA** – Unable to Assess; **N/A** – Not Applicable Sustainability ratings: **L** – Likely; **ML** – Moderately Likely; **MU** – Moderately Unlikely; **U** – Unlikely. Impact ratings: Significant (**S**); Minimal (**M**); Negligible (**N**).

(EA) Execution	
<b>Quality of UNDP Implementation/Oversight</b>	<b>S</b>
<b>Quality of Implementing Partner/Execution</b>	<b>MS</b>
<b>Overall Quality of Implementation/Execution</b>	<b>MS</b>
3. Assessment Outcomes	<b>Ratings</b>
<b>Relevance</b>	<b>S</b>
<b>Effectiveness</b>	<b>MS</b>
<b>Efficiency</b>	<b>S</b>
<b>Impact</b>	<b>MS</b>
<b>Overall Project Outcome Rating</b>	<b>S</b>
4. Sustainability	<b>Ratings</b>
<b>Overall Likelihood of Sustainability</b>	<b>L</b>

## 1.4 Methodology

The methodology adopted for conducting the TE was based on the principle to capture evidence-based information that is credible, reliable, and useful. It consists of five distinct phases to cover all objectives and deliverables of the assignment stipulated in the ToR and are in accordance with norms and approaches/steps described in the UNDP Guide for Terminal Evaluation of a GEF funded projects. These evaluation phases/tasks are – preparation of the inception report; desk review of relevant documents; conducting interviews of Key Informant Interview (KIIs), In-depth Interview (IDI) and Focus Group Discussions; analysis and synthesis of information and data; and preparation of TE report.

The evaluation has used qualitative approach with triangulation to data collection and analysis. This method has ensured proper mobilization and involvement of all stakeholders within the CCCD project in Liberia to enhance ownership of the final output that would lead to the effective utilization of the evaluation results by GEF, UNDP and affiliate partners as well as the Government of Liberia. The review of relevant project documents has the focus on identifying, documenting, qualifying, and quantifying the achievements of the project in last three years [June 2018 to June 2021] vis –a –vis the project results/logical framework, approaches adopted for implementation, targeted goals and objectives. Additionally, the desk review process has looked at the progress made by the project/Liberian government in addressing environmental challenges, achieving the three Rio Convention obligations, and closing the gaps identified by the National Capacity Self-Assessment and how the project has helped the government to make advancements in these areas.

As regards collection and analysis of data. Information was mined from review of available

documents and progress reports as secondary information and primary information was obtained through data-gathering activities conducted as part of this evaluation. Total 10 KIIs (2 Female and 8 Male) and 10 IDIs (1 female and 9 male) from Project Team, UNDP, and other project stakeholders and Experts were consulted and interviewed. The participant ratio of men to women in both interviews (KII & IDI) is due to the structure of the project, key stakeholders involved in the project implementation of which most of them are men. Secondly, the interview participants were purposively selected due to the participant's roles and involvements with the project implementation and tacit knowledge of the project. Provided above already. Most of the stakeholders interviewed were based on their positions such as Development Superintendents, City Mayors, IT Specialists from GOL and key project implementers of which most of these personnel are males. Also, Key team members from the various line ministries and agencies are also mostly males thus making the list of Key informants provided by the project team to be mostly males compared to participants reported in report.

The instruments/tools developed and used for collection of primary information/data were – a) Evaluation Criteria Matrix using key questions, related indicators, data sources, and proposed data analysis tools/methodology; b) Interview Protocol (Semi Structured Questionnaire) to solicit information from the stakeholders; and c) achievements rating using the 'TE Ratings' guidance provided in the ToR. Upon gathering information/data from different types of stakeholders at different levels of management, it was triangulated through the concept of 'multiple lines of evidence' to validate and generate credible, reliable information and data which was useful in assessing project results (relevance of project intervention, project efficiency and effectiveness, sustainability, impacted on government programs and the Liberian environment sector, outcomes etc. and information on gender equality and empowerment, negative impact of Covid-19 on achievements/interventions) and in finalization of the report.

The evaluability of results/achievements documented at minimum covering appropriateness of project design, implementation management, M&E design at entry and M&E Plan at implementation, assessment of project overall and outcome results, and sustainability as summarized in Table – 4 and has been rated using UNDP-GEF Rating table following terminal evaluation guideline for UNDP-supported, GEF-financed project/rating scale given in the ToR. The ratings of overall and outcome level ratings were done based on *evaluation guideline and criteria (relevance, effectiveness, efficiency, impact, sustainability, and gender issues)*. Furthermore, relevance of the project was assessed in terms of the outcomes alignment with government national policies and strategies reflected in Liberia Rising 2030 and National Environmental Policy (2003); alignment with development partners country priority frameworks contained in UNDAF 2013 – 2017, Country Programme Document and contribution to SDGs. Assessment of cross-cutting

issues, particularly involvement of women beneficiaries and benefits they obtained was also conducted.

## 1.5 Summary of Main Findings, Conclusions, Recommendations and Lessons Learned

### 1.5.1 Main Findings

The main findings of the evaluation are summarized below -:

#### i) Project Scope, Design, and Implementation Approach

The evaluation team has assessed that the project scope, design, and implementation approach, including the overall structure of the project results framework, as ***Moderately Satisfactory*** for resolving the critical elements of identified barriers for strengthening national capacities for meeting sustainable environmental priorities. It has been found that the vital structures and systems have been successfully set up, forming a very strong foundation for the project's enhanced delivery of results. However, the CCCD project was unable to complete many of the intended deliverables/outcomes such as the global environmental indicators integration into select sectoral development plan(s); The Memorandum of Agreement for data sharing and coordination amongst government groups and non-state; the stakeholder conference planned to be held in June 2022 during the extension period. These among others are expected to be done during the no-cost extension period in 2022. They were principally delayed due to the delay in start of the project, followed by disruption in field implementation because of outbreak of COVID-19 Pandemic in 2020.

#### ii) Operational Risks and Assumptions

The evaluation team has reviewed specific operational risks and assumptions considered during the project's formulation and found validity in designing implementation strategy. However, beside the description of the risks and assumptions in the Project Result Framework (PRF), the Evaluation Team noted that these risks were entered in the ATLAS and monitored by UNDP CO. It was also noted that the link between the risks/assumption section of the PRF and the Table dealing with the risks and risks mitigation strategies in the Project Document and Inception Report are consistent. In view of the follow-up done by the Country Office on the risks during implementation, the overall Project Risk Management is therefore rated as ***Moderately Satisfactory***.

#### iii) Monitoring and Evaluation Approach

The evaluators have assessed the monitoring and evaluation approach followed, both from reports and interview of project stakeholders. It was noticed that all field visits were made with the aim to inspect and verify project activities on the ground, identify challenges and risks and to suggest remedial actions and ensure proper utilization of grant. The evaluation team has the opinion that this has definitely helped to achieve better coordination, partnership, and an effective management of project implementation. However, it is worth to mention that some of the core indicators and outputs listed in the Project Results Framework (logframe) were not implemented/tracked such as Output 4.4 -Update NCSA Final Report. This indicator includes activities to prepare the NCSA final report, validate it at a large stakeholder workshop, leverage financial support, and encourage wider national support at its presentation at the CCCD Project Result Conference In view of these, Project's overall achievement in regard to implementation of M&E Plan is rated as ***Moderately Unsatisfactory***.

iv) Management Arrangement

The Evaluators found that the management arrangements were adequate and effective for the implementation of the project. They provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority. The PSC met regularly to monitor the implementation of the project and approve the AWP and progress reports. The overall structure of the project organization in the "National Implementation Modality" has been found useful, since the Environmental Protection Agency (EPA) was managing the Project well, ensured continuous involvement of project stakeholders (via Project Steering Committee -PSC) and kept the senior beneficiaries as well as UNDP in a close communication loop. The adequacy and effectiveness of the project management are therefore rated as ***Satisfactory***.

v) Relevance of the Project

Project consistency with the Government of Liberia's desire to meet global environmental obligations at a lower transactional cost has been a strong factor for supporting this project and sets the stage for the achieving the goals at full implementation. The project was also aligned with the needs of beneficiary rural communities. Furthermore, the project was designed in alignment with the country priorities set in Liberia's RISING 2030 and strategies of development partners; particularly UNDAF 2013-2017, Country Programme Document (2020-2024) and GEF perspective. It was also in consistence with the Post 2015 Sustainable Development



Goals (SDGs). Therefore, the CCCD project has been assessed as **Satisfactory** in terms of alignment with national priorities, consistency with needs of beneficiary, and policy and priority of development partner (UNDP-GEF etc.).

vi) Overall Objectives of the Project

Regarding results of the project, the overall objective of the CCCD project was to **strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities**. The evaluation team has measured achievements of the overall project objective and outcomes using objectively verifiable indicators and targets set towards these in the project log-frame. In other words, the achievements of the project objective and the outcomes were assessed based on the indicators set against each in the log-frame and the results reported for different outcomes (Ref.- Table No-9) for objective and outcomes level results. The analysis and ratings for different components of the project are given in Para 4.3.3. In this context, the achievement of the overall objective of the project under evaluation was 60% of the planned target and rated as **Satisfactory**.

The evaluators have also assessed and rated the *Effectiveness* of CCCD project at outcome levels. It has been assessed that the overall effectiveness of the CCCD Project has been rated as **Satisfactory**. Though the project has successfully and effectively mobilized all relevant stakeholders including the National Legislature whose participation in ownership of and contribution towards the project form a strong foundation for enhanced project sustainability but enable to accomplish the defined deliverables/targets within the stipulated timeframe.

Ratings of all the Components have been summarized below

Output	Achievement	Ratings
Overall Objective	75%	Satisfactory
Component 1	40%	Unsatisfactory
Component 2	70%	Satisfactory
Component 3	60%	Moderately Satisfactory
Component 4	90%	Highly Satisfactory
<b>Overall Effectiveness</b>		<b>Satisfactory</b>

## 1.5.2 Conclusions

The assessment shows strong evidence of the need of the CCCD project for Liberia as its implementation through EPA has helped significantly in addressing the key barriers identified in NCSA 2006. It has contributed to the increased awareness among the general public and improved capacities of the Government and Private Sector in managing, coordinating, and sharing information and knowledge on the Rio Convention Obligations. The project was complementary to various initiatives undertaken by the GOL to improve the environmental policy framework, capacity development and other cross cutting issues with the development of multiple new policies and action plans. The project outcomes are relevant for the country to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. It was also relevant to the Liberia's UNDAF 2013-2017 and Country Programme Document (CPD) and contributed to the country outcome included in the UNDAF/Country Programme Document.

The Integrated Environmental Knowledge Management System (EKMS) established under the project has become universally acceptable among the environment related entities. The national and international organizations/institutions linked with the portal have started utilizing this to facilitate data collection, processing, storing, and sharing for better environmental management and fulfilment of the Rio Convention Obligations. The capacity building trainings and the learning-by doing trainings organized for the Information Technologies and EKMS Officers from the line ministries and agencies responsible for natural resource management has greatly enhanced their knowledge and skills to effectively use EKMS. The acceptability and recognition of EKMS got further boost when the International NGO - Conservation International (CI) and Flora and Fauna International (FFI) started using this platform for global outreach, besides CI choosing the EKMS platform to begin storing Greenhouse gas data from GHS stocktaking in different sectors.

As regards domesticating the 3 Rio Conventions, the project has successfully and effectively mobilized all relevant stakeholders including the National Legislature, media (Print, Electronic and Online), school children whose participation in ownership of and contribution towards the project form a strong foundation for enhanced sustainability of the activities undertaken under the project.

Some of the project activities such – a) enactment of the new or modified legal/policy/institutional frameworks in any of the county for conservation, sustainable use, biodiversity etc.; b) MoAs with the NRM Institutions to further strengthen the consultative and coordination mechanism; c) development of a resource mobilization strategy for long

term operation of the EKMS; d) implementation of the environmental curriculum in schools; and e) completion of NCSA Final Report and Capacity Development Action Plan were not completed by the time of finalization of this report. However, these activities are at various stages of execution and expected to be completed in the extended duration of the project and will thus improve the overall ratings and effectiveness of the project.

### 1.5.3 Lessons Learned

Based on the review of project documents, interviews with key informants and analysis of the information collected for this evaluation, several lessons learned are presented below:

- The project has used the project log-frame, as documented in the Prodoc., throughout the project period without any adjustment in the implementation approach and/or in stipulated outcomes/outputs to overcome the barriers and obstacles faced during the implementation
- The application of the UNDP NIM modality is an effective management tool to develop national ownership of projects funded by international donors.
- As part of knowledge management, a project of this type needs to end up with a final phase to document results and to identify the way forward to replicate these results in similar context in the country and in the region. The way forward should also include appropriate solutions to address the gaps noticed in the project design or the challenges encountered in implementation of the project.
- Adequate staffing of the partner agencies involved in the project implementation and separate budget allocation for M&E (including for tracking of gender and other cross cutting issues) are important in a national level project of this type as the amount of coordination required is high and regular travelling to remote rural areas for M&E pose several challenges and require a specific budget provision for the activity. Both these factors had an adverse effect on the project progress.
- Bringing together the three Rio Conventions has increased coordination among Government Ministries and Agencies, reduced the duplication of functions previously observed among entities, and improved sharing of information among the concerned stakeholders

- The colligating of environmental information via the EKMS System has helped young Liberian students and researchers in getting reliable information/data for research work as well as for information dissemination.
- Recruitment of the CTA from across the border (Sierra Leone) with similar environmental situations with Sierra Leone like Liberia, which reportedly helped the project team to shorten the learning curve since the issue were similar across the country.

#### 1.5.4 Summary Recommendations

Based on the findings of the evaluation and experience of TE Team in other countries of similar environmental conditions, the suggestions/ recommendations mentioned below may be considered while planning for replication or scaling up of activities on strengthening institutional and technical capacities in the next phase after closure of the project:

<b>Table No 3 – Recommendations Summary Table Recommendation No</b>	<b>TE Recommendation</b>	<b>Entity Responsible</b>	<b>Time - frame</b>
<b>Recommendation No – 1</b>	<p><b>All Technical Reports, Knowledge Products and other relevant information/data produce under the project be made available to public on closure of the project</b></p> <p>The project has produced a body of knowledge including guidelines, training manuals, technical standards, documentation of success stories and lessons learned etc. As the project is approaching for closure by end of the year, it is recommended that this body of knowledge, including full listing in the final project report is available for reference of all the stakeholders associated with improved environmental management in the country. It is also encouraged to make these products available online.</p>	PMU/GoL	June 2022
<b>Recommendation No – 2</b>	<p><b>Development of an Interactive Platform on EKMS</b></p> <p>It is recommended that an 'Interactive Platform', moderated by a subject expert, is developed, and integrated with the existing EKMS for use of the concerned stakeholders to share their experiences, innovations, ideas, raise queries and draw mutual benefit from the collective learning on day-to-day basis.</p>	PMU/GoL	September 2022

**UNDP- Govt. of Liberia****Terminal Evaluation of CCCD Project (PIMS #5796)**

<b>Recommendation No – 3</b>	<b>Design and Implement Sustainability Build-up and Exit Strategy</b> Further trainings to integrate global environmental indicators into selected sectoral plans and the learning-by-doing trainings on improved methodologies and analytical skills for interpreting global environmental trends and understanding their relevance to sectoral development which were not organized during the project cycle due to COVID-19 may be planned in future to sustain the results achieved so far.	PMU/GoL	June 2022
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## 2. INTRODUCTION

To complement Government of Liberia's (GOL) strategic vision set in Liberia RISING 2030 to meet the sustainable development priorities, UNDP Liberia, and the Environmental Protection Agency (EPA) of Liberia have jointly implemented a GEF financed Medium Size Project (MSP) titled "***Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities.***" Or Cross Cutting Capacity Development Project (hereby referred as CCCD Project or Project). The overall objective of the project was to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The Terminal Evaluations (TEs) are integral parts of the UNDP-supported GEF-financed project evaluation cycle by project closing. This report has been prepared according to the scope of work defined in ToR to conduct the TE and the UNDP/GEF Terminal Evaluation Guide. The report summarizes all activities, achievements and outputs of the project as well as identify the extent to which objectives have been met, implementation structures and capacities developed. It covers the key evaluation outcomes - relevance, effectiveness, efficiency, sustainability and impact, as well as selected cross cutting issues including gender equality and women empowerment. It also presents Lesson Learned from the project implementation/ execution and puts forward several recommendations. This evaluation study was conducted during the period from August 09, 2021, to December 31, 2021 and final report was submitted on January 31, 2022

### 2.1 Purpose and Objective of the Terminal Evaluation

- 2.1.1 UNDP and EPA worked with partners in concluding implementation of the Cross-Cutting Capacity Development (CCCD) project. This Terminal Evaluation was conducted to assess the extent to which project's objectives have been achieved. It also assessed the relevance of the project in addressing the challenges that CCCD project was designed to solve, the effectiveness of the intervention, the efficiency of the project and how it contributes to achieving value for money, the sustainability roadmap left being, and how gender equality issues have been addressed during the implementation of the project. Additionally, the evaluation was aimed at looking into the targets, outcomes – component-by-component – and implementation strategies of the project to align them with the actual success scored during the life of the project. It also seeks to identify gaps in the project implementation and make appropriate recommendations for way forward. Other factors such as the appropriateness of the project to the reality of the moment as well as the appropriate linkages that the project creates between sector institutions were also assessed.

2.1.2 The evaluation was performed in accordance with UNDP and GEF Evaluation Policies and Guidelines, which mandate a Terminal Evaluation be carried out on all full and medium-sized UNDP supported – GEF financed projects which have been completely implemented to provide comprehensive and systematic accounts of the performance of the completed project by evaluating its design, process of implementation and achievements vis-à-vis GEF project objectives and any agreed changes during project implementation. As such, the TE of the CCCD Project will have the following complementary purposes -:

- i) Promote accountability and transparency, and to assess and disclose levels of accomplishments of the Project in the context of providing technical assistance to different stakeholders and actors in the country's environment sector and their impact, and replications and/or scaling up of project interventions, etc.
- ii) Synthesize lessons that may help improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming
- iii) Assess and document project results and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits
- iv) Provide feedback on issues that are recurrent across the portfolio that require attention and on improvements regarding possible follow-up efforts to scale up investments in national capacity development
- v) Contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations on the quality of monitoring and evaluation across the GEF system
- vi) Gauge the extent of project convergence with other priorities within the UNDP country programme, including harmonization with other UN Sustainable Development Cooperation Framework (UNSDCF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs

2.1.3 This evaluation report, when published, will be used by UNDP and GEF to establish the extent to which their intervention has or is contributing to improving the quality of works done in the Liberian environmental sector. Also, stakeholder institutions and sector actors will use the findings of this evaluation to tailor their interventions towards addressing the gaps which would be identified to be left behind by the project. Policy makers, line ministries and agencies, civil society organizations, and researchers will use the report to inform their decisions and to ignite a scholarly conversation about ways of improving the Liberian environment, thereby contributing to the attainment of global development outcomes and achievement of the three Rio Conventions Obligations in Liberia.

- 2.1.4. The evaluation team comprises two external evaluators - an International Consultant, Team Lead and a National Consultant, Associate Evaluator. The TE report was prepared based on:
- i) an evaluation independent of Project Management to ensure independent quality assurance;
  - ii) analyzed appropriateness of project design, feasibility of project logic/TOC, risks and assumptions;
  - iii) assess achievements of outputs and outcomes, likelihood of the sustainability of outcomes, and if the project met minimum M&E requirements;
  - iv) report reliable, credible and useful data/information on contribution of the project as well as provide lessons from the project on broader applicability;
  - v) Disaggregation of data collected by gender equality and women's empowerment and other disadvantaged categories or cross cutting issues; and
  - vi) This will include an outlook and guidance in charting future direction by UNDP, Government of Liberia, on continued support for strengthening national capacities to address issues related to sustainable development.

## 2.2 Scope

The TE was conducted adhering to the Terms of Reference and Timeframe appended as **Annexure – 1** and included a KIs and IDIs interviews by the National Consultant from different target groups as per Interview Schedule appended as **Annexure-2**. To achieve the evaluation objectives and to capture evaluative evidence of its contribution to the achievements in last three years [June 2018 to June 2021] against the expectations set out in the project results/logical framework, a detailed evaluation of the work was carried out following the steps and guidance outlines in the recent UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects. It has also followed a participatory & consultative approach ensuring close engagements with key government counterparts, UNDP CO, UNCDF, project team and other key stakeholders and beneficiaries during the evaluation. The review of project documents which was done in line with the methodology (described at para 3.0) fall within the limits of the project timeframe. This final TE report has been organized as per Table of Contents suggested in the UNDP Guide/suggested in the ToR.

## 2.3 Evaluator Ethics

The evaluation has been conducted fully respecting the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. Further, the information knowledge and data gathered in the evaluation process have been solely used for the evaluation and will



not be used for other uses without the express authorization of UNDP and partners. A signed UNEG Code of Conduct Form is attached as **Annexure 6.6**.

## 2.4 Methodology

The methodology adopted for conducting the TE was based on the principle to capture evidence-based information that is credible, reliable and useful. It consists of five distinct phases to cover all objectives and deliverables of the assignment stipulated in the ToR and are in accordance with norms and approaches/steps described in the UNDP Guide for Terminal Evaluation of a GEF funded projects. Table-3 below outlines these phases including various activities that were undertaken under each phase.

**Table –4: Different Phases and Activities for Conducting the Evaluation**

Phase and Task Name	
<b>1</b>	<b>Inception Report</b>
1.1	Kick-off Meeting with the UNDP/Project Team
1.2	Review of Project Document (Prodoc.) and PIF
1.3	Detailing/Updating of Methodology and Work Plan proposed in the Technical Proposal
1.4	Development of Evaluation Criteria Matrix, Interview Question Guide, List of Key Informants (UNDP Team, Implementing Partners, Other Stakeholders including Beneficiaries) and Focus Group Discussions
1.5	Finalization of Inception Report in consultation with UNDP/Project Team
<b>2</b>	<b>Desk Review of Relevant Documents</b>
2.1	Review of all project-related documents and reports as listed in the information package
<b>3</b>	<b>Conduct Interviews of KIIs, IDIs and Focus Group Discussions</b>
3.1	Key Informant Interviews, In-depth Interviews and Focus Group Discussions by the National consultant as per plan agreed in the Inception Report Virtual Participation of International Consultant wherever possible
<b>4</b>	<b>Analysis and Synthesis of Information/Data</b>
4.1	Analysis and Synthesis of Information and Data gathered from desk review, and interviews of KIIs, IDIs and FGDs
4.2	Preparation of initial findings, conclusions, and recommendations
4.3	Presentation of initial findings to Project Team and the M&E Unit at end of evaluation mission
<b>5</b>	<b>Preparation of TE Reports</b>
5.1	Preparation of draft report

5.2	Review of draft report by UNDP/Project Team and other Experts
5.3	Updating of draft report based on the feedbacks from UNDP
5.4	Finalization and Submission of Final Report along with Audit Trail

The evaluation has used qualitative approach with triangulation to data collection and analysis. This method has ensured proper mobilization and involvement of all stakeholders within the CCCD project in Liberia to enhance ownership of the final output that would lead to the effective utilization of the evaluation results by GEF, UNDP and affiliate partners as well as the Government of Liberia. The review of relevant project documents has the focus on identifying, documenting, qualifying, and quantifying the achievements of the project in last three years [June 2018 to June 2021] vis –a –vis the project results/logical framework, approaches adopted for implementation, targeted goals, and objectives. Additionally, the desk review process has looked at the progress made by the project/Liberian Government in addressing environmental challenges, achieving the three Rio Convention obligations, and closing the gaps identified by the National Capacity Self-Assessment and how the project has helped the government to make advancements in these areas.

## 2.5 Data Collection and Analysis

As mentioned in the foregoing paragraphs, a Qualitative Evaluation with Triangulation Method was used for collecting and analysis of data. Information was mined from review of available documents and progress reports as secondary information and primary information was obtained through data-gathering activities conducted as part of this evaluation, mainly Key Informants Interviews (KIIs), In-depth Interviews (IDIs) and Focus Group Discussions (FGDs). The instruments/tools developed and used for collection of primary information/data were: a) Evaluation Criteria Matrix using key questions, related indicators, data sources, and proposed data analysis tools/methodology; b) Interview Protocol (Semi Structured Questionnaire) to solicit information from the stakeholders; c) List stakeholders (key Informants, Implementing Partners and Beneficiaries) to be interviewed; d) conducting key informants interviews and in-depth Interviews in-person or virtual interviews using phone, zoom, or other communication platforms as well as by emails when needed; d) achievements rating using the 'TE Ratings' guidance provided in the ToR. Accordingly, a total of 10 KIIs (2 Female and 8 Male) and 10 IDIs (1 female and 9 male) from Project Team, UNDP, and other project stakeholders and Experts were consulted and interviewed during the evaluation mission. Upon gathering information/data from different types of stakeholders at different levels of management, it was triangulated through the concept of 'multiple lines of evidence' to validate and generate credible, reliable information and data which was useful in assessing project results (relevance of project intervention, project efficiency and effectiveness,

sustainability, impacted on government programs and the Liberian environment sector, outcome, etc. and information on gender equality and empowerment, negative impact of Covid-19 on achievements/interventions) and in finalization of the report.

### 2.5.1 Evaluability

The evaluability of results/achievements documented at minimum covering appropriateness of project design, implementation management, M&E design at entry and M&E Plan at implementation, assessment of project overall and outcome results, and sustainability as summarized in Table – 4 and has been rated using UNDP-GEF Rating table following terminal evaluation guideline for UNDP-supported, GEF-financed project<sup>2</sup>/rating scale given in the ToR. The ratings of overall and outcome level ratings were done based on *evaluation guideline and criteria (relevance, effectiveness, efficiency, impact, sustainability, and gender issues)*. Furthermore, relevance of the project was assessed in terms of the outcomes alignment with government national policies and strategies reflected in Liberia Rising 2030 and National Environmental Policy (2003); alignment with development partners country priority frameworks contained in UNDAF 2013 – 2017, Country Programme Document and contribution to SDGs. Assessment of cross-cutting issues, particularly involvement of women beneficiaries and benefits they obtained was also conducted.

**Table -5: Evaluation Table Indicators**

Performance Criteria	
<b>1. Monitoring and Evaluation (M&amp;E)</b>	
	M & E Design at Entry
	M & E Plan at Implementation
	Overall Quality of M & E
<b>2. IE and EA Implementation</b>	
	Quality of UNDP Implementation/Oversight – Implementation Agency (IA)
	Quality of Execution – Executive Agency (EA)
	Overall Quality of Implementation/Execution
<b>3. Assessment of Project Outcomes</b>	
	Relevant

<sup>2</sup> UNDP, 2020; Guidance for conducting terminal evaluations of UNDP-Supported, GEF-Financed Projects, New York.

	Effective
	Efficient
	Overall Project Outcome Rating
<b>4. Gender and Cross-cutting Issues</b>	Addressing Gender Imbalances
	Women / Men, girls / boys and vulnerable groups that benefited from the project activities
	Participation of Women and People living with Disability
<b>5. Sustainability</b>	
	Financial Resources
	Socio-political
	Institutional Framework and Governance
	Environmental
	Overall Likelihood of Sustainability
<b>6. Project Impact</b>	
	Theory of Change Approach

## 2.5.2 Analytical Approaches

The analytical approaches that were followed consists of -:

- 2.5.2.1 Desk review of relevant reports/documents [Annual PIRs/APRs, MTR, Knowledge Products, Published Write-up on Success Stories, updated Policy and Regulatory Guidelines, Programme Document and other related Documents as per list given in the Information Package in ToR to understand –a) type of interventions; b) to assess impact of those interventions; c) pick up/identify achievements and successful stories/examples /activities; d) lessons learned and barriers/challenges; e) adequacy of capacity building measures (individuals, institutional), efficiency of component-wise resource utilization and management structure, negative impact of Covid-19 on project planning and implementation, GEF focal area core indicators/tracking tools, etc.
- 2.5.2.2 A verbatim transcription of the KII and IDI's recordings into Microsoft word document was then undertaken. A coding framework was developed, and content analysis was done for the input information/data provided by the KII and IDI. Moreover, evidence generated from the desk review of relevant documents and program reports were combined with the content analysis from the KIIs and IDIs to explain key principles of UNDP and GEF evaluation - relevance of the project intervention, effectiveness of the project intervention, efficiency of the intervention, impact, sustainability,

mainstreaming, gender, and other cross cutting issues. Ratings to these parameters were assigned in accordance with the Rating Scale mentioned in the TOR.

- 2.5.2.3 The collated and synthesized information/data were then used for writing findings/ draft report as per prescribed report structure (table of contents).
- 2.5.2.4 A stakeholder validation workshop was organized to bringing together participants from the KIIs, IDIs, other beneficiaries and few members of the Project Board to have further inputs/feedback and to validate/triangulate the findings from the desk review, KII, and IDI interviews. A total of twenty (20) participants participated in the stakeholders' validation workshop.
- 2.5.2.5 Women in Liberia faced several equality issues. Evaluation assessed the link between gender equality issues and environmental sustainability and the initiatives taken by the project for integration of the gender aspect in developing its policies, programmes and operational strategy. It also tried to assess how project has addressed access to economic and social benefits equal to their male counterparts; awareness-raising and alternate roles for women. Other gender related markers [total number and percentage of full-time project staff are women; total number and percentage of Project Steering Committee members that are women; total number and percentage of jobs created by the project that are held by women; and total number and percentage of women that are actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings] were also tracked as appropriate.
- 2.5.2.6 The draft report was further refined based on discussion with/or presentation to the project team and other implementing partners.
- 2.5.2.7 The draft report so finalized was then submitted to UNDP Team for their review and also comments/suggestions from the Advisory Panel (Technical Experts - GEF Specialist, RTA, GEF operational focal point and officials from EPA) for further improvement of quality of the report.
- 2.5.3 A detailed write-up on the Evaluation Criteria Matrix and Interview Protocol (list of Questionnaire) are appended as **Annexure-3** and **Annexure-4** respectively.

## 2.6 Limitation of the Evaluation

The efforts planned for completion of this evaluation was 25 man-days. However, there were limitations in performing field mission by the international consultant and in collecting and validation of information remotely. Some of the challenges faced by the

team are as under-:

- i) Due to present scenario of COVID-19 Pandemic, travel of International Consultant to Liberia for field missions and/or for on-site meetings with partner stakeholders was not contemplated and was rely on the inputs collected remotely as well as gathered by the National Consultant from interviews and Focus Group Discussions;
- ii) Results also depend on the quality of respondent selected from the project sites;
- iii) It is possible that the reality is not presented correctly because of the subjective perspective of the qualitative approach (as respondents give their side of the story)
- iv) The virtual interactions with the project team and stakeholders using remote tools such as Skype, Zoom, and Video Links, in addition to email, were used for collecting the requisite information/data and feedback from key informants interviews. However, these methods were not as efficient as face-to-face interaction. Moreover, there were delays in gathering the planned information due to non-availability of selected communication network/system on all the locations as well as adjustment of dates as per convenience of interviewees and spread of virus infection.
- v) There were delays in gathering the planned information/data from stakeholders /beneficiaries in writing through the questionnaire guide due to spread of virus infection.

## 2.7 Structure of the Report

The structure of the TE report is as per the Evaluation Report Outlines as suggested in the ToR which is in turn compliant with 'TE Report Content' documented in the UNDP Guide for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects. The full report has been organized in five main Sections and Annexures. The **Section-I : Executive Summary** – presents quick overview of the project, evaluation results ratings, and summary of findings, conclusions, lesson learned and recommendations. The **Section -2: Introduction** – documents purpose and objective of the evaluation, scope, methodology including data collection and analysis, limitations of the evaluation and structure of the final report. The **Section -3: Project Description**- contains concise write-ups on project start date and duration, development context, problem that project sought to address, immediate development objectives of the

project, expected results, main stakeholders, and theory of change. The **Section - 4: Findings** – presents evaluation finding related to the project design and formulation, project implementation and project results. **Section - 5: Main Findings, Conclusions, Recommendations and Lessons** – finally summarizes main findings, conclusions, recommendations, and lesson learned.

### **3. Project Description and Development Context**

#### **3.1 Project Start Date and Duration including Milestones**

The revised Project Identification Form (PIF) was initially submitted as a medium-sized proposal for GEF approval in August 2017. The final approval for a GEF grant of USD 1,500,000 was received in September 2017. According to the approved Project Document, project implementation was envisaged to commence in December 2017 and end in December 2021. However, the Project Document was signed in January 2018, followed by a Project Inception Workshop on June 20, 2018. The Inception Report was finalized on June 23, 2018. The project duration was initially set for 4 years and was later extended by 9 months.

Project implementation was guided by clear milestones in tandem with UNDP-GEF project cycle. Actual launch of the project implementation was however delayed by 6 months because of the Presidential elections and transition in the Government. The late recruitment of project staff, to include the Chief Technical Advisor (CTA) also contributed to delays to the project's start time. As a result of restrictions imposed by the Government due to the COVID-19 Pandemic, the implementation of the project's activities was further delayed by 7 months. The project has therefore experienced an aggregate time delay of 13 months. Though collective efforts were made to fast track the project implementation and to compensate the lost time, the delays adversely affected the accomplishment of key milestones stipulated in the project's results framework.

#### **3.2 Development Context: Environmental, Socio-economic, institutional, and Policy Factors relevant to the Project Objective and Scope**

##### **3.2.1 Brief Country History**

Liberia is a small West African nation on the west coast of Africa. The country was established by the American Colonization Society (ACS)<sup>3</sup> in 1822 for the sole purpose

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<sup>3</sup> A private non-profit organization based in the United States of America. The organization believed that black people would have an enhanced opportunity of being free in Africa than the United States.

of repatriating free black slaves from the Americas. The country transitioned from settlement to colony, from colony to commonwealth and later gained its independence from the ACS on July 26, 1847<sup>4</sup>. Liberia is located along the Atlantic Ocean at its south-southwest, bordered with Sierra Leone at the northwest, Guinea and Côte d'Ivoire at the east. There are around 16 local languages, but English is the official language of the country. Monrovia is the capital city, named in honor of former US president James Monroe<sup>5</sup>. The population is about 5.1M<sup>6</sup>, with under 24 yrs. constituting the highest of the population at 65% while life expectancy is 64.16 years<sup>7</sup>. Its geographical coordinates are latitudes 4°18' and 8°30' north and longitudes of 7°30' and 11°30' west. It covers an area of about 111,370 km<sup>2</sup>, of which 96,160km<sup>2</sup> are land and 1,505 inland waters<sup>8</sup>. It lies within the upper Guinean Forest region and prior to the impact of man was almost entirely covered by tropical moist forest.

### 3.2.2 Overview of the Environmental Challenges

Liberia is heavily endowed with natural resources, accounting for about 50% of the upper Guinea forest<sup>9</sup>. Although a small country, the biodiversity of the Liberian forest is rich with endemic and endangered species, creating a very high level of conservation concern. The fauna and flora include at least 2000 flowering plants, 150 mammals, 600 birds, 74 reptiles and amphibians, and 1000 insect species<sup>10</sup>. Some notable species in Liberia include western chimpanzees, forest elephants, and leopards. Liberia also has rich forests; around 42% of the Upper Guinea Forest of West Africa is contained within Liberia (Republic of Liberia, 2014; Republic of Liberia, 2004). Liberia also has numerous natural resources such as timber, rubber, gold diamonds, and iron ore. Economically, the forestry and agriculture sectors are two most important sectors in Liberia, providing livelihood for about 70% of the country's population, particularly rural families.

Liberia suffers numerous environmental challenges including deforestation of tropical rainforest, hunting of endangered species for bush-meat, land degradation, fragmentation, pollution of rivers and coastal waters from industrial run-off and raw

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<sup>4</sup> <https://ictj.org/sites/default/files/ICTJ-Liberia-Brief-History-2006-English.pdf>

<sup>5</sup> President James Monroe procured more US Government money to finance the ACS. He was the fifth president of the United States, reigning from March 4, 1817 to March 4, 1825. <https://history.state.gov/milestones/1830-1860/liberia>

<sup>6</sup> <https://www.worldometers.info/world-population/liberia-population/>

<sup>7</sup> <https://www.macrotrends.net/countries/LBR/liberia/life-expectancy#:~:text=The%20life%20expectancy%20for%20Liberia,a%200.91%25%20increase%20from%202017.>

<sup>8</sup> [file:///C:/Users/LENOVO/Downloads/cep\\_liberia\\_2006\\_en%20\(1\).pdf](file:///C:/Users/LENOVO/Downloads/cep_liberia_2006_en%20(1).pdf)

<sup>9</sup> <https://eros.usgs.gov/westafrica/land-cover/deforestation-upper-guinean-forest#:~:text=About%2050%20percent%20of%20the,d'Ivoire%2C%20and%20Ghana.>

<sup>10</sup> For additional information, <https://www.birdlife.org/africa/news/liberia-takes-another-leap-forward-biodiversity-conservation>



sewage, burning and dumping of household wastes, and soil erosion. The dependence on forestry presents a unique environmental risk as Liberia's forest is part of the West African Hotspot. This (once) rich ecosystem has faced severe deforestation; only ten percent of the original forest remains, of which around 40% lies in Liberia. Unfortunately, this remaining forest is at serious risk of deforestation. Over the past two centuries, Liberia has lost over 60% of its forest cover (Republic of Liberia, 2004), and deforestation rates have increased since 2000. Poverty also presents a serious challenge. Increase in deforestation and land degradation are largely due to displaced people clearing land. Also contributing to deforestation, biodiversity loss, and land degradation is unsustainable due to farming practices, rubber plantations, mining, charcoal production, invasive species, hunting, and unregulated timber extraction.

Climate Change also poses a threat to Liberia. Its economy and human health could be threatened by rising temperatures and water scarcity. Currently, the country does not have strong capacities for mitigation and adaptation; also, there is no institution that offer climate change education or research programmes.

Overall, there are several factors such as over-exploitation of biological resources, poverty, political instability and wars, education, and inadequate law enforcement which contribute to slow progress in sustainable development and meeting obligations under the Rio Conventions.

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

There were a few key root causes identified contributing to the environmental degradation in Liberia. Among those root causes, the most critical include - human settlements and the population, urbanization pressures; expansion of rubber plantations, timber exploitation and shifting cultivation. Additionally, other root causes to consider include but not limited to the following are –a) the over-exploitation of biological resources; b) Poverty; c) Political instability and wars; d) Limited information generation and environmental education; e) Inadequate law enforcement; and f) Limited coordination and collaboration between and among government agencies and institutions.

The limited institutional and individual capacity in the environmental sector and beyond was another key barrier that was impeding in successful implementation of numerous initiatives undertaken by the Govt. to address the environmental challenges. Although there were some gains made, the country was faced with important challenges to meeting its environmental goals. In a National Capacity Self-Assessment (NCSA) of 2006, stakeholders identified a number of areas that

explain the difficulty in fulfilling the obligations of the Rio Conventions. Some of the identified barriers that cut across the three Rio Conventions as identified by the NCSA are listed as – a) Inadequate public awareness and education/training; b) Inadequate institutions and institutional frameworks; c) Inadequate political commitment; d) Inadequate planning skills and resources, as well as incomplete structures at all levels of policy implementation; e) Inadequate financial resources and economic framework; f) Inadequate strategic plans and implementation; g) Inadequate access to information; h) Inadequate policy and legal frameworks; i) Low level of involvement of civil society; j) Inadequate natural resource management system; k) Lack of institutional capacities; l) Lack of effective mechanism for information processing and sharing; m) Poor governance.

Liberia's Agenda for Transformation 2012-2017 also confirmed many of the barriers identified in the NCSA and specifically noted the following barriers- a) Weak technical, administrative and ministerial capacities; b) Weak institutional coordination; c) Unclear policies and mechanisms to enable effective participation by especially non-state actors at the national and local levels; d) Limited stakeholders' participation in planning and decision-making processes ; e) Limited dissemination of key information.

In view of the root causes and barriers mentioned above, the design and implementation of the proposed CCCD project was intended to *strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities*. The project was thereby expected to help the country to build the capacity to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. The project was also complementary to various initiatives undertaken by the Govt. of Liberia to improve the environmental policy framework, capacity development and other cross cutting issues with the development of multiple new policies and action plans. Some of the important GoL initiatives are – a) National Environmental Protection and Management Law (2003); b) National Environmental Policy (2003); c) National Forestry Law (2000); d) New Mineral and Mining Laws (2000); and e) National Capacity Development Strategy (2010). The project is also in line with a) Liberia's National Biodiversity Strategy and Action Plan II (NBSAP); b) National Adaptation Plan of Action (NAPA); and c) UNDAF 2013-2017. It has also considered the development plans of other bilateral and multilateral donors in Liberia to ensure appropriate alignment.

### 3.4 Immediate and Development Objectives of the Project

The overall goal of this project was to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project was thereby expected to help the country –a) to make better decisions to meet and sustain global environmental obligations; and b) to build capacity to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. The project implementation was carried out via *four* linked components namely - **Component 1** - establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities; **Component 2** - enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio Conventions; **Component 3** - improved environmental attitudes and values for the global environment; and **Component 4** - updating of the National Capacity Self-Assessment. The project was implemented following an adaptive collaborative management (ACM) approach, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs could be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

### 3.4 Expected Results

At the end of the project, it was expected that the project interventions would have built –a) a set of improved capacities to meet and sustain Rio Convention objectives; and b) strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national, and global level.

The expected outcome of the project was that Liberia's would be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. This means a) improving access to best practices and best available knowledge, including innovative research; b) improving coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhancing institutional and technical capacities; d) improving awareness of global environmental values; and e) updating the NCSA to reflect post 2015-SDGs.

### 3.5 Main Stakeholders

The overall responsibility for implementation of the project was with Environmental Protection Agency (EPA), designated agency of the Govt. of Liberia and UNDP Liberia. Other main project stakeholders were the government ministries and agencies that are responsible for natural resource and environmental management and are responsible for key sectoral policies and legislation. They include but not limited to Ministry of Internal Affairs, Ministry of Mines and Energy, Ministry of Agriculture, Ministry of Transport, Ministry of Finance and Development Planning, Ministry of Commerce and Industry, Forestry Development Authority, Liberia Land Authority, Ministry of Public Works, Ministry of Education, National Bureau of Concessions, as well as local government authorities. Environmental and Conservation related NGOs/Civil Society, the private sector and academic institutions that complement the effort of Government and ensure the long-term sustainability of the project were also to be associated with the implementation. The other key stakeholders to be partnered were those from the rural areas in that they have a major stake in the sustainable management of natural resources as for the most part, these stakeholders are most at risk from land degradation as well as contributing to it through poor and unsustainable land management practices.

### **3.7 The Theory of Change**

As per Prodoc., the project was designed under the following assumptions as the theory of change -:

- The project would lead to change by addressing the barriers that limit Liberia's ability to meet obligations under the three Rio Conventions and other MEAs. By systematically targeting the key barriers, the project was expected to help Liberia make incremental improvements. These short-term changes would in turn lead to long-term improvements; while the project develops capacities, it would also lay groundwork for improved systems and frameworks to sustain outcomes.
- More specifically, this project would address specific cross-cutting capacity development priorities identified in the NCSA in order to catalyze Liberia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Capacity development was an essential component of development effectiveness. Additionally, as local and global benefits were strongly interlinked, changing human behavior was a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits.
- Notwithstanding the important activities currently underway in Liberia to address these important priorities, this CCCD project would create an institutional space to remove certain key barriers to mainstreaming global environmental obligations

into national and district information systems, development policies, and planning frameworks. The project was also designed to help Liberia sustain these outcomes and realize long-term change. Specifically, the project would transform how Liberia pursues socio-economic development that integrates global environmental objectives and priorities within decision-making and improved knowledge management. The project would also contribute to change by catalyzing Liberia's road to self-reliance and environmental sustainability, assuming that the capacities developed would be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

- This project would align with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. This project would include numerous stakeholders (including the government and the private sector) to mitigate the risk of crowding out and to help build ownership. The project design would also benefit from lessons learned from previous phases of the GEF and CCCD projects and would include many good practices such as a SWOT and gap analysis, and an entire component focused on awareness building.
- The project assumes that project stakeholders would in the short-term directly benefit through improved capacities through the learning-by-doing trainings. The public and stakeholders would benefit in the long-term through improved outcomes including sustainable development and environmental improvements. The theory of change was also based on the assumption that learning-by-doing would translate into a greater mobilization of efforts and resources, and that building commitment would help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration, which would in turn lead to long-term change.
- The project approach was the best one at that point of time as it meets the primary objective of CCCD projects; it responds directly to the Programme strategy. Additionally, this project approach would build on the government's strong commitment to strengthening sustainable development. Finally, the strategy would garner support from the fact that currently other development partners are supporting similar development work in the country"<sup>11</sup>.

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<sup>11</sup> CCCD Project document and proposal

## **4 FINDINGS**

### **4.1 Outcome Level Ratings**

#### **4.1.1 Relevance**

The assessment shows strong evidence of the need of the project and many benefits attached for beneficiary institutions and individual capacities development, including coordination among government key sector ministries and agencies on environmental issues. Also, the structural and systemic coordination among the Multilateral Environmental Agreements, especially the three Rio Conventions, was relevant. It also helped by i) sustainable means of sharing environmental information for the public consumptions; and ii) colligated environmental data and closing the gaps of information asymmetry dissemination mechanism. The mainstreaming of the three Rio conventions into all existing programs and its domestication in Liberia further ignited the project's relevance. The project provided the platform for initiating and increasing awareness on environmental issues among the populace and within the media landscape of Liberia. On the overall, the project was relevant in closing the gap identified by the 2005 National Capacity Assessment, and it also called for reviewing the NCSA and updating the National Capacity Assessment to bring up to date the country current capacity to address environmental issues that can inform the choice of skills to offer and the identification of trainers and anticipate skills needs to prevent market saturation of environmental skills as well as skills deficit. On the overall, the project provided overarching support to more than 15 government ministries and agencies. The Project built the capacities of 51 technocrats at the various line ministries and agencies to serve respectively as Knowledge Brokers (35) and EKMS Officers (16). It is glaring that these technocrats are contributing to the Country's objective for fulfilling the Rio Conventions. The CCCD Project was therefore highly relevant to improving environmental governance and improving coordination of the three Rio conventions.

As stated in Para 4.1.1 of the report, the project was in full compliance of the national priorities and a range of initiatives taken by the Government of Liberia (GOL) in the past to improve the environmental policy framework with the preparation of multiple new policies. It was also relevant to the United Nations support (UNDAF 2013-2017) to Liberia and UNDP's Country Programme Document (CPD) 2013-2020. The project has specifically contributed to the UNDAF and CPD Outcome 2 and Outcome 4. It also conforms to the output of the UNDP Global Strategic Plan – Output 1.3 and Output 2.5 and contribute to the SDGs 13, 14, and 15.

The CCCD Project was also highly relevant to the **GEF-6-CCCD Strategy Objective 1- : Integrate Global Environmental Needs into Management Information Systems**  
**In view of the above, we rate the project relevance as 'Satisfactory'.**

Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
	<b>S</b>				

#### 4.1.2 Effectiveness

Measuring the results of the project's achievements mentioned in the matrix at Table -6 against the activities planned shows that the project was somewhat slow in its implementation. Although, the project brought the National Legislature together for the first time through stakeholder meetings to talk about environmental related laws that needed revision, no law had been reversed up to the time of this evaluation. However, it is believed that the stage has been set for the Legislature to act when the ongoing revision of the law is completed. The project also brought together the three Rio conventions by identifying commonality and harmony for integration. The CCCD project also conducted two policy harmonization symposia to relook at government agencies mandates and understanding of each ministry and agency functions meant to curtail duplications and separation of responsibility, and conducted awareness through training, workshops, conferences, media programs etc., as well as developed an operational guideline and protocol for knowledge sharing and updating the EKMS platform for environmental information sharing. Some of the drawbacks of the ineffectiveness of the CCCD project included the reported delayed in delivering project remittance and funds to the project implementers. Approximately, six-month delay to the actual start date of the project coupled with the COVID-19 pandemic and political transition of the country leadership all contributed to the delay in rolling the CCCD project in the required timeframe thus igniting EPA's request for no cost extension.

The evaluation team was of the opinion that though the overall project objective and outputs, as stipulated in the project log-frame, have not been achieved fully but requisite ground works in terms of advocacy and awareness, capacity building and development of policy frameworks have been done which would be useful in strengthening the environmental sector in the country. The team also observed that the delayed in the start of the project, the COVID-19 pandemic and the government bureaucratic procedures in getting activities approved for implementation with the top leaders, all ignited the project team inability to fully achieve the project objectives as mentioned. The team, therefore, rate the effectiveness of the CCCDs Project as **'Moderately Satisfactory (MS)'**.

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

#### 4.1.3 Efficiency

The efficiency of the project was assessed based on the following -:

- All prescribed guidelines and procedures were followed by UNDP for the management of the project funds, including submission of the request for advances and for reporting of expenditures/disbursements made;
- The Project was considered cost-effectiveness because of – i) the CTA, selected through a competitive process, happened to be from the neighboring country – Sierra Leone with same cost of living helped the project in savings funds which was used to fill the gap of hiring additional experts from abroad; and ii) advocacy with the lawmakers to understand environmental issues will save time and resources when the revise environmental laws and regulations are taken up with the government for approval in Liberia;
- Developing capacity to build partnerships among LMAs through the EKMS implementation and drafting of environmental information sharing protocol mechanism for LMAs;
- Satisfaction of project beneficiaries with the current achievements of the project;
- Responsiveness of the project to beneficiary institution's empowerment through the procurement and distribution of 15 desktop computers and modems to government ministries and agencies for the use of the EKMS system and document uploading among others.
- The setting up of the Environmental Knowledge Management System [www.ekmsliberia.info](http://www.ekmsliberia.info) as a new innovation sharing and storing environmental information.
- The recruitment, training and deployment of over 35 Knowledge management officers and 15 knowledge brokers with environmental desk established in various government line ministries and agencies in Liberia;
- Affirmative action taken to train female journalists in reporting on environmental issues thus increasing environmental awareness among media practitioners leading to the establishment of Radio Program at the State Radio and ECOWAS Radio titled "people and their environment"
- The development of an environmental awareness curriculum for Liberia School System with an ongoing piloting in the academic semester of 2021/2022. The number of schools that participated in the training exercise were nine (9) from Montserrado County. The total number of teachers involved were 27. Out of the nine (9) schools,



seven (7) accepted to pilot the curriculum and two (2) did not. Those schools who agreed to pilot the curriculum include 1) William Booth High School, 2) William V.S. Tubman High School, 3) Special Project High School, 4) Lutheran High School, 5) Muslim Congress High School, 6) D. Tweh High School, and 7) Korto J.P. Vogar School System.

- The affirmative action to include more women participation through the conduct of a specialized training for female journalists in environmental reporting as well as mainstreaming gender and people living with disability

**In view of the above-mentioned observations, the Efficiency is rated as 'Satisfactory'**

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	<b>S</b>				

#### 4.1.4 Sustainability

On sustainability, most recent projects and institutions in Liberia are just donor dependent and have no long-term financial strategies and management capacities to sustain project impact when the donor exits. However, the management of the CCCD project succeeded in capacitating beneficiaries in resource mobilization strategy and initiating actions on developing a 15-year resource mobilization plan. Furthermore, there is encouragement of government ownership through the signing of a drafted protocol of support for the EKMS system to be mainstreamed into agencies annual budget inclusive of the EPA.

In view of the above-mentioned, the risks are more and the sustainability is Moderately Unlikely.

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
		<b>MU</b>	

#### 4.1.5 Impact

The project was implemented under the NIM modality with the involvement of EPA and several other government institutions operating at both the national and local levels, especially those responsible for natural resource and environment management. These institutions worked with local community organizations and in some cases partnered with NGOs to undertake particular activities. The rural stakeholders were also involved in learning-

by-doing workshops and awareness workshops as they have a major stake in the sustainable management of natural resources and land degradation. Therefore, impact of the project in better management of the environmental issues at government as well as in the field levels is considered significant. However, in a soft project of this nature, it is difficult to measure the full impact against the stipulated outcomes. Based on the interactions with the IDI and KII during the field data collection process, the key ingredients gathered to determine the impact of the project implementation are summarized below -:

- Satisfaction of the project beneficiaries with the current achievements of the project,
- Responsiveness of the project to beneficiary institution's empowerment through the procurement and distribution of 15 desktop computers and modems to government ministries and agencies for the use of the EKMS system;
- The setting up of the Environmental Knowledge Management System [www.ekmsliberia.info](http://www.ekmsliberia.info) as an innovation sharing and storing environmental information.
- The recruitment, training, and deployment of over 16 Knowledge management officers and 35 knowledge brokers with environmental desk established in various government line ministries and agencies in Liberia;
- Affirmative action taken to train female journalists in reporting on environmental issues thus increasing environmental awareness among media practitioners leading to the establishment of Radio Program at the State Radio and ECOWAS Radio titled "people and their environment".
- Drafting of environmental information sharing protocol mechanism for Line Ministries and Agencies (LMAs); And
- The development of an environmental awareness curriculum for Liberia School System with an ongoing piloting academic semester of 2021/2022.
- As regards overall achievements, major milestones under component 3 have been achieved while the achievements under components 1, 2 and 4 are far below the expectations.

In view of the above, the impact of the project is rated as "**Moderately Satisfactory**"

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		<b>MS</b>			

## 4.2 PROJECT DESIGN AND FORMULATION

### 4.2.1 Analysis of Project Result Framework: Project Logic and Strategy, Indicators

The overall rationale and project logic appear sound. The Project responds directly to the needs and gaps identified in the Liberia's 2006 NCSA through addressing systemic, technical, institutional, and individual capacity constraints. The Project's strategy is straightforward in that 'the expected achievements of the project are a set of improved capacities to sustain an environmental body of knowledge which would contribute to meeting and sustaining Rio Convention objectives. It also strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national, and global level

The project was in full compliance of the national priorities and legislations as has been demonstrated by a range of initiatives taken by the Government of Liberia (GOL) in the past to improve the environmental policy framework with the preparation of multiple new policies. More specifically, the project was consistent with the following national policies and strategic documents - the National Environmental Protection and Management Law (2003), the National Environmental Policy (2003), the establishment of an Environmental Protection Agency, in 2003, the National Forestry Law (2000), and the New Mineral and Mining Laws (2000). The project is also in line with Liberia's National Biodiversity Strategy and Action Plan II (NBSAP) and National Adaptation Action Plan (NAPA) 2008 which aims to sustainable management of environment and natural resources and address impacts of climate change.

The project was relevant to the United Nations support (UNDAF 2013-2017) to Liberia and UNDP's Country Programme Document (CPD) 2013-2020. The project specifically contributed to the UNDAF and CPD Outcome 2 and Outcome 4. It also conforms to the output of the UNDP Global Strategic Plan – Output 1.3 and Output 2.5 and contribute to the SDGs 13, 14, and 15.

Further, the project is in line with the GEF-6 CCCD Strategy objective 1, 3, and 5 which call for countries to: a) integrate global environmental needs into management information systems and monitoring, b) integrate MEA provisions into national policy, legislative, and regulatory frameworks, and c) update NCSAs, respectively. Moreover, the uniqueness of this project is centered on its cross-cutting nature. The other projects implemented in the past focused on strengthening targeted capacities under one of the three Rio Conventions, and thus had a relatively narrower system boundary than the CCCD programme approach.

This UNDP-GEF CCCD Project was framed with the aim to strengthen a targeted set of national capacities to deliver and sustain global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. The Project Document was designed as per the standard UNDP/GEF Project document structure. The four components proposed in the project, which are

complementing to each other, were adequate to remove the principal barriers/ challenges identified in Liberia's 2006 NCSA and Liberia's Agenda for Transformation (AFT) 2012-17 that cut across the three Rio Conventions and were hampering in fulfilling the environmental goals. These project components upon successful implementation should significantly contribute to - a) improving access to best practices and best available knowledge, including innovative research; b) improving coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhancing institutional and technical capacities; d) improving awareness of global environmental values; and e) updating the NCSA to reflect post 2015-SDGs.

From a GEF perspective, the expected outcomes of the project were improved capacities to meet and sustain global environmental priorities; improved capacities to plan and make decisions that would meet and sustain sustainable development priorities. To this end, implementation of the CCCD project was useful in strengthening cross-cutting capacities in the five major areas of stakeholder engagement – information and knowledge, policy and legislation development, management and implementation, monitoring and evaluation.

The **Project Results Framework/Log-frame** for the project is well defined, establishing clear linkages among the key project performance parameters (Outcomes, Outputs, Indicators, Baseline Value and Targets) and is included in Table No.- 9. The project design (PIF) was developed in May 2016 and Project Document was approved for GEF grant (CEO Endorsement) in September 2017. Review of the project framework and overall strategy detailed in the project document when compared with the initial strategy presented in the Project Identification Form (PIF) reveals no major difference in the overall strategy of the project. From the beginning, project has foreseen 4 components, which respond to the identified general barriers that the project was trying to overcome. It is, however, noticeable that the Project Management Unit (PMU) has also used the same initial version of project log-frame throughout the project period without any revision.

Altogether, the project planning log-frame has 4 components/outcomes, 23 outputs, activities per output and defined targets. It includes total 18 indicators (4 at Project Objective Level and the remaining 14 at Outputs Level) to track and report progress/ achievement for various outputs under the four components (Outcomes), which seems to be reasonable. However, TE team is of the view that some of the outputs/indicators [for example – i) Output 1.3 (Indicator 5) - the formulation and adoption of networking cooperative agreements on information and knowledge management with key institutions will have been negotiated through a transparent and broad-based stakeholder consultative process by month 14; ii) Output 1.5 (Indicator 7) - A set of best applicable indicators for measuring global environmental trends within the context of planning and policy-making in Liberia will have been identified and validated by month 6; iii) Output 2.7 (Indicator ) - A series of learning-

by-doing workshops will be convened to draft a resource mobilization strategy. The number of workshops will be determined at the time that this activity is being organized; iv) Output 3.3 (Indicator) a public service announcement on Rio Convention mainstreaming will be prepared and aired in years 2, 3, and 4 on a regular basis are not smart enough in the absence of minimum measurable or quantifiable numbers to help in the project monitoring and evaluation. Moreover, the indicators listed under Section: C2-Project Components, Outputs and Activities; Output Indicators under para 94 of Prodoc.; and in the Log-frame are not same and create confusion in project M&E.

In addition to the above, TE Team also observed the following:

- The Project Document was endorsed by GEF on September 19, 2017, whereas it was signed on January 16, 2018, almost after 4 months. The Inception Workshop was organized on June 20, 2018, after 6 months of signing of Prodoc.;
- Project management, yearly work plan, and activities mentioned in the Prodoc. were reviewed in the LPAC meeting held on October 31, 2017, and Project document was endorsed for implementation. It was also suggested that the project indicators should be reconciled and/or harmonized with the UNDP Quality Assurance. However, there was actions taken in this regard through monitoring the risks in ATLAS, during implementation.
- During deliberations in the project Inception meeting held on June 19-20, 2018, it was emerged clearly that engagement of right actors and effective coordination among them was critical in achieving the project goals. Project multi-year work plan as well as implementation and monitoring plan, besides other issues pertaining to resource distribution etc. were also reviewed but no modification/ addition/deletion in the outputs/indicators listed in the log-frame was suggested.
- All the outputs/indicators are relevant as they address to the national development priorities and most of them are achievable within the timeframe specified in the log-frame/section C-2 of Prodoc.
- However, the outputs/indicators proposed to be achieved within or by six months of start of the project seem to be difficult to achieve as time required for recruitment of CTA and other project staff, operationalization of PMU, developing understanding of project intricacies were not factor in while suggesting time schedule/work plan for the first year. Moreover, start of project implementation itself was delayed by six months.

With the exception of few oversights and defaults in the project log-frame, the project's scope, design and implementation approach otherwise, including the overall structure of the project results framework, can be considered as *satisfactory* for a medium-size project addressing the critical elements of identified barriers, strengthening national capacities, updating regulatory and legal frameworks and greater awareness on efforts towards

domesticating the three Rio Conventions (climate change, desertification and biodiversity).

**Project Design is Rated as Satisfactory**

Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
	S				

**4.2.2 Assumptions and Risks**

The Project risks, associated assumptions, and management strategies to address those risks were identified based on an extensive consultations and review of the background documentation during formulation phase of the project and presented in the project document. These risks, assumptions, and their management strategies, as elaborated in the project document (no modification/addition was suggested during the project inception workshop) are summarized below-:

**i) Assumptions**

A key assumption of the project is that at the end of the project, activities would result in a set of improved capacities to meet and sustain Rio Convention objectives. The project would also strengthen and help to institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national, and global level.

**ii) Risks and Mitigation Strategies**

The identified risks and management strategies are as -:

**Table -6: Risks and Mitigation Strategies**

Risk	Type	Impact and Probability	Risk Management Strategies <sup>12</sup>
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<sup>12</sup> Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them

<b>Weak Inter-institutional Coordination</b>	Operational Organizational	Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is required.	The project suggests several approaches to mitigate this risk. During the proposal formulation, consultations were organized with key stakeholders to increase their understanding of the project and to establish networks of collaboration. Once implementation of the project begins, key stakeholders are expected to meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project would select activities to strengthen institutional mechanisms for improved coordination and collaboration. These include items like negotiating best consultative processes and memoranda of agreements.
<b>Lack of Absorptive Capacity of National Institutions to Implement Activities</b>	Operational	A lack of absorptive capacity could undermine the achievement of outcomes or lead to delays.	This risk would be managed by taking a learning-by-doing approach to project execution. The best way to raise absorptive capacities is for government staff to learn skills through critical thinking exercises such as early implementation of the EKMS. All project activities, including those that target systemic, institutional and individual capacities, would be designed through a comprehensive multi-stakeholder consultation to ensure they are implementable, including provisions for additional dedicated project staff.

<b>Internal Resistance to Change</b>	Political Operational	Internal resistance to change can undermine implementation and lead to delays	The activities of the project were strategically selected and designed to consider these existing “business-as-usual” approaches, and to facilitate a process whereby they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises
<b>Financial Limitations</b>	Financial	Without continued financing, there would be insufficient commitment to implement project recommendations for post-project activities	Given that project results emerge through external financing and support, key project results would be sufficiently institutionalized if the larger outcomes are to be sustainable. The project includes a specific output on resource mobilization to address the issue of financial sustainability. Another project design feature to address this issue was that the demonstrated value of the project would strengthen the Government’s greater appreciation of the recommendations, and therefore more likely to support their approval for post-project implementation.

In addition to the above assumptions and risks, the Project Results Framework is also listing a few assumptions, more specific to achieving the project objective and four main outcomes and are presented below -:

#### i) Overall Objective of the Project

##### Assumptions



- The project would be executed in a transparent, holistic, adaptive, and collaborative manner
- Government ministries and authorities maintain political commitment to the formulation and early implementation of the EKMS
- Non-state stakeholder representatives, in particular project champions, remain active participants in the project
- Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible

## ii) Component -1

### Assumptions

- Design and assessment are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions
- Expert peer reviewers follow through with quality reviews
- EKMS is politically, technically, and financially feasible

## iii) Component -2

### Assumptions

- Strategy developed by the project is politically, technically, and financially feasible
- Institutional reforms and modifications recommended by the project and the EKMS are politically, technically, and financially feasible and approved by the Project Steering Committee
- Institutions and working groups are open to change

## iv) Component -3

### Assumptions

- Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues would help change attitudes in a positive way
- The right representation from the various government ministries, departments, and agencies participates in project activities
- There is sufficient commitment from policymakers to maintain long-term support to public awareness raising activities
- Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness
- Articles published in the popular media would be read and not skipped over

- Brochures would be read and the content absorbed

v) Component -4

Assumptions

- Survey respondents contribute their honest attitudes and values
- The right representation from the various government ministries, departments, and agencies participates in project activities
- Assessments are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions
- Best practices and lessons learned from other countries are appropriately used
- Expert peer reviewers follow through with quality reviews
- Action Plan politically, technically, and financially feasible
- Final Report is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions
- The approval process is transparent and deemed valid by all stakeholders

The assumptions identified in the Project Results Framework (PRF) are mostly specific operational assumptions, which were identified against a set of specific activities to achieve the expected outputs. Related risks against these assumptions were not identified/ listed in the PRF. These specific operational assumptions are valid when reviewing and finalizing the project implementation strategy. However, beside the description of these assumptions in the PRF, the Evaluation Team did not find any follow up to these assumptions during the implementation of the project. So, focus was mostly on the initial list of risks presented in the Table above which were entered into the UNDP-Atlas system and monitored throughout the implementation of the project. However, in general, the link between the risks/assumption section of the PRF and the Table dealing with the risks and risks management strategies in the Project Document and Inception Report are consistent.

The overall Project Risk Management is therefore rated as satisfactory

Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
	S				

4.2.3 Lessons from Other Relevant Projects incorporated into the Project Design

UNEP implemented a global project, entitled **Piloting Integrated Processes and Approaches to Facilitate National Reporting to Rio Conventions** during 2010 -2012 that included Liberia as a beneficiary country. This project focused on helping Liberia (among other countries) to better organize modalities for accessing and preparing their

national reports. Notwithstanding the capacities developed, a number of important capacities remained to be developed, such as the standardization of data collection and information analysis, improved coordination, and collaboration to facilitate streamlined national reporting, and increased awareness and stakeholder engagement in the national reporting process. During the project implementation, activities under Component-4 will undertake an updated assessment of the systemic, institutional, and individual capacities that remain a priority to be developed in order to meet and sustain Rio Convention obligations.

Relevant completed UNDP GEF projects that form the baseline of this project include -:

**Table No. – 7: Associated Baseline Projects**

<b>Project Name</b>	<b>Description of Project's Alignment with CCCD Project</b>
<b>GEF Enhancing Resilience to Climate Change by Mainstreaming Adaption Concerns into Agricultural Sector Development in Liberia (Ended in September 2015)</b>	The expected results of this project included improving the rural communities' capacities, increasing sustainable livestock and crop production, and reducing poverty.
<b>FAO to Support MOA Statistics and Information Management System</b>	The objective of this project was to support the implementation of a linked information and knowledge system.
<b>Smallholder Agricultural Productivity Enhancement and Commercialization Project (SAPEC)</b>	The goal this project was to reduce rural poverty and household food insecurity. One component was capacity building and institutional strengthening, which included trainings.

#### **4.2.4 Planned Stakeholder Participations**

During the PIF and PPG preparation stages, consultations with the stakeholders and stakeholder analysis were undertaken in order to identify key stakeholders and to ensure from the beginning their full engagement in formulation of the project and commitment to the successful implementation of the project. EPA was designated as the Lead Executing of the Project, responsible and accountable for managing the project, including the monitoring and evaluation of project interventions. A few other key partnerships facilitating or supporting the implementation of project activities were also included in the Prodoc. A number of government departments/agencies operating at both the national and provincial/local levels, responsible for natural resource and environmental

management, working with local community organizations and in some cases partnering with NGOs to undertake particular activities were the key implementing partners. Other stakeholders included were the private sector and academic institutions (namely University of Liberia) and international environmental NGOs (Conservation International, Society for the Conservation of Nature of Liberia, Fauna and Flora International), who are important in ensuring the long-term sustainability of the project. Other key stakeholders were from the rural areas, involved in learning-by-doing workshops and awareness workshops as they have a major stake in the sustainable management of natural resources and land degradation.

From the stakeholder engagement plan developed by the project team, it was noticed that same set of stakeholders were involved in implementation of different project activities under the four project components. Of course, the level of engagement varies from stakeholder to stakeholder. Some stakeholders were directly involved in the implementation of project activities whereas others were involved by aligning/ complementing the project interventions with the works they were doing.

During the TE mission, the National Consultant was able to interact with key stakeholders and project's beneficiaries and it was noticeable their involvement in the project's implementation. However, there was no evidence of partnerships with the national and international non-governmental organizations at national and/or regional level which was brought to our notice.

The general conclusion, project management has achieved respectable partnerships with relevant stakeholders and has successfully managed to engage key stakeholders listed in the project document.

#### 4.2.5 Linkages between Project and Other Interventions within the Sector

The project is expected to coordinate with key agencies and institutions for several initiatives, as appropriate, including the GEF funded Projects and those non-GEF funded projects that contain related capacity building activities. These projects are as under-:

**Table No.-8: List of Projects that have Linkages with the Project**

Project Name	Project Activities that Align with this Project
<b>Increasing Energy Access through the Promotion of Energy Efficient Appliances in Liberia</b>	This project aims to increase access to electricity in rural Liberia while mainstreaming energy efficiency. Relevant activities include training of

	staff, policy and legislation development, knowledge dissemination.
<b>Improve Sustainability of Mangrove Forests and Coastal Mangrove Areas in Liberia through Protection, Planning and Livelihood Creation - as a Building Block Towards Liberia's Marine and Coastal Protected Areas</b>	The objective of this project is to promote the conservation and sustainable use of mangrove forests. Relevant activities include awareness - raising within the government agencies, ministries and legislatures; and the creation of a multi-stakeholder integrated land-use planning and decision support toolkit.
<b>GEF/UNDP Strengthening Liberia's Capability to provide Climate Information and Services to enhance Climate Resilient Development and Adaptation to Climate Change</b>	This project will increase the capacity of hydro-meteorological services; promote the efficient and effective use of climate, environmental, and socio-economic data to create information for government entities and communities to enable informed decision-making; and increase awareness in government, private sector and local communities.

#### 4.2.6 Replication Approach

The development of the EKMS, to include the enhanced targeted institutional and technical capacities for mainstreaming through improved training and learning-by doing exercises has catalyzed actions for sustaining the national environment. In fact, project's trainings and learning-by-doing exercises complemented by piloting of best practices and methodologies for monitoring and for Rio Convention mainstreaming, have served as the basis for testing the robustness of long-term initiatives. This would also ensure the sustainability of global environmental benefits. With successful implementation of the project, the replicability and extension of the project strategy through future projects would be greatly enhanced and the learning curve greatly reduced.

The project's approach for replicability and extension was further complemented with –

- The project's outcomes contribute towards larger national policy, regulatory, fiscal, monitoring and communication initiatives in support of the Rio Conventions;
- The project's outcomes are replicable, and the approaches used are transferable. Therefore, learnings could be shared to address barriers in other regions around the Liberia;
- Successful models, lessons learned and best practices captured under the project could be disseminated to promote scaling-up/replication

- Engagement of large number of stakeholders including NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work. Many such organizations are particularly active in forestry, biodiversity conservation, and education. NGOs and institutions have also played an important role in land rehabilitation, soil conservation, and monitoring in Liberia.
- Awareness-raising workshops with key stakeholders from the local and national government, the private sector, academia, civil society and the media and the public service announcements on radio and television throughout the Liberia have helped in popularizing the project interventions with the public and generated greater support and demand for replication activities.

#### **4.2.7 UNDP Comparative Advantage**

UNDP CO has been working in Liberia since 1977. Since then, UNDP is committed to helping Liberia achieve the Sustainable Development Goals (SDGs) as well as the country's national development priorities set out in the National Vision 2030- Liberia Rising and the Government's newest Pro-poor Agenda (PPA). In addition to this, UNDP has –a) a multi- dimensional development perspective; b) vast experience in designing/developing and integrating policy in national processes; creating local capacities through effective collaboration with a wide range of local stakeholders, encompassing public and private sectors in addition to technical experts, civil society and grassroots level organizations; and c) ability to address cross sectional issues and inclusiveness, sharing good practices and lessons learned from other countries around the globe. All these approaches were strongly applicable for strengthening national capacities in Liberia to meet and sustain Rio Convention Objectives. Furthermore, this project is framed around two strategic priorities of the UNDP Country Programme: i) Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste; and ii) Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation. Therefore, Given the UNDP's long track record on a wide variety of projects within the environmental sector and other comparative advantages, UNDP was aptly suited as the agency championing this GEF funded CCCD Project.

### **4.3 Project Implementation**

#### **4.3.1 Adaptive Management**

The Evaluation Team found that project has used the project log-frame, as documented in the Prodoc throughout the project period without any adjustment in the implementation approach and/or in stipulated outcomes/outputs to overcome the barriers and obstacles faced during the implementation.

#### **4.3.2 Actual Stakeholders Participation and Partnership Arrangements**

The project was implemented using the existing government system, structures, and technical experts to implement its activities in 15 counties of Liberia. The government officials and experts at regional and federal level were involved who have a firm commitment and sense of ownership to achieve the project objectives. The project staff and the focal persons in the regions, have adequate awareness and understanding of the project objectives.

As described in Para 3.6 and 4.1.4, all the stakeholders (different Ministries and Organizations) identified during PIF and PPG preparation phase were involved in implementation of different activities of the project, although the level of engagement was varying from stakeholder to stakeholder. Some stakeholders were directly involved in the implementation of project activities whereas others were involved by aligning/ complementing the project interventions with the works they were doing.

Within the Stakeholder Engagement Plan and Resource mobilization strategy, the EPA has over the years engaged almost all organizations listed therein via invitation to participate in organized events. They have been very instrumental in driving the direction of project's implementation. The other key partnerships facilitating or supporting the implementation of project activities were – the Conservation International (CI) and Flora and Fauna International (FFI) who have participated in the training and other activities. CI has chosen the EKMS platform to begin storing Greenhouse Gas data from GHG stocktaking in different sectors. The management of CI has hired an international consultant to train 58 professionals from the participating ministries and agencies on the use of the platform. CI has also agreed to extend the subscription beyond current subscription end date.

During the TE mission, the National Consultant was able to meet with key stakeholders and project's beneficiaries and it was noticeable their involvement in the project's implementation.

#### **4.3.3 Project Finance and Co-finance**

According to the signed Prodoc., financial (cash) contribution to the project from different agencies consists of -: GEF Trust Fund Grant - USD 1,500,000.00; UNDP TRAC Resources - USD 200,000.00, and Co-financing from the Government of Liberia (GoL) of USD

1,300,000.00. There was no Cash and/or in-kind contribution from the private sector or other multilateral/bilateral agency/International NGOs.

As per the information provided through the UNDP Liberia M&E Unit as well as documents review, the actual utilization of GEF and UNDP TRAC contributions were USD 1,170,359 and USD125,793 respectively. Contribution from GoL for the project was in-kind toward technical and administrative staff, office space, communications, electricity, etc. and was estimated equivalent to USD 1,177,000.00. Details of actual contribution and utilization of funds received from different agencies is given at Annexure 6.

The key observations of the TE Team from the above analysis are as under -:

- i) The external cash grant (GEF component) has been utilized on 78 percent (1,170,359 USD);
- ii) UNDP has utilized their direct contribution (co-finance) on 62.8% (125,793 USD) out of US\$200,000.00 committed.
- iii) GOL co-financing contribution was in-kind only and there was no Cash contribution to the project.
- iv) No Cash or in-kind contribution from the private sector and/or from the international NGOs come to the project.
- v) All financial management and reporting procedures and regulations were reported to be followed.

#### **4.3.4 Monitoring and Evaluation: Design at Entry, Implementation, and Overall Assessment of M & E**

The Project's Monitoring and Evaluation (M&E) Framework at entry has been described adequately at Section 'G' of the Project Document (Prodoc.) and defines roles and responsibilities of identified responsible parties for M&E activities, allocation of indicative budget and the timeframe for a specific activity. Standard UNDP and GEF progress monitoring and reporting tools such as Report of Inception Workshop, Quarterly Progress Report, Annual Work Plan, Annual Project Review (APR)/Project Implementation Reviews (PIRs), and Terminal Evaluation, Annual Financial Audits was to be completed by project office on time, besides periodic monitoring through site visits by UNDP CO, project team and others.

During implementation, in addition to these progress monitoring and verification tools, the progress of the project was also to be reviewed regularly through meetings of the Project Steering Committee (PSC). The PSC meetings was the main forum on which major Project decisions were made. Information from the Project Office and stakeholders was to be provided for discussion at the PSC meetings.



The Evaluation Team on reviewing related documents and interaction with Key Informants noted that –:

- i) Project Inception Workshop was organized on June 19-20, 2018, at the City of Buchanan, Grand Bassa County and its report was finalized on June 23, 2018. It was inaugurated by Hon. Randall Dobayou, Deputy Executive Director, EPA and attended by more than 50 participants drawn from 10 institutions. During the meeting, it was emphasized to hire a M&E Officer for the project and to constitute a Joint Monitoring team;
- ii) Regular meetings of the PSC were organized during the project life cycle and approved AWP and annual budget, in addition to reviewing progress of the project and decisions on adjustment, if any, in the implementation strategy. During the interview of the selected PSC members, it was stated that they felt sufficiently informed about the progress and activities;
- iii) The mandatory reports –APRs/PIRs for all the years were submitted in time and reviewed by UNDP CO and RTA, incorporating their observations/suggestions thereof.
- iv) As regards conducting field visits for monitoring progress, a detailed Monitoring and Evaluation Plan was developed by the UNDP Monitoring and Evaluation Team in consultation with project team in 2018 which was designed to measure following two components – a) assessment of project implementation and monitoring performance of project activities; and b) evaluation of project results in terms of relevance, effectiveness, impact. In other terms, the objective of the stipulated monitoring process was to monitor actual management and supervision of project activities in the field, compare it with those scheduled in AWP, make recommendations to improve efficiency and overall effectiveness of project implementation. Whereas M&E of project results was involved in evaluation of the project’ success in achieving its outcomes and comparing it with the core indicators defined in the logical framework.

However, field visits reports were not shared with the TE team for their review. We were informed that the operational performance of the various interventions could not be monitored due to lack of appropriate staff. Another major problem cited in relation to M&E of this project was that it could not be taken regularly due to occurrence of COVID-19 pandemic and subsequent measures taken by the Government of Liberia to prevent spread of the virus.

In view of above, Project’s overall achievement in regard to implementation of M&E Plan is rated as **Moderately Satisfactory**

Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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**4.3.5 UNDP Implementation/Oversight and Implementing Partner Execution, Overall Project Implementation/Execution, Coordination and Operational Issues**

As per the Management Arrangements described in the Project Document, the Environmental Protection Agency (EPA), GOL acted as the implementing partner (executing agency) of the project in accordance with UNDPs National Implementation Modality (now referred to as National Execution or NEX modality). NEX modality tasks EPA with overall responsibility and accountability for managing the project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. A Project Steering Committee (PSC) was constituted to serve as the executive decision-making body for the project and was to provide the necessary guidance and oversight to the project implementation. It approved Annual Work Plans (AWPs), reviewed the Annual Progress Reports/Project Implementation Reports (PIRs), ATLAS monitoring and evaluation platform and reviewed/ approved corrective measures when needed. The PSC ensured that the project remained on course to deliver the desired outcomes of the required quality. The PSC composed of members from EPA, Forestry Development Authority, Ministry of Land Mines and Energy, Ministry of Internal Affairs, Ministry of Agriculture (MoA), Ministry of Finance and Development Planning (MoFDP), UNDP, Regional Governments, Local Communities and Project Manager (PM) as secretary of the PSC. The committee was supposed to meet on quarterly basis. The Executive Director of EPA was designated as the National Project Director and chair of the PSC. An organogram of the CCCD Project implementation arrangements is provided at Figure 1.

EPA has set up a Project Management Unit (PMU) in Monrovia headed by a part-time Project Manager (PM) to administer day-to-day work of the project on behalf of EPA. Under the oversight of the PM, three teams of technical consultants (national experts/ specialists) were formed to carry out project activities – one team for each of components 1 and 2, and a third team to carry out components 3 and 4. The PMU was responsible for overseeing on-ground implementation, preparing reports, taking care of audit requirements and all matters pertaining to accounts and audit. In addition to that, the PMU was responsible to ensure that the project is implemented in an efficient and effective manner and produces the results specified in the Project Document to the required standard of quality and within the specified constraints of time and cost. The PM also liaise and work closely with all partner institutions to link the project with other complementary national programmes and initiatives and was directly reporting to the NPD.

A part-time Chief Technical Adviser was also appointed for full duration of the project to provide regular guidance to the technical execution of the project activities including

advising on the adaptive collaboration management of the project.

UNDP Country Office (CO) served as the GEF implementing agency for the project and was member of the PSC. Its primary function within the PSC was to make sure that the progress towards expected results remains consistent and to ensure a quality assurance role in implementation of the project. In addition, UNDP CO also provided range of support services (hiring of staff and consultants, procurement of services and equipment, disbursement of funds) during implementation of the project.

The financial arrangements and procedures for the project were governed by UNDP rules and regulations applicable on project implemented through the National Implementation Modality (NIM). All procurement and financial transactions were governed by applicable UNDP regulations, including the recruitment of staff and consultants/experts using standard UNDP recruitment procedures. The Harmonized Approach to Cash Transfers (HACT) Framework was followed for transfer of cash to EPA.

The Evaluator found that the implementation and management arrangements were adequate and effective for the implementation of the project. They provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority. The PSC met regularly to monitor the implementation of the project and approved the AWP's and progress reports. The good functioning of the PSC provided an effective way to communicate, keep stakeholders engaged, a forum to discuss and resolve critical management issues and nurtured a good national ownership of project achievements. Overall, management arrangements provided the project with "*checks and balances*" mechanisms to review, assess and correct the course of action when necessary.

The overall structure of the project organization in execution of the "National Implementation Modality" has been found useful, since EPA was managing the Project well, ensured continuous involvement of project stakeholders (via PSC) and kept the senior beneficiaries as well as UNDP in a close communication loop. The adequacy and effectiveness of the project management were therefore rated *Satisfactory*.

The overall project management arrangements are rated Satisfactory

Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
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UNDP- Govt. of Liberia

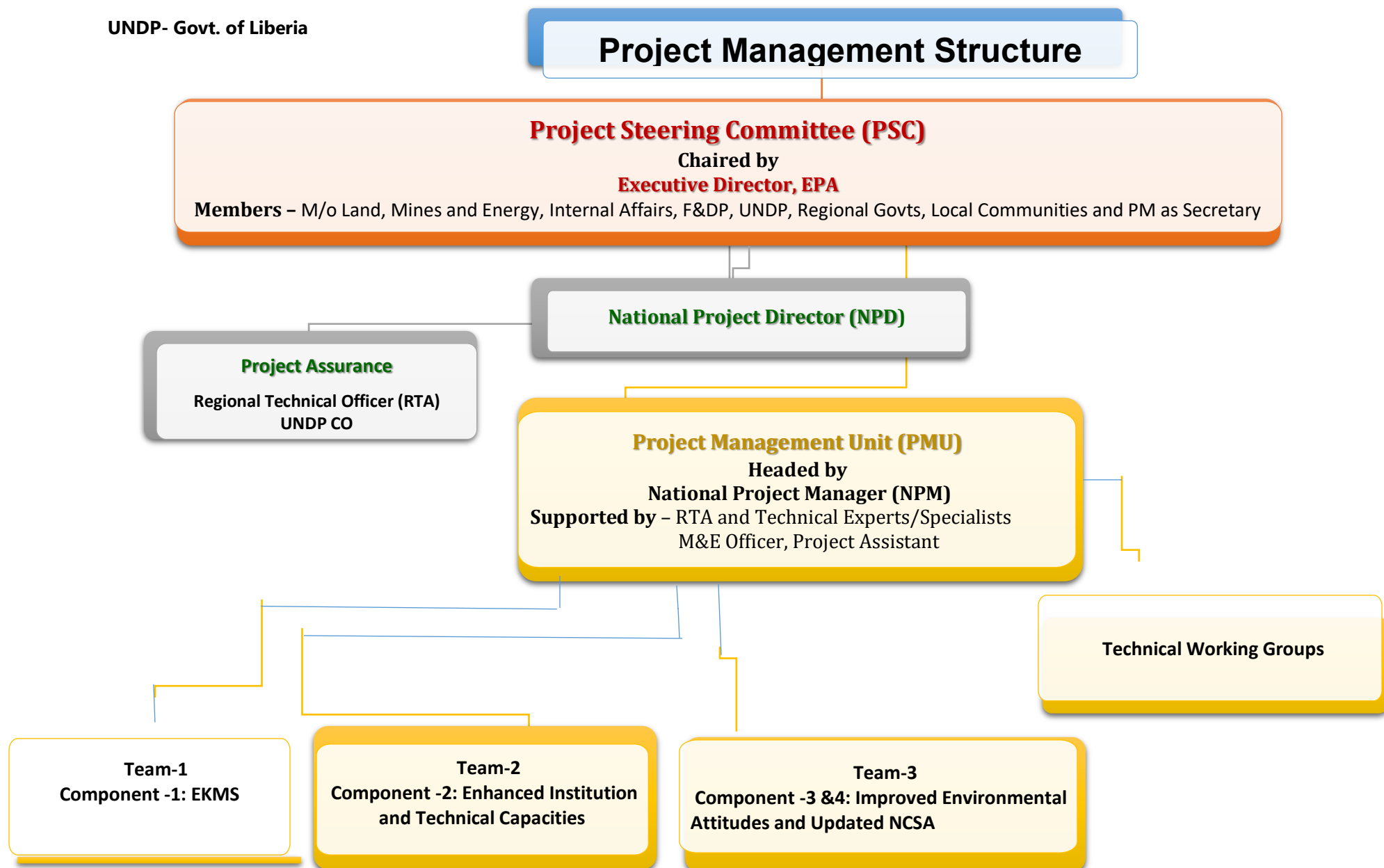


Figure -1 Organogram of the RET Project Management Arrangements

## 4.4 PROJECT RESULTS

### 4.4.1 Overall Results (Objective Level)

The overall objective of this project was to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project was thereby expected to help the country –a) to make better decisions to meet and sustain global environmental obligations; b) to build capacity to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes; c) improving awareness of global environmental values; and d) updating NCSA to reflect post 2015-SDGs.

The contribution of the project has been assessed on the basis of alignment of project outcomes and outputs with the Outcomes of UNDAF, CPD and SDGs and the achievements of project's targeted Outcomes and Outputs to be implemented over the project period.

### 4.4.2 Project Contribution towards UNDAF and CPD

As mentioned in other related sub-sections, the project was relevant to the Liberia's UNDAF 2013-2017 and Country Programme Document (CPD) 2020-2024 and contributed towards **Outcome 2** and **Outcome 4** included in the UNDAF (2013-2017) and Country Programme Document (2020-2024), where Outcome 2 defines : Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management; and Outcome 4 defines : Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels. It also conforms to the outputs of the UNDP Strategic Plan – Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste and Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

The key contributions of the project towards the **Outcome 2** of UNDAF 2013-2017 were – a) the development of environmental awareness curriculum in consultation with the Ministry of Education for secondary Liberian school; b) production and distribution of 2000 copies each of environmental awareness brochures; c) publication of articles on the socio-

economic linkages of the Rio Conventions in three of Liberia's popular local dailies; d) production and airing of Jingles on mainstreaming the Rio Conventions in sixteen local Liberian dialects on Radio Nationwide. All these actions helped in enhancing the improvement of awareness and management skill of global environmental values. Another related contribution was organization of a gender inclusive training targeting forty female media professionals from 11 of Liberia's 15 political sub-divisions to improve environmental reporting in Liberia. This included TV, print media and radio personnel.

The project contributed towards **Outcome 5** in capacitating 16 line Ministries, Agencies and Public Corporations in logistical and technical capacities by providing ten numbers of additional computers sets and by training their information technologists with skills to navigate and use the Environmental Knowledge Management System (EKMS) to collect, store and share environmental data, information and knowledge.

Furthermore, the project has also contributed to the outputs of UN Strategic Plan by way of – a) establishment of an integrated Environmental Knowledge Management System (EKMS) to meet global environment and sustainable development priorities; b) producing and distributing 1000 copies of updated codes, laws and relevant texts pertaining to the Rio Conventions to the relevant nature resource management institutions, the national legislature, other stakeholders and academia. This has strengthen policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws; c) building capacities of financial, planning and environmental focal persons and environmental inspectors from 16 Ministries, Agencies and Public Corporations through a learning-by-doing training to draft resource mobilization strategy for the sustainability of the EKMS post project period and explained and interpret the Act and mandate of the Environmental Protection Agency of Liberia (EPA). These activities have helped in enhancing institutional and technical capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions.

#### 4.4.3 Planned Project Results by Objective and Outcomes

The achievements of the stated project objective have been assessed in terms of the indicators set for measuring project objective as given in the log-frame and in terms of the achievement of results for different Outcomes (see Table No-9) for objective and outcomes level results. The overall objective of the CCCD project was to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The 4 indicators set to measure the achievement at the project objective level were – a) **Indicator 1:** Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational

level; b) **Indicator 2:** Number of county's with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems; c) **Indicator 3:** 500 direct project beneficiaries; and **Indicator 4:** Sectoral plans and policies include targets that measure progress toward achieving global environmental obligations.

The TE Team during analysis noted that the key achievements under Indicator 1 and Indicator 3 were – a) made functional an integrated **Environmental Knowledge Management System (EKMS)** and have integrated 28 institutions/organizations so far via creation of a websites; b) organized capacity building training on EKMS for Information Technologists, and additionally learning-by-doing EKMS training for various natural resource management ministries and agencies to further strengthen their capacities. These Institutions have started utilizing the EKMS Platform to facilitate data collection, processing, storing and sharing for better environmental management and fulfilment of the obligations of the Rio Conventions; c) benefited more than 10,000 stakeholders from the system either through preparatory trainings or the Facebook; and d) organized two regional gender inclusive stakeholder's consultation awareness events to negotiate best consultative and decision-making processes on the Rio Conventions. Keeping these key achievements in view, it was inferred that the main tasks/targets defined under the Indicator 1 and Indicator 3 are achieved. On the other hand, there was a significant shortfall in achievements under Indicator 2 and Indicator 4. The important ones are – a) no new or modified legal or policy or institutional frameworks made operational (enacted) in any of the county for conservation, sustainable use, benefit sharing of natural resources, biodiversity etc.; b) Memorandum of Agreement (MoA) which was not signed by Natural Resource Management Institutions to further strengthen the consultative and coordination mechanism and remained at drafted stage only; c) no assessment done on to what extent the capacities to implement the national or local plans have improved; and d) no action plan developed and operationalized to include targets in the sector plans and policies for measuring progress towards achieving global environmental obligations.

In view of the above, the achievement of the objective of the project under evaluation against the planned targets/indicators is about 75% and rated as **Satisfactory**

**Component 1:** Establishment of an Integrated Environmental Knowledge Management System (EKMS) to meet global environment and sustainable development priorities.

The 5 indicators set to measure achievement of this outcome were – a) **Indicator 5:** All stakeholders agree by consensus on a key set of higher-order indicators to monitor progress of the country towards meeting and sustaining Rio Convention obligations; b)

**Indicator 6:** A data protocol system is developed and tested that allows data, information, and knowledge to be tracked through the life cycle of their creation to informing policy and plans to the latter's adaptive management; c) Indicator 7: Key existing databases, management information systems, and monitoring systems are strategically networked into an integrated system (the EKMS); d) Indicator 8: A pilot project to test the application of the EKMS is carried out on a high value sector development plan at the local self-governing authority; and e) Indicator 9: A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises.

The team noted that the tasks/targets listed under Indicator 6 and Indicator 7 only were completed. The achievements as reported are - a) developed and operationalized EKMS and created new knowledge which facilitated in better decision making, organized three capacity building trainings (including a training - learning-by-doing EKMS training) to ensure increase in skills of Information Technologists and EKMS Officers at line ministries and agencies to upload data and information relevant to the Rio Conventions generated by their respective institutions to the EKMS. These trainings also focused on - increased stakeholders awareness on how information and knowledge management enhance planning and policy-making, identifies challenges and barriers that hinder mainstreaming gender in the management of information and knowledge for planning and policy-making, strategies for integrating environmental data, information and knowledge into planning and policy-making capacity of institutions to use the integrated knowledge management system to collect, store and share data and information; and b) networked 28 Natural Resource Institutions having existing websites into EKMS (some of the important ones are - SIS of the Liberia Forest Sector Project, Liberia Open Data Portal, Liberia Forest Atlas, Liberia Project Dash Board, Infrastructure Implementation Unit, etc.); procured 10 additional computer sets for 10 institutions for the exclusive use of the institutions' EKMS Officers, also recruited an EKMS Officer to ensure better coordination, monitoring and effective working of the system.

Further, it was also noted that the activities related to – a) finalization of a set of higher-order indicators to monitor progress of the county towards meeting and sustaining Rio Convention Obligations (Indicator 5); b) Testing of EKMS on a higher value sector development plan at the local self-governing authority as a pilot project (indicator -8); and c) development and institutionalization of a long-term training programme on Rio Convention mainstreaming based on lessons learned from the project's learning-by doing workshops and related exercises (Indicator 9) were not implemented at all.



In view of the above analysis, the achievements under the Component 1 against the planned targets/indicators is about 40% only and rated as **Unsatisfactory**.

**Component 2** - Enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio Conventions

The 5 indicators set to measure the achievement of this outcome were – a) Indicator 10: Develop operational by-laws to improve and legitimize Rio Convention mainstreaming into sector development plans; b) Indicator 11: Develop a resource mobilization strategy for the long-term operation (e.g., 15 years) of the EKMS and was to be approved by the Government Apparatus; c) Indicator 12: Negotiate and sign Memoranda of Agreement among government and non-state stakeholders on the sharing of data and information; d) Indicator 13: Update liaison protocols between key government agencies and sign to strengthen sharing of data and information and proactive collaboration in the operation of the integrated EKMS; and e) Indicator 14: The project facilitates broad-based stakeholder workshops to negotiate and institutionalize best practice consultative and decision-making processes to access best available data, information and knowledge.

The achievements reported under this outcome are – a) completed a SWOT and gap analysis of Liberia's National Policies, Laws and Regulations relevant to the implementation of the Rio Conventions or environmental sustainability; b) signed two Memoranda of Agreements (MoAs) with the stakeholders – The first MOA called the Ganta Declaration signed with the media professionals namely: television, radio, print and social media in Ganta - Nimba County. 70 participants were involved of which 25 (36%) were females. The second MOA (called the Buchanan Declaration) signed with the stakeholders at a Regional Stakeholders' Consultative Awareness Training Workshop in Buchanan on the Three Rio Conventions. The workshop was attended by 70 people from environment related government entities, NGOs, local leaders, and farmers. 27 women (39%) attended this workshop. The MOA focused on the mitigation of environmental damage from livelihood activities. It specifically covered the Rio Convention implementation Byelaws; developed Operational Guidelines for the mainstreaming of the Rio Conventions into National Policies and Development Activities and designed work plans for the implementation of Sector Specific Rio Activities. Although the MOA has not been signed by the stakeholders, it is expected to be sign in 2022 given that the project was extended. To this end, the project achieved the first part of the targets defined under Indicator 12. In addition, the project developed operational By-laws to improve and mainstream the Rio Convention into the sector development plans (Indicator 10). The project developed a 15-year resource mobilization strategy with the aim of ensuring sustainability for the EKMS platform (indicator 11). It is still early to assess the extent to which the strategy is effective since it was developed late 2021. To further strengthen

stakeholders' capacities mainstream and utilize policies and legislative for effective implementation of the Rio Conventions, the project developed a capacity development strategy and action plan for mainstreaming the Rio Conventions. The plan was developed in November 2021 and had not been rolled-out at the time of the evaluation. However, the project has plans to actualize this document in 2022. To this effect, the project partially fulfilled (indicator 14).

On the other hand, the liaison protocols between key government agencies and proactive collaboration in the operation of EKMS (Indicator 13) was not fully achieved; nonetheless, the MoA—when signed in 2022—will help the project to achieve this target.

In view of the above, the achievement under Component 2 of the project against the planned targets/indicators is 70% only and rated as **Satisfactory**.

### **Component 3- Improving Awareness of Global Environmental Values**

The 3 indicators set to measure the achievement of this outcome were – a) Indicator 15 : Adoption of education module on the importance of the global environment to national sustainable development and integrated within teaching curricula at the secondary school level; b) Indicator 16: Collectively and over the three years of project implementation, the awareness-raising workshops engaged over 700 unique stakeholders; and c) Indicator 17: Creation of a government-based website to network existing sources of electronic data and information.

Towards these indicators, the achievements reported were - a) Developed an environmental awareness curriculum for secondary Liberian school in consultation with the Ministry of Education and an awareness module for national institutions. The curriculum was supposed to be fully piloted by the original end date of the project, According to the Project Team, piloting of the curriculum in schools got delayed due to Pandemic and it could began in September 2021 and will run until the school semester ends in March 2022. A comprehensive report would be prepared by the end of project, highlighting the challenges and opportunities for integrating the Curriculum.(Indicator 15); b) As part of Stakeholders Dialogues on the value of Rio Conventions, Organized a national and sub-national awareness campaign with the objective to dialogue with national and local functionaries of the government to raise the awareness and understanding of the global environmental issues that are prevalence to Liberia and how to mainstream the Rio conventions in the country's sustainable development priorities. Over 80 (eighty) participants from line ministries and agencies, academia, NGOs, district commissioners, city majors and Development Superintendents from Montserrado, Bomi, Grand Cape Mount, Gbarpolu, Lofa, Margibi, Bong, Nimba, Grand Bassa, River Cess and

Grand Gedeh Counties participated in the dialogue. The mandate of EPA and concept of mitigation and resilience through adaptation were explained. At the end of the three-day awareness campaign, commissioners, city mayors and the development superintendents agreed to promote environmental development policies that would ensure biodiversity loss reduction, and best land use practices. Also based on the dialogue, the participants in attendance got sufficient exposure on how to interpret global environmental trends as well as on the socio-economic implication to health, cultural values, food security, eco-tourism and sustainable livelihood; c) Convened a private sector media sensitization panel discussion on the impact of global environmental and socio-economic issues on national sustainable development priorities in the City of Gbarnga, Bong County and was attended by heads of media institutions, president of the Press Union of Liberia and the Female Journalist Association, and the private sector which include manufacturing, waste management, agricultural and mining sectors. At end of the two-day training, both representatives of the media and private sector agreed to champion awareness raising of the basic environmental values that support sustainable livelihood and adopt best practices in the management of the environment. Media professionals asked for additional capacity building in Biodiversity, climate change and sustainable land management to further broaden their interest and understanding; d) Organized a training through EPA in collaboration with the UNDP to improve the environmental reporting skills of 40 Liberian female journalists. The training helped emerging female environmental reporters to understand the Rio Conventions and its inter-linkages to the socio-economic development priorities, strengthened female reporters' capacity and confidence in environmental reporting, thus promoting balanced and non-stereotyped reporting of environmental issues. These trained reporters are now stimulating and championing environmental advocacy; e) According to the Project Team, the project conducted over 16 awareness raising workshops/trainings so far averaging 50 participants/workshop. This means that at least 800 stakeholders were benefited from the awareness raising to improve awareness of global environmental values. Furthermore, by the time the project is closed, additional stakeholders would have benefited from the awareness raising; and f) Public Service Announcements (PSAs) were produced and aired on nationwide through Liberia Broadcasting Radio and Liberia National TV from 9 months starting from December 2021. Additional airing will be done within the extension period of the Project in 2022; g) Finally, the EKMS was designed to serve as a one-stop-shop for existing electronic data and information on the Rio Conventions, climate and environmental related data and information. To this end, the project achieved its target (Indicator 17).

. In view of the above, the achievement under Component 3 of the project against the planned targets/indicators is about 60% and rated as ***Moderately Satisfactory***.

**Outcome 4** - updating of the National Capacity Self-Assessment to reflect Post 2015 SDGs

The indicator set to measure the achievement of this outcome was - **Indicator 18:** Completion of NCSA Final Report and Capacity Development Action Plan.

The outcome was related to updating of the National Capacity Self-Assessment to reflect Post 2015 SDGs and the Indicator (Indicator 18) set to measure the achievement of this outcome. The project completed a perception survey which gauged the awareness of the public of the importance of the Rio Conventions to catalyzing sustainable development. Three thematic assessments were conducted on each of the three Rio Conventions highlighting key challenges and showcasing opportunities on how Liberia could meet its Rio obligations. Some of the challenges highlighted in the thematic assessment were: i) lack of environmental court (judicial system); ii) limited implementation of environmental regulations, legislations and policies; iii) weak monitoring and enforcement; iv) limited educated and trained environmental instructors; v) center for training and transfer of technology not in place; vi) lack of contribution from academic institutions in terms of transfer of technology and vii) lack of national funding opportunities to conduct research. Furthermore, capacity development strategy and action plan were formulated as per the project document. It will serve as the key capacity development framework for national institutions and other stakeholders. Finally, NCSA Final Report was not completed as of 2021. The Methodology to update the National Capacity Self-Assessment (NCSA) was developed and validated. Survey of capacities challenges to meet and sustain Rio Conventions obligations was successfully completed. As a result of these surveys, an updated assessments of capacity challenges to meet and sustain Rio convention obligations, building upon GEF Focal Areas enabling activities was achieved. Given that the project was extended into 2022, it is expected that the NCSA Final Report will be produced. Most of the targets under this component was either fully or partially met. Therefore, the component has achieved more than 90% of the targets and has been rated as **Highly Satisfactory**.

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

Table No –9: Log frame – Indicators and Project Results by Objectives and Outcomes and summary of field work

Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
<b>Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.</b>					
<b>Indicator 1:</b> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	Despite the presence of a number of capacity development interventions, absorptive capacity in Liberia is so low and insufficiently institutionalized that almost all solutions for the sustainable management of natural resources are only available within the construct of externally funded projects.	A high quality integrated Environmental Knowledge Management System is institutionalized	<ul style="list-style-type: none"> <li>• Project coordination among LMAs</li> <li>• Draft MOU with the Government ministries and authorities, maintain political commitment to support EKMS implementation.</li> <li>• Non-state stakeholders were active participants in the project</li> <li>• Developed 15 years Resource Mobilization plan and conducted institutional training and reforms</li> </ul>	75%	S
<b>Indicator 2:</b> Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.	<ul style="list-style-type: none"> <li>• One consultative and coordinating mechanism that catalyzes the mainstreaming of global environmental obligations within national development planning and policy formulation</li> <li>• At least one by-law or legal instrument has been developed or strengthened to catalyze compliance with standards to support the realization of Rio Convention obligations</li> <li>• At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination of the 3 Rio Conventions</li> </ul>		

Table No –9: Log frame – Indicators and Project Results by Objectives and Outcomes and summary of field work					
Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
<b>Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.</b>					
<b>Indicator 3:</b> 500 direct project beneficiaries	The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities.	At least 500 stakeholders have benefitted from an integrated EKMS			
<b>Indicator 4:</b> Sectoral plans and policies include targets that measure progress toward achieving global environmental obligations	<ul style="list-style-type: none"> <li>Liberia has degraded and limited infrastructure. When combined with low technical and institutional capacity, the result is a severely limited environmental governance framework. The civil war led to the displacement of individuals and unprecedented amounts of resource exploitation.</li> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> </ul>	<ul style="list-style-type: none"> <li>There is an increase in the appreciation of the Rio Conventions among the general public</li> <li>Rio Convention obligations are being better implemented through an integrated system of data and information management</li> <li>Increased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Convention</li> <li>There is an increase in coordination between government groups and other stakeholders</li> </ul>			

<sup>13</sup> To derive at the percentage completed, divide the total # of deliverables of the objective or component completed by the total #of deliverables of that component and multiple by 100.

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

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Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.					
Overall Rating of the Objectives				Satisfactory	
Component 1 : Establishment of an integrated environmental knowledge management system (EKMS) to meet global environment and sustainable development priorities					
<p><b>Indicator 5:</b> All stakeholders agree by consensus on a key set of higher-order indicators to monitor the progress the country is making towards meeting and sustaining Rio Convention obligations.</p> <p><b>Indicator 6:</b> A data protocol system is developed and tested that allows data, information, and knowledge to be tracked through the life cycle of their creation to informing policy and plans to the latter’s adaptive management.</p> <p><b>Indicator 7:</b> Key existing databases, management information systems, and monitoring systems are strategically networked into an integrated system (the EKMS)</p> <p><b>Indicator 8:</b> A pilot project to test the application of the EKMS is carried out on a high</p>	<ul style="list-style-type: none"><li>• Key data and information is not readily shared among agencies</li><li>• Data and information does not sufficiently inform development decision-making</li><li>• Systems for data and information management is outdated and inadequate</li></ul>	<ul style="list-style-type: none"><li>• Stakeholders (including at least 40% women) are trained on how to manage the EKMS</li><li>• Institutional mapping and analysis of an optimal knowledge management system is completed by month 6</li><li>• Integrated environmental knowledge management system designed and reviewed by month 12</li><li>• Existing information and knowledge management systems networked</li><li>• Technologies to create cost-effective synergies updated</li><li>• Global environmental indicators are integrated into select sectoral development plan(s)</li><li>• Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends</li></ul>	<ul style="list-style-type: none"><li>• Existing environment policies and legislations reviewed.</li><li>• Information technological infrastructure to collect, store, and share environmental data was designed.</li><li>• A domain was created for the EKMS, and a portal <a href="http://www.ekmsliberia.info">established www.ekmsliberia.info</a></li><li>• 10 computers bought for 10 stakeholder institutions for use by EKMS officers.</li><li>• Two learning-by-doing trainings conducted for sixteen stakeholder institutions; computer hardware provided for six institutions to upload information to the EKMS portal.</li><li>• Data management protocol</li><li>• Knowledge management officers</li><li>• Knowledge brokers among others</li></ul>	40%	U

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

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Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.					
value sector development plan at the local self-governing authority. <b>Indicator 9:</b> A long-term training program is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project’s learning-by-doing workshops and related exercises		and understanding their relevance to sectoral development • Integrated environmental knowledge management system piloted through a select sectoral plan by month 39			
Overall Rating of Component 1				Unsatisfactory	
Component 2: Enhanced institutional and technical capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions					
<b>Indicator 10:</b> Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans. <b>Indicator 11:</b> A resource mobilization strategy for the long-term operation (e.g., 15 years) of the EKMS is developed and approved by the Government Apparatus <b>Indicator 12:</b> Memoranda of agreement must be negotiated	• The government agencies responsible for the Rio Conventions have limited budgetary funds • The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities	• SWOT and gap analysis completed by month 6 • Operational interpretation, enforcement tools, and by-laws created and distributed by month 43 • Strengthened consultative and decision-making processes • Mandates harmonized by month 39 • Monitoring and compliance arrangements enhanced by month 39	• Trainings conducted for stakeholder institutions to understand and reconcile weaknesses and gaps in key environmental policies and legal instruments. • Local consultant hired, by-laws and operational guidance formulated for use by key environmental sectors to mainstream the Rio Conventions in their planning, policy, and regulations.	70%	S



## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

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Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.					
and signed among government and non-state stakeholders on the sharing of data and information. <b>Indicator 13:</b> Liaison protocols between key government agencies must be updated and signed to strengthen sharing of data and information and proactive collaboration in the operation of the integrated EKMS. <b>Indicator 14:</b> The project facilitates broad-based stakeholder workshops to negotiate and institutionalize best practice consultative and decision-making processes to access best available data, information and knowledge.		<ul style="list-style-type: none"><li>• Environmental-development best practices demonstrated and piloted</li><li>• Resource mobilization strategy finalized by month 40</li></ul>	<ul style="list-style-type: none"><li>• Produced updated codes, laws and relevant texts pertaining to Rio Convention implementation</li><li>• Training conducted for county's environmental inspectors and focal points, to mainstream Rio Conventions through compliance, enforcement, monitoring and reporting.</li><li>• Draft MOU to be signed among government and non-state stakeholders on the sharing of data and information</li><li>• Brought lawmakers together to understand environmental issues and its impact on the environmental governance in Liberia</li></ul>		
Overall Rating of component 2				Satisfactory	
Component 3 : Improving Awareness of Global Environmental Values					

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

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Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.					
<p><b>Indicator 15:</b> Education module on the importance of the global environment to national sustainable development is adopted and integrated within teaching curricula at the secondary school level</p> <p><b>Indicator 16:</b> Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders</p> <p><b>Indicator 17:</b> A government-based website is created to network existing sources of electronic data and information</p>	<ul style="list-style-type: none"><li>• The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li><li>• Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment.</li></ul>	<ul style="list-style-type: none"><li>• Public Service Announcement (PSA)</li><li>• Environmental awareness module prepared</li><li>• Project Launch and Results Conference held by months 3 and 44</li><li>• Private sector and media sensitization panel discussions held</li><li>• Articles on linkages between the global environment and socio-economic issues</li></ul>	<ul style="list-style-type: none"><li>• Trainings held for and MOU signed with media practitioners to report environmental issues to the public</li><li>• Sensitization panel discussions and public policy dialogues held on the Rio Conventions</li><li>• Environmental awareness curriculum for secondary school was developed in consultation with the Ministry of Education</li><li>• Jingle produced and aired nationwide in the sixteen dialects of Liberia on mainstreaming the Rio Conventions and improved environmentally friendly behavior</li></ul>	60%	MS
Overall Rating of Component 3				Moderately Satisfactory	
Component 4 :NCSA is Updated to reflect Post 2015-SDGs and Current Opportunities to Strengthen Priority Foundational Capacities for the Global Environment					

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

Table No –9: Log frame – Indicators and Project Results by Objectives and Outcomes and summary of field work					
Objective and Outcome Indicators	Baseline	End of Project Target	Assessment of Achievements	Achieved	Rating <sup>13</sup>
<b>Project Objective - To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.</b>					
<b>Indicator 18:</b> NCSA Final Report and Capacity Development Action Plan is completed	<ul style="list-style-type: none"> <li>The previous NCSA was completed in 2006</li> <li>Since the NCSA, Liberia has undertaken several initiatives to address barriers in the NCSA. Despite the important contributions from various bilateral and multilateral development agencies however, Liberia continues to face a number of difficulties in meeting global environmental objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Assessments of capacity challenges completed by month</li> <li>Cross-cutting analysis completed by month</li> <li>Capacity Development Strategy and Action Plan, developed</li> <li>NCSA Final Report finalized by month</li> </ul>	<ul style="list-style-type: none"> <li>Development of Capacity Development Strategy and Action Plan</li> <li>Project outcomes planned for component four will be achieved at the end of the project. There has been no activity completed so far.</li> </ul>	<b>90%</b>	<b>HS</b>
<b>Overall Rating of Component 4</b>				<b>Highly Satisfactory</b>	
<b>The Overall Rating of the 4 Components of the CCCD Project is Rated as 65%</b>				<b>Satisfactory</b>	

## 4.5 Gender Equality and Women's Empowerment

As mentioned in Section-D3 of the Prodoc., women in Liberia face several equality issues. Evaluation has tried to assess the link between gender equality issues and environmental sustainability and the initiatives taken by the project for integration of the gender aspect in developing its policies, programmes and operational strategy. It also tried to assess how project has addressed access to economic and social benefits equal to their male counterparts; awareness-raising and alternate roles for women. Other gender related markers [total number and percentage of full-time project staff are women; total number and percentage of Project Steering Committee members that are women; total number and percentage of jobs created by the project that are held by women; and total number and percentage of women that are actively engaged in substantively in learning-by-doing workshop, dialogues, and key consultations and meetings] were also be tracked as appropriate

The evaluation team reviewed the PIRs and other reports and noted that efforts were made to involve and empower women in all activities undertaken under the project. As of June 2020, eleven project activities were undertaken which have brought together 424 stakeholders, 41% of whom were females from Government institutions, students, NGOs, CSOs, the private sectors and local community's members (farmers, artisanal miners, charcoal producers, etc.) The highlights of some of the key activities are as under :

- i) Two Memoranda of Agreements (MOAs) were agreed and signed by stakeholders. The first MOA called the Ganta Declaration was signed by media professionals namely: television, radio, print and social media in Ganta - Nimba County. 70 participants were involved of which 25 (36%) were females. The second MOA (called the Buchanan Declaration) was signed by stakeholders at a Regional Stakeholders' Consultative Awareness training workshop on the Three Rio Conventions in Buchanan. This workshop was attended by 70 people from environment related government entities, NGOs, local leaders and farmers. 27 women (39%) attended this workshop. The MOA focused on the mitigation of environmental damage from livelihood activities;
- ii) Improvement in the participation and decision-making in natural resource governance
  - Two regionals gender inclusive stakeholder's consultation awareness events were conducted to negotiate best consultative and decision-making processes on the Rio Conventions. The first Regional event was conducted for 100 participants (22 females and 78 males), while the second was organized and attended by 70 participants (25 females and 45 males);
- iii) A training session on Data, Information and Knowledge Management was convened in September 2018 and 2019 respectively. Trainings were attended by 40 stakeholders, of

which 12 were females;

- iv) In November of 2019, 55 (49 males and 6 females) information technologists from 15 Natural Resource Management Institutions and the National Legislature participated in the first Learning –by-doing training to use the EKMS. The learning-by-doing training of the ITs has enhanced their knowledge and capacity to collect, store and share data and information;
- v) At a Stakeholders' Events, a woman was given the opportunity to serve as one of the presenters and she excellently presented. This is an empowerment of woman to show her competency.
- vi) Training was also organized targeting female media professionals.

#### **4.6 GEF Additionality**

The project is centered on its cross-cutting in nature to cover all the three Rio Conventions and is in line with the GEF-6 strategy objective 1, 3, and 5. The GEF additionality has helped in addressing the policy and institutional barriers that limits the integration and harmonization of the Rio Convention criteria and indicators into the formulation and implementation of development planning frameworks. The project has, therefore, provided Liberia with additional tools and strengthened institutional arrangements to facilitate effective and sustained action to meet Rio Convention Obligations. The sectors that were benefited from integration are - land degradation, climate change, energy, waste, transport, agriculture etc.

#### **4.7 Country Ownership**

As already discussed in various sub-sections of Section -3, the project design is consistence with the Government of Liberia's visions to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project outcome has helped country to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs.

The country ownership is evident in the APRs/PIRs as well as the minutes of the PSC meetings, involvement of the government officials and experts at both the national and provincial/local levels who have a firm commitment and sense of ownership to achieve the project objectives. Moreover, a large number of stakeholders, including NGOs and civil society associations that have a strong presence and extensive reach in local communities have actively participated in implementation of the project. Many such organizations are

particularly active and supporting capacity development work in the area of forestry, biodiversity conservation, and education. Awareness among the key stakeholders from the local and national government, the private sector, academia, civil society and the media and the public service announcements on radio and television throughout the Liberia have popularized the project interventions with the public and generated greater support and demand for replication activities.

The importance and benefits of the project and increased focus on meeting national and global environmental obligations were also unanimously emphasized in by all stakeholder interviews conducted during the evaluation mission.

Overall, the stakeholders have expressed full satisfaction and positive experience in implementation of the project and concluded that the activities related to strengthening cross cutting capacity development to meet environmental goals should continue. However, financial commitment/budget provision, if any, made by the GOL for continuing the project activities further on closure of the project is not known to the TE team.

## 5 SUMMARY OF MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

### 5.1 Main Findings

#### i) Project Scope, Design and Implementation Approach

The evaluation team has assessed that the project scope, design and implementation approach, including the overall structure of the project results framework, as ***Moderately Satisfactory*** for resolving the critical elements of identified barriers for strengthening national capacities for meeting sustainable environmental priorities. It has been found that the vital structures and systems have been successfully set up; forming a very strong foundation for the project's enhanced delivery of results. However, the CCCD project was unable to complete many of the intended deliverables/outcomes due to delayed start of the project, followed by disruption in field implementation because of outbreak of COVID-19 Pandemic in 2020.

#### ii) Operational Risks and Assumptions

The evaluation team has reviewed specific operational risks and assumptions considered during the project's formulation and found validity in designing implementation strategy. However, beside the description of the risks and assumptions in the PRF, the Evaluation Team did not find any follow-up to these risks during the implementation of the project. It was also noted that the link between the

risks/assumption section of the PRF and the Table dealing with the risks and risks mitigation strategies in the Project Document and Inception Report are consistent. In view of non-follow-up of the risks during implementation, the overall Project Risk Management is therefore rated as ***Moderately Satisfactory***.

iii) Monitoring and Evaluation Approach

The evaluators have assessed the monitoring and evaluation approach followed, both from reports and interview of project stakeholders. It was noticed that all field visits were made with the aim to inspect and verify project activities on the ground, identify challenges and risks and to suggest remedial actions and ensure proper utilization of grant. The team has the opinion that this has helped to achieve better coordination, partnership and an effective management of project implementation. However, it is worth to mention that some of the core indicators and outputs listed in the Project Results Framework (logframe) were not implemented/tracked. In view of these, Project's overall achievement in regard to implementation of M&E Plan is rated as ***Moderately Unsatisfactory***.

iv) Management Arrangement

The Evaluators found that the management arrangements were adequate and effective for the implementation of the project. They provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority. The PSC met regularly to monitor the implementation of the project and approve the AWP and progress reports. The overall structure of the project organization in the "National Implementation Modality" has been found useful, since EPA was managing the Project well, ensured continuous involvement of project stakeholders (via PSC) and kept the senior beneficiaries as well as UNDP in a close communication loop. The adequacy and effectiveness of the project management are therefore rated as ***Satisfactory***.

v) Relevance of the Project

Project consistency with the Government of Liberia's desire to meet global environmental obligations at a lower transactional cost has been a strong factor for supporting this project and sets the stage for the achieving the goals at full implementation. The project was also aligned with the needs of beneficiary rural communities. Furthermore, the project was designed in alignment with the country priorities set in Liberia's RISING 2030 and strategies of development partners; particularly UNDAF 2013-2017, Country Programme Document (2020-2024) and GEF perspective. It was also in consistence with the Post 2015 Sustainable Development Goals (SDGs). Therefore, the CCCD project has been assessed as ***Satisfactory*** in terms

of alignment with national priorities, consistency with needs of beneficiary, and policy and priority of development partner (UNDP-GEF etc.).

vi) Overall Objectives of the Project

Regarding results of the project, the overall objective of the CCCD project was to **strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities**. The evaluation team has measured achievements of the overall project objective and outcomes using objectively verifiable indicators and targets set towards these in the project log-frame. In other words, the achievements of the project objective and the outcomes were assessed based on the indicators set against each in the log-frame and the results reported for different outcomes (Ref.- Table No-9) for objective and outcomes level results. The analysis and ratings for different components of the project are given in Para 4.3.3. In this context, the achievement of the overall objective of the project under evaluation was 60% of the planned target and rated as **Satisfactory**.

The evaluators have also assessed and rated the *Effectiveness* of CCCD project at outcome levels. It has been assessed that the overall effectiveness of the CCCD Project was very low and has been rated as **Moderately Satisfactory**. Though the project has successfully and effectively mobilized all relevant stakeholders including the National Legislature whose participation in ownership of and contribution towards the project form a strong foundation for enhanced project sustainability but enable to accomplish the defined deliverables/targets within the stipulated timeframe

Accordingly, all the outcomes have been rated as under-

**Table No -10: Ratings based on Outcomes and Achievements**

Output	Achievement	Ratings
Overall Objective	75%	Satisfactory
Component 1	40%	Unsatisfactory
Component 2	70%	Satisfactory
Component 3	60%	Moderately Satisfactory
Component 4	90%	Highly Satisfactory
<b>Overall Effectiveness</b>		<b>Satisfactory</b>

## 5.2 Conclusions

The assessment shows strong evidence of the need of the CCCD project for Liberia as its implementation through EPA has helped significantly in addressing the key barriers



identified in NCSA 2006. It has contributed to the increased awareness among the general public and improved capacities of the Government and Private Sector in managing, coordinating and sharing information and knowledge on the Rio Convention Obligations. The project was complementary to various initiatives undertaken by the GOL to improve the environmental policy framework, capacity development and other cross cutting issues with the development of multiple new policies and action plans. The project outcomes are relevant for the country to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. It was also relevant to the Liberia's UNDAF 2013-2017 and Country Programme Document (CPD) and contributed to the country outcome included in the UNDAF/Country Programme Document.

The Integrated Environmental Knowledge Management System (EKMS) established under the project has become universally acceptable among the environment related entities. The national and international organizations/institutions linked with the portal have started utilizing this to facilitate data collection, processing, storing and sharing for better environmental management and fulfilment of the Rio Convention Obligations. The capacity building trainings and the learning-by doing trainings organized for the Information Technologies and EKMS Officers from the line ministries and agencies responsible for natural resource management has greatly enhanced their knowledge and skills to effectively use EKMS. The acceptability and recognition of EKMS got further boost when the International NGO - Conservation International (CI) and Flora and Fauna International (FFI) started using this platform for global outreach, besides CI choosing the EKMS platform to begin storing Greenhouse gas data from GHS stocktaking in different sectors.

As regards domesticating the 3 Rio Conventions, the project has successfully and effectively mobilized all relevant stakeholders including the National Legislature, media (Print, Electronic and Online), school children whose participation in ownership of and contribution towards the project form a strong foundation for enhanced sustainability of the activities undertaken under the project.

Some of the project activities such – a) enactment of the new or modified legal/policy/institutional frameworks in any of the county for conservation, sustainable use, biodiversity etc.; b) MoAs with the NRM Institutions to further strengthen the consultative and coordination mechanism; c) development of a resource mobilization strategy for long term operation of the EKMS; d) implementation of the environmental curriculum in schools; and e) completion of NCSA Final Report and Capacity Development Action Plan; were not completed by the time of finalization of this report. However, these activities are at various stages of execution and expected to be completed in the extended duration of the project and will thus improving overall ratings and effectiveness of the project.

### 5.3 Lessons Learned

Based on the review of project documents, interviews with key informants and analysis of the information collected for this evaluation, several lessons learned are presented below:

- The project has used the project log-frame, as documented in the Prodoc, throughout the project period without any adjustment in the implementation approach and/or in stipulated outcomes/outputs to overcome the barriers and obstacles faced during the implementation
- The application of the UNDP NIM modality is an effective management tool to develop national ownership of projects funded by international donors.
- As part of knowledge management, a project of this type needs to end up with a final phase to document results and to identify the way forward to replicate these results in similar context in the country and in the region. The way forward should also include appropriate solutions to address the gaps noticed in the project design or the challenges encountered in implementation of the project.
- Adequate staffing of the partner agencies involved in the project implementation and separate budget allocation for M&E (including for tracking of gender and other cross cutting issues) are important in a national level project of this type as the amount of coordination required is high and regular travelling to remote rural areas for M&E pose several challenges and require a specific budget provision for the activity. Both these factors had an adverse effect on the project progress.
- Bringing together the three Rio Conventions has increased coordination among Government Ministries and Agencies, reduced the duplication of functions previously observed among entities, and improved sharing of information among the concerned stakeholders
- The colligating of environmental information via the EKMS System has helped young Liberian students and researchers in getting reliable information/data for research work as well as for information dissemination.
- Recruitment of the CTA from across the border (Sierra Leone) with similar environmental situations with Sierra Leone like Liberia, which reportedly helped the project team to shorten the learning curve since the issue were similar across the country.

## 5.4 Summary Recommendations

Based on the findings of the evaluation and experience of TE Team in other countries of similar environmental conditions, the suggestions/ recommendations mentioned below may be considered while planning for replication or scaling up of activities on strengthening institutional and technical capacities in the next phase after closure of the project :

**Table No -3 : Final Recommendations Summary Table**

<b>Recommendation No</b>	<b>TE Recommendation</b>	<b>Entity Responsible</b>	<b>Time - frame</b>
<b>Recommendation No – 1</b>	<p><b>All Technical Reports, Knowledge Products and other relevant information/data produce under the project be made available to public on closure of the project</b></p> <p>The project has produced a body of knowledge including guidelines, training manuals, technical standards, documentation of success stories and lessons learned etc. As the project is approaching for closure by end of the year, it is recommended that this body of knowledge, including full listing in the final project report is available for reference of all the stakeholders associated with improved environmental management in the country. It is also encouraged to make these products available online.</p>	PMU/GoL	June 2022
<b>Recommendation No – 2</b>	<p><b>Development of an Interactive Platform on EKMS</b></p> <p>It is recommended that an 'Interactive Platform', moderated by a subject expert, is developed, and integrated with the existing EKMS for use of the concerned stakeholders to share their experiences, innovations, ideas, raise queries and draw mutual benefit from the collective learning on day-to-day basis.</p>	PMU/GoL	September 2022
<b>Recommendation No – 3</b>	<p><b>Design and Implement Sustainability Build-up and Exit Strategy</b></p> <p>Further trainings to integrate global environmental indicators into selected sectoral plans and the learning-by-doing trainings on improved methodologies and analytical skills for interpreting global environmental trends and understanding their relevance to sectoral development which were not organized during the project cycle due to COVID-19 may be planned in future to sustain the results achieved so far.</p>	PMU/GoL	June 2022

## 6. ANNEXURES

### 6.1 TOR of Terminal Evaluation (excluding TOR annexures)

#### **Terminal Evaluation: Strengthening National Capacities to Meet Global Environmental Obligations with the framework of Sustainable Development Priorities or Cross-Cutting Capacities Development**

##### **1. Background**

The project document for the UNDP-supported GEF-financed project “Strengthening National Capacities to Meet Global Environmental Obligations with the framework of Sustainable Development Priorities” and commonly called “Cross-Cutting Capacity Development (CCCD)” was signed on 3rd November 2017 by the United Nations Development Programme (UNDP) and the Government of the Republic of Liberia. The planned start date of the project was December 2017 and its expected end date is December 2021. The Project is funded by the Global Environmental Facilities (GEF), the United Nations Development Programme (UNDP) and the Government of the Republic of Liberia. The total cost of the Project is US\$3,000,000.00.

The Project is in line with the GEF-6 CCCD Strategic objectives 1, 3, and 5 which call for countries to: a) integrate global environmental needs into management information systems and monitoring; b) integrate MEA provisions into national policies, legislations, and regulatory frameworks; and c) update the National Capacity Self-Assessment (NCSA) of 2006.

The goal of the project is for Liberia to make better decisions to meet and sustain global environmental obligations. This requires the country to have the capacity to coordinate efforts, as well as practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this Project is to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.

The project focuses on four main components:

- i) **Component 1** calls for the establishment of an integrated environmental knowledge Management System to meet global environment and sustainable development priorities.
- ii) **Component 2** focuses on enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio

Conventions.

- iii) **Component 3** works to improve environmental attitudes and values for the global environment; and
- iv) **Component 4** deals with updating of the National Capacity Self-Assessment.

## 2. Evaluation Purpose

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

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

## 3. Evaluation Scope

The evaluation will assess the project's performance against expectations set out in the project results framework. The TE will assess results according to the criteria outlined in the UNDP and GEF Evaluation Guidelines. The evaluation will occur between March and May 2021. The evaluation will cover the entire duration of the project since it is a terminal evaluation. The evaluation will cover the activities by the project across the country. All government entities and other stakeholders involved with the project will be covered by the evaluation. It is important to ascertain the extent to which the project's beneficiaries were involved in the execution of the project.

The evaluation will consider the pertinent outcomes and outputs as stated in the project document, which focuses on advancing medium to long term planning in climate sensitive sectors in relations to UNSDCF and Country Programme Outcomes #2 and 4; UNDP Strategic Plan Output 1.

#### 4. Evaluation Questions

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

##### **Relevance:**

- How well has the programme aligned with government and agency priorities?
- To what extent has CCCD's selected method of delivery been appropriate to the development context?
- Has CCCD programme been influential in influencing national policies on the Rio Conventions?
- How relevant is the Environmental Knowledge Management System (EKMS) to the Government of the Republic of Liberia?
- To what extent was the project in line with the UNDP Strategic Plan, CPD, and UNSDCF?

##### **Effectiveness**

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

##### **Efficiency**

- Are CCCD Project's approaches, resources, models, conceptual framework relevant to achieve the planned outcomes?
- To what extent were quality outputs delivered on time?
- Has there been an economical use of financial and human resources and strategic

allocation of resources (funds, human resources, time, expertise, etc.)?

- Did the monitoring and evaluation systems that the CCCD Project has in place help to ensure that activities and outputs were managed efficiently and effectively?
- Were alternative approaches considered in designing the programme?

### **Sustainability**

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

### **Impact**

- What has happened because of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?
- Were there contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust- building and conflict resolution processes, information-sharing systems, etc.)?
- Discuss any unintended impacts of the project (both positive and negative) and assess their overall scope and implications.
- Identify barriers and risks that may prevent further progress towards long- term impact.

The evaluation must also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration

**Human Rights**

- To what extent has poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from the CCCD Project's interventions?

**Gender Equality**

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

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

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

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

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

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



## 5. Methodology

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

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

Evidence obtained and used to assess the results of CCCD Project's interventions must be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

In the event where field mission is not possible due to COVID-19, then remote interviews may be conducted through telephone or online (skype, zoom, etc.). Under such situation, site visits will be carried out by the National Consultant. These formalities will be agreed upon during contract discussions and finalized in the inception meeting. The specific design and methodology for the evaluation should emerge from consultations between the evaluation team and the above-mentioned parties regarding what is appropriate and feasible for meeting the evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The evaluation team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the evaluation report.

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

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

The following steps in data collection are anticipated:

### 5.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the project's scope of work. This includes reviewing the project

document, different reports, country programme document, as well as any monitoring and other documents, to be provided by the project and Commissioning Unit.

## 5.2 Field Data Collection

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

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

## 6. Deliverables

The following reports and deliverables are required for the evaluation:

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

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

The **draft evaluation report** will be shared by the evaluation team to the UNDP Country Office, who will circulate the draft to stakeholders. The evaluation team will present the draft report in a validation workshop that the UNDP country office will organize. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' (Annex 7) indicating whether and how each comment received was addressed in revisions to the **final report**.

The suggested table of contents of the evaluation report is found in ANNEX 2.

## 7. Evaluation Team Composition and Required Competencies

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

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

### Required Competencies and Qualifications of the Team Lead

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

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

- Lead and manage the evaluation mission.
- Develop the inception report, detailing the evaluation scope, methodology and approach.
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines.
- Manage the team during the evaluation mission and liaise with UNDP on travel and interview schedules.

- Draft and present the draft and final evaluation reports.
- Lead the presentation of draft findings in the stakeholder workshop.
- Finalize the evaluation report and submit it to UNDP.

### **Required qualification of the National Consultant**

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

The National Consultant will, *inter alia*, perform the following tasks:

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

## **8. Evaluation Ethics**

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

## **9. Implementation Arrangements**

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

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency, and sustainability.

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

## **10. Timeframe for the Evaluation Process**

The evaluation is expected to take 23 working days for each of the two consultants, over a period of six weeks starting. The following table provides an indicative breakout for activities and delivery:

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

Activity	Deliverable	Workday allocation		Time period (days) for task Completion
		Team Lead	Associate Evaluator	
Review materials and develop work plan	Inception report and	5	5	5
Participate in an Inception Meeting with UNDP Liberia country office	evaluation matrix			
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report Stakeholder workshop presentation	15	15	15
Interview stakeholders				
Conduct field visits				
Analyze data				
Develop draft evaluation and lessons report to Country Office				
Present draft Evaluation Report and lessons at Validation Workshop	Final evaluation report	3	3	3
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	Totals	23	23	23

## 11. Fees and payments

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

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

## 6.2 List of Documents Reviewed by the TE Team

1	Project Identification Form (PIF)
2	CEO Endorsement Request
3	CCCD Project Document with all annexes
4	Inception Workshop Report
5	Project Implementation Reports (PIRs) for the year 2019 and 2020
6	Annual Progress Reports for the Year 2019 and 2020
7	Annual Work Plans for the year 2018, 2019 and 2020
8	Quarterly Progress Reports for the 2 <sup>nd</sup> & 3 <sup>rd</sup> Quarter of 2018 and 1 <sup>st</sup> Quarter of 2019
9	Minutes of Project Board Meetings and of other meetings (i.e., LAPC, Board Meetings of 1 <sup>st</sup> & 2 <sup>nd</sup> Quarter of 2018, Joint GPI and SET meetings of 2018)
10	Operational Guidelines and Strategic Work Plan for the Integration of Rio Conventions into National Development in Liberia by Cllr. George Dahn
11	UNDP Evaluation Guidelines, Jan. 2019
12	Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects, 2020`
13	Website of Environmental Knowledge Management System (EKMS)





## 6.3 Table No. : 11 - TE Field Mission Itinerary

S No.	Name	Designation	Organization	Phone/Cell No.	Email Address	Face – to Face	Proposed date of meeting (October 7 to November 1, 2021)
1	Moses Massah	Programme Specialist	UNDP	0770003787/0886558574	<a href="mailto:Moses.massah@undp.org">Moses.massah@undp.org</a>	Yes	Thursday, 7 <sup>th</sup> October 2021 at 10:00 a.m./UNDP Office
2	Willie B. Davies	Programme Analyst	UNDP	0770003795/0886546716	<a href="mailto:Willie.davies@undp.org">Willie.davies@undp.org</a>	<b>Yes</b>	Thursday, 7 <sup>th</sup> October 2021 at 12 noon /UNDP office
3	Arthur R. Becker	Rapporteur	CCCD Training		<a href="mailto:abecker@epa.gov.lr">abecker@epa.gov.lr</a>	Yes	Friday, 8 <sup>th</sup> October 2021 from 10:00 am- 11:00 am
4	Prof. Wilson K. Tarpeh	Executive Director	EPA	+231888111777	<a href="mailto:wtarpeh@epa.gov.lr">wtarpeh@epa.gov.lr</a>	Yes	Friday, 8 <sup>th</sup> October 2021 @ 2:00 PM
5	Randall M. Dobayou	Deputy Executive Director	EPA	231881462270	<a href="mailto:rdobayou@epa.gov.lr">rdobayou@epa.gov.lr</a>	Yes	Friday, 8 <sup>th</sup> October 2021 @ 3:00 PM
6	J. Komoty Gee Zean	Project Assistant, CCCD	EPA	+231777957005	<a href="mailto:jgeezean@gmail.com">jgeezean@gmail.com</a>	Yes	Tuesday, 12 <sup>th</sup> October @ 12 noon /EPA Office
7	Benjamin Karmorh	CTA EPA	EPA	231777518928	<a href="mailto:bkarmorh@epa.gov.lr">bkarmorh@epa.gov.lr</a>	Yes	Tuesday, 12 <sup>th</sup> October @ 1:00 PM

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

8	Jefferson Nyandibo	MEA Coordinator & UNFCCC Focal Point	EPA	231770216654	<a href="mailto:jnyandibo@epa.gov.lr">jnyandibo@epa.gov.lr</a>	Yes	Tuesday, 12 <sup>th</sup> October 2021 @ 3:00 PM
9	Elvina J. Samuels	EKMS Administrator	EPA	+231775006254	<a href="mailto:Elvinasamuels61@gmail.com">Elvinasamuels61@gmail.com</a>	Yes	Tuesday, 12 <sup>th</sup> October at 1 PM. at/EPA Office
10	Aaron S. M. Wesseh	Project Manager CCCD	EPA	+231770059596	<a href="mailto:Bethelapril90@gmail.com">Bethelapril90@gmail.com</a>	Yes	Tuesday, 12 <sup>th</sup> October 2021 at 2pm/EPA Office
11	Salimatu Gilayenneh	E & E Coordinator	EPA	231777588284	<a href="mailto:namutu1228@gmail.com">namutu1228@gmail.com</a>	Yes	Wednesday, 13 <sup>th</sup> October 2021 @11 am /EPA Office
12	Wilmot B. Cherue	Environmental Focal Point	MOT			Yes	Thursday, 14 <sup>th</sup> October 2021 12 to 1pm /MOT Office
13	Dorsla Farcarthy	Team Leader/IGSD	UNDP	0776323955/0886552668	<a href="mailto:Dorsla.farcarthy@undp.org">Dorsla.farcarthy@undp.org</a>	Yes	Tuesday, 19 October 2021 9am /UNDP Office
14	Francis Mwah	Gender Focal Point Environmental Focal Point	MOA	231778431175	<a href="mailto:Fwmwah1958@yahoo.com">Fwmwah1958@yahoo.com</a>	Yes	Thursday, 21st October 2021 at 11am 2021. MOA office
15	Anthony F. Wulu	Director of IT	MOT	231775576613	<a href="mailto:wilmot74cb@yahoo.com">wilmot74cb@yahoo.com</a>	Yes	Thursday, 21st October 2021 at 2pm MOT Office

**UNDP- Govt. of Liberia****Terminal Evaluation of CCCD Project (PIMS #5796)**

16	Gaylay Deward Saygbe	Director of IT	MOA	231770294278 0886359325	<a href="mailto:Gsaygbe@moa.gov.lr">Gsaygbe@moa.gov.lr</a>	Yes	Monday, 25 <sup>th</sup> October 2021 MOA office
17	Ernest Waylee	Rapporteur	CCCD Trainings	231770199547	<a href="mailto:ernestwayleee008@yahoo.com">ernestwayleee008@yahoo.com</a>	Yes	Tuesday, 26 <sup>th</sup> October 2021/Mamba Point at 10am
18	Darius Barrolle	National Consultant Communication Specialist	Design Integrated EKMS	231776895327	<a href="mailto:librollers2013@gmail.com">librollers2013@gmail.com</a>	Yes	Friday, 29 <sup>th</sup> October 2021 at 2pm /Congo Town
19	J.S. Datuama Cammue	UNCBD Focal Point	EPA	231777099608	<a href="mailto:jcammue@epa.gov.lr">jcammue@epa.gov.lr</a>	Yes	Monday, 1 <sup>st</sup> November 2021@ 10 am /EPA Office
20	Ignatius Abedu-Bentsi	Programme Specialist : M&E and Compliance	UNDP	0770004026/0770194356	<a href="mailto:ignatius.abedu@undp.org">ignatius.abedu@undp.org</a>		Monday, 1 <sup>st</sup> November 2021 10am /UNDP Office

## 6.4 Summary of Field Visits

The field visit was previously scheduled to be achieved from October 7 to November 1, 2021, however, due to the busy schedules of most of the key informants who are Government Officials and extremely busy and essential personnel in their various offices, the mission was finally achieved by November 22, 2022. Our informants have to reschedule most of the meeting from the planned itinerary after getting their consents earlier on for those meetings. However, for the success of the TE, the evaluation team was moderate and flexible to fit into their schedules. Beyond this, it is important to note here that all of the Key Informants who participated in the field works were really knowledgeable and had tacit knowledge about the project and the Liberian environmental sector for which the consultants are grateful for their experiences shared and participations. Finally, the field visit gives us the opportunity as an evaluation team to really understand the project, its impact and testimonies from the beneficiaries about the transformation brought about by the CCCD project into the Liberian environmental sector. Details of the field visits report is **provided in table 9 above mentioned**. The table below shows the actualized schedule achieved during the field visits.

**Table No. 12: Summary of Field Visits**

S No.	Name	Designation	Organization	Phone/Cell No.	Email Address	Face – to Face	Virtually Online	Please indicate your available date and time (b/w Oct. 04 to Nov.22, 2021)
1	Dorsla Farcarthy	Team Leader/IGSD	UNDP	0776323955/0886552668	<a href="mailto:Dorsla.farcarthy@undp.org">Dorsla.farcarthy@undp.org</a>	yes		Tuesday 19 Oct 2021 9am /UNDP Office

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

2	Moses Massah	Programme Specialist	UNDP	0770003787/0886558574	<a href="mailto:Moses.massah@undp.org">Moses.massah@undp.org</a>	yes		Oct. 7, 2021 10:00 a.m./UNDP Office
3	Ignatius Abedu-Bentsi	Programme Specialist : M&E and Compliance	UNDP	0770004026/0770194356	<a href="mailto:Ignatius.abedu@undp.org">Ignatius.abedu@undp.org</a>			Nov 22, 2021 10am /UNDP Office
4	Willie B. Davies	Programme Analyst	UNDP	0770003795/0886546716	<a href="mailto:Willie.davies@undp.org">Willie.davies@undp.org</a>			Oct 7, 2021 12 noon /UNDP office
5	Aaron S. M. Wesseh	Project Manager CCCD	EPA	+231770059596	<a href="mailto:Bethelapril90@gmail.com">Bethelapril90@gmail.com</a>	Yes		Tuesday, October 12, 2021, at 2pm/EPA Office
6.	J. Komoty Gee Zean	Project Assistant, CCCD	EPA	+231777957005	<a href="mailto:jgeezean@gmail.com">jgeezean@gmail.com</a>	yes		12th of October @ 12 noon /EPA Office
7	Elvina J. Samuels	EKMS Administrator	EPA	+231775006254	<a href="mailto:Elvinasamuels61@gmail.com">Elvinasamuels61@gmail.com</a>	yes		Tuesday, at 1 PM. /EPA Office
8	Salimatu Gilayenneh	E & E Coordinator	EPA	231777588284	<a href="mailto:namutu1228@gmail.com">namutu1228@gmail.com</a>	yes		Monday Oct 18, 2021 @11 am /EPA Office
9	J.S. Datuama Cammue	UNCBD Focal Point	EPA	231777099608	<a href="mailto:jcammue@epa.gov.lr">jcammue@epa.gov.lr</a>	yes		Thursday Nov 11, 2021@ 10

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

								am /EPA Office
10	Gaylay Deward Saygbe	Director of IT	MOA	231770294278 0886359325	<a href="mailto:Gsaygbe@moa.gov.lr">Gsaygbe@moa.gov.lr</a>	yes		October 27, 2021 MOA office
11	Francis Mwah	Gender Focal Point Environmental Focal Point	MOA	231778431175	<a href="mailto:Fwmwah1958@yahoo.com">Fwmwah1958@yahoo.com</a>	yes	;	Tuesday Oct 28, 2021, at 11am 2021. MOA office
12	Anthony F. Wulu	Director of IT	MOT	231775576613	<a href="mailto:wilmot74cb@yahoo.com">wilmot74cb@yahoo.com</a>	yes		Tuesday Oct 28, 2021, at 2pm MOT Office
13	Wilmot B. Cherue	Environmental Focal Point	MOT			yes		Wed 20, 2021 12 to 1pm /MOT Office
14	Darius Barrolle	National Consultant Communication Specialist	Design Integrated EKMS	231776895327	<a href="mailto:librollers2013@gmail.com">librollers2013@gmail.com</a>			November 5, 2021, at 2pm /Congo Town
15	Ernest Waylee	Rapporteur	CCCD Trainings	231770199547	<a href="mailto:ernestwayleee008@yahoo.com">ernestwayleee008@yahoo.com</a>	yes		10am Tuesday, Oct 26, 2021/Mamba Point
16	Arthur R. Becker	Rapporteur	CCCD Training & Workshops		<a href="mailto:abecker@epa.gov.lr">abecker@epa.gov.lr</a>	Yes		Monday 11th October 2021 from

**UNDP- Govt. of Liberia****Terminal Evaluation of CCCD Project (PIMS #5796)**

								10:00 am- 11:00 am
17	Benjamin Karmorh	CTA EPA	EPA	231777518928	<a href="mailto:bkarmorh@epa.gov.lr">bkarmorh@epa.gov.lr</a>	Yes		Nov 22, 2021 1:00PM /EPA Office
18	Jefferson Nyandibo	MEA Coordinator & UNFCCC Focal Point	EPA	231770216654	<a href="mailto:jnyandibo@epa.gov.lr">jnyandibo@epa.gov.lr</a>	Yes		Nov 22, 2021 2:00 PM /EPAOffice

## 6.5 Table No.-13: Evaluation Criteria Matrix by Questions, Indicators, Data Sources and Method of Collection

<b>Evaluative Criteria Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Analysis Tools/ Methodology</b>
<b>Relevance:</b> 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 level?			
<ul style="list-style-type: none"> <li>▪ To what extent was the project in line with the country's national environmental policies and plans; the country programme's outputs and outcomes, UNSDCF, UNDP Strategic Plan and SDGs?</li> <li>▪ Is the project design appropriate to address the substantive problem that the project is intended to address? How useful are the project outputs to the needs of the target beneficiaries?</li> <li>▪ Has project been influential in influencing national policies on the Rio Conventions?</li> <li>▪ How relevant is the Environmental Knowledge Management System (EKMS) to the Government of the Republic of Liberia?</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Alignment with government policies and priority areas</b></li> <li>▪ <b>Consistency with donor/development partners country strategic frameworks, Outcomes and Outputs</b></li> <li>▪ <b>Alignment with needs of beneficiary community</b></li> <li>▪ <b>Degree of involvement and participation of key stakeholders and beneficiary communities in design and implementation of the project</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Project Document</b></li> <li>▪ <b>UNDP CPD and Strategic Plan, UNSDCF</b></li> <li>▪ <b>Project Progress Reports and AWP</b></li> <li>▪ <b>Project Implementation Review (PIR)</b></li> <li>▪ <b>Monitoring Reports</b></li> <li>▪ <b>National Environmental Policies and Regulations</b></li> <li>▪ <b>Project Stakeholders and Beneficiary Communities</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Desk Review of Documents</b></li> <li>▪ <b>Interview of Project Key Stakeholders/ Informants</b></li> <li>▪ <b>Interaction with Beneficiary Communities and Focused Group Discussion during Field Mission</b></li> </ul>



## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

<ul style="list-style-type: none"> <li>▪ How have counterparts been appropriately involved in the implementation of activities?</li> <li>▪ How has the empowerment and gender equality issues been taken into account in the project?</li> <li>▪ How were effects on local populations considered in project design and implementation?</li> <li>▪ How is the project complementary to the actions of other stakeholders, active in the city/region/country?</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Positive or Negative Effects of Project on Local Population</b></li> </ul>		
<b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> <li>▪ What evidence is there to show that the project has contributed towards an improvement in national government capacity, including institutional strengthening?</li> <li>▪ Was there a clear and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives and goals (quality, quantity and time-frame)?</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Achievements of Outcomes and Outputs</b></li> <li>▪ <b>Knowledge Products and Manuals Prepared</b></li> <li>▪ <b>Risks, Barriers and Assumptions</b></li> <li>▪ <b>Identified Lessons Learned</b></li> <li>▪ <b>Level of Involvement of Govt. Officials and other</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Project Document</b></li> <li>▪ <b>National Environmental Policies and Regulations</b></li> <li>▪ <b>Project Progress Reports and AWP</b></li> <li>▪ <b>Project Implementation Review (PIR)</b></li> <li>▪ <b>Minutes of the PSC Meetings</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Desk Review of relevant Documents</b></li> <li>▪ <b>Interview of Key Stakeholders/Informants</b></li> <li>▪ <b>Observation of Visible Project Outputs</b></li> <li>▪ <b>Focused Group Discussion of Beneficiaries</b></li> </ul>

**UNDP- Govt. of Liberia****Terminal Evaluation of CCCD Project (PIMS #5796)**

<ul style="list-style-type: none"> <li>▪ To what extent have outcomes and outputs been achieved or has progress been made towards their achievements.</li> <li>▪ Was the project effective in helping to improve awareness on the Rio Conventions?</li> <li>▪ What was the contribution of partners and other organizations to the project outcomes and how effective was this partnerships in contributing to achieving the outcomes</li> <li>▪ What were the positive or negative, intended or unintended changes brought about by the project work?</li> <li>▪ To what extent did the project contribute to gender equality, the empowerment of women and/or human-rights based approach?</li> <li>▪ What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?</li> <li>▪ What changes could have been made (if any) to the design of the project in order to strengthen alignment of the project with the</li> </ul>	<p><b>partners in the project</b></p> <ul style="list-style-type: none"> <li>▪ <b>Disaggregated data on gender</b></li> </ul>	<p><b>▪ Adaptive Management</b></p>	<p><b>▪ Identify where the change in design would have enhanced implementation and results</b></p>
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## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

<p>partner priorities and to improve the achievements of project's expected results?</p> <ul style="list-style-type: none"> <li>What are the key risks and barriers that remain to achieve the project objective and global environmental benefits?</li> </ul>			
<b>Efficiency:</b> Was the project implemented efficiently, in line with international and national norms and standards?			
<ul style="list-style-type: none"> <li>To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?</li> <li>To what extent have project funds and activities been delivered in a timely manner?</li> <li>Was the accounting and financial system in place adequate for project management and producing accurate and timely financial information?</li> <li>Did the Monitoring and Evaluation system that project has put in place help to ensure that activities and outputs were managed efficiently and effectively?</li> <li>What measures/alternative approaches project has undertaken to lower the impact of</li> </ul>	<ul style="list-style-type: none"> <li><b>Quality of Financial Report (FACE) and Progress Report</b></li> <li><b>Level of discrepancy between planned and utilized financial expenditures</b></li> <li><b>Budget Revisions</b></li> <li><b>Quality of Institutional Arrangements</b></li> <li><b>Timely approval of work plan and delivery of budget</b></li> <li><b>Timely execution of planned activities</b></li> <li><b>Reprogramming of Project Activities</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Performance Report of Planned Activities</b></li> <li><b>Annual CDRs and Audit Reports</b></li> <li><b>Disbursement of funds as planned</b></li> <li><b>Annual Work plans, Revision, if any</b></li> <li><b>Monitoring &amp; evaluation plan</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Review of Documents</b></li> <li><b>Assessment of Institutional Arrangements with a view of efficiency</b></li> <li><b>Interview of Key Informants and Focused Group Discussion of Beneficiaries</b></li> </ul>

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

Covid-19 on project planned activities for the years 2020 and 2021?	▪ <b>Regular monitoring and follow up</b>		
<b>Sustainability:</b> To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> <li>▪ To what extent does the interventions have well-designed and well-planned exit strategy?</li> <li>▪ What is the likelihood that the EKMS intervention will be sustainable?</li> <li>▪ How has the project developed appropriate institutional capacity (system, structures, staff, expertise, etc.) at national and local level that will be self-sufficient after closure of project?</li> <li>▪ Are there any financial risks that may jeopardize the sustainability of project outputs?</li> <li>• To what extent will financial and human resources be available to sustain the benefits achieved by the project? Is there any commitment from Govt. of Liberia or partners to this effect?</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Level of Result Ownership and Commitment in place from Govt. of Liberia or Partner Agencies</b></li> <li>▪ <b>Institutional Strength</b></li> <li>▪ <b>Potential Financial Strength and Risks</b></li> <li>▪ <b>Technical Skill Strength to carry over Project Results</b></li> <li>▪ <b>Adoptive management</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Strategic Plan to meet Global and National Environmental Obligations</b></li> <li>▪ <b>Project Key Stakeholders and Beneficiaries</b></li> <li>▪ <b>Project Quarterly and Annual Reports and PIRs</b></li> <li>▪ <b>Monitoring and Evaluation Reports</b></li> <li>▪ <b>Project Sustainability and Exit Strategy Plans</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Review of Reports</b></li> <li>▪ <b>Interview of Key Informants</b></li> <li>▪ <b>Focused Group Discussion of Field Staff and Local Beneficiaries</b></li> <li>▪ <b>Observation of Visible Results at Field Level</b></li> <li>▪ <b>Identification of change in design or Lessons Learned in relation to sustainability</b></li> </ul>

## UNDP- Govt. of Liberia

## Terminal Evaluation of CCCD Project (PIMS #5796)

<ul style="list-style-type: none"> <li>Does the negative impacts of COVID-19 hinder the sustainability of the project gains?</li> </ul>			
<b>Gender:</b> equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
<ul style="list-style-type: none"> <li>To what extent the project address in design, implementation and monitoring to the gender equality, the empowerment of women and the human rights-based approach?</li> <li>To what extent has the project promoted positive changes in women participation? Were there any unintended effects?</li> <li>In what way did the project's gender results contribute to project's outcomes?</li> <li>What impacts COVID-19 brought to the gained women empowerment by the project?</li> </ul>	<ul style="list-style-type: none"> <li><b>Number of Women Benefitted from the Project</b></li> <li><b>Number of Women Participated in Capacity Building Programmes and Awareness Creation Events</b></li> <li><b>Existence of Logical Linkage between Gender Results and Project Outcomes and Impacts</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Project Document, Annual Reports and PIRs</b></li> <li><b>Women Participated in the different Programs/Activities</b></li> <li><b>Project Staff and Stakeholders</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Review of Documents</b></li> <li><b>Interview of Stakeholders and Beneficiaries</b></li> </ul>
<b>Impact:</b> Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> <li>Were there any contribution to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure,</li> </ul>	<ul style="list-style-type: none"> <li><b>Related Enabling Policy/Legal /Regulatory frameworks or laws or guidelines developed or</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Project Document, Annual Reports and PIRs</b></li> <li><b>Changes in National</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Review of Documents and Analysis of Reported Data</b></li> <li><b>Interview of Key</b></li> </ul>

**UNDP- Govt. of Liberia****Terminal Evaluation of CCCD Project (PIMS #5796)**

<p>monitoring systems, etc.) and governance architecture including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing system, etc.)?</p> <ul style="list-style-type: none"> <li>▪ What real difference has the project interventions/activities made at the national or local levels and how many people have been benefited at the close of the project?</li> <li>▪ Discuss any unintended impacts of the project (both positive and negative) and assess their overall scope and implications.</li> <li>▪ Identify barriers and risks that may prevent further progress towards long term impact.</li> </ul>	<p><b>notified</b></p> <ul style="list-style-type: none"> <li>▪ <b>Knowledge Products and Manuals developed and published</b></li> <li>▪ <b>Capacity Build in different Areas and in different Target Groups</b></li> </ul>	<p><b>Environmental Policies and Regulations</b></p> <ul style="list-style-type: none"> <li>▪ <b>Record of Awareness Campaign and Capacity Development</b></li> <li>▪ <b>Initiatives to Build Expertise of Targeted Entities and Institutional Arrangements</b></li> </ul>	<p><b>Stakeholders and Beneficiaries</b></p> <ul style="list-style-type: none"> <li>▪ <b>Focused Group Discussion of Field Staff and Local Beneficiaries</b></li> </ul>
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## 6.5 Questionnaire/Interview Guides Used for Key Informants and IDIs

### A. Questionnaire/Interview Guide for Project Stakeholders (UNDP and Other Partners)

#### Introduction and Background

My name is ....., a member of the team hired by UNDP Liberia to conduct a Terminal Evaluation of UNDP supported-GEF financed Project on 'Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacities Development (CCCD) in Liberia. In this evaluation, we will focus on the four key components of the project (namely : **Component 1**- *Establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities*; **Component 2**- *Enhanced capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions*; **Component 3**- *Improving awareness of global environmental values*; **Component 4** - *NCSA is updated to reflect post 2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment*).

We will try to quantify or document the progress made, and what you have put in place in sustaining the successes while noting the challenges faced and mitigation strategies for learning purposes. Throughout this interview, please feel free to share your thoughts and experience with me and ask for clarification if the questions are not clear to you.

I would like to start by asking you about some General Information -:

#### **General Information**

1. Can you please introduce yourself, stating your name, position and tell me little about your role and how long you have been in this role?
2. Based on your work and background, what is your understanding of the CCCD Project in Liberia?

**Probing:** *How involved were you or your department?*

#### **Topic - A1: Project Design and Relevance**

3. From your involvement with this project, how important can you say the project was relative to improving the Liberian environmental sector? (Probe

for theory of change.)

4. What key policy changes can you say the project brought about? Can you name some policy changes?
5. To what extent can you say the project is aligned with closing the gaps identified by the 2005 and 2015 National Capacity Self-Assessment?
6. In what way (s) do you think the project addresses the three Rio Conventions?
7. How is the Integrated Environmental Knowledge Management System portal that the project creates useful to the Liberian environmental sector and stakeholders?
8. How does the project relate to the main objective of the GEF focused areas, and to the environment and sustainable development priorities at local, regional, and national levels?

**Probe for**

- Was the project relevant to the needs of the targeted beneficiaries?
- How where they consulted?
- To what extend the project was in line with the CPD, UNPD strategic plan and the SDGs?

**Topic - A2: Project Implementation – Effectiveness**

9. Do you think the project activities were rolled out in accordance with the planned timeframe? If yes, how; if no, why?
10. What do you know this project was particularly intended to achieve?
11. What progress did this project make in achieving the planned outcomes?
12. You as a stakeholder to this project, how satisfied are you with the project results?
13. To what extend did the project contribute to the country program's outcomes/outputs, SGD's, UNDP strategic plan and CPD?  
(Probing: What factors contributed to achieving or not achieving the intended outcomes? Did the assumption and theory of change hold true? If not, why?)

**Topic - A3: Project Implementation – Efficiency**

14. Looking at the methodology (ies) introduced by the project, do you think it was easily adoptable to the local Liberian context?
15. What can you say about the overall quality of management of the project? Do you think it was in line with best practices?
16. To what extend have resources been used efficiently? Have activities supporting the strategy been cost effective?



**(Probe:** To that extend have the project fund been delivered in a timely manner? Have the project management body and partners been sufficiently active in guiding and responding to issues? Were the targeted activities and interventions implemented in a timely manner?)

17. Is there appropriate and timely monitoring and evaluation mechanism put in place? Were there joint monitoring and evaluation of planned results?

#### **Topic - A4: Sustainability**

18. What two/three mechanisms that the project has put in place for its impact to continuously be felt in the Liberian environmental sector?
19. Which particular local or national structure (s) have been empowered to continue engagements and coordination of sector stakeholders and institutions?
20. What footprint has this project left behind that will continue to live with the Liberian environmental programs?
21. What are the financial risks that may jeopardize the sustainability of the project outputs?  
**(Probe:** To what extend will financial and economic resources be used to sustain the benefits achieved by the project?)

#### **Topic -A5: Impact, gender and cross-cutting issues**

22. How have women/men, girls/boys as well as vulnerable groups such as people with disabilities benefitted from the project activities?
23. To what extent has the project benefited women, enhanced their participation?

#### **Topic – A6: Lessons Learned**

24. What lessons and good/worst practices are learned/achieved from the project design, implementation, and monitoring mechanisms that can be considered in the design and implementation of similar projects?
25. What are some environmental issues that you think the project did not address? Why?

#### **Topic – A7: Challenges and Constraints Faced**

26. What three challenges you experienced during the execution of the project?  
- **Probing** : How did you address these identified challenges?

27. What measure do you recommend addressing such challenges in future project design and implementation process?

### Topic – A8: Closing Questions

28. What innovations have the project developed?
29. Overall, what is your impression of the management of the project?
30. What were the strengths of the project? What weaknesses come out clearly?
31. What were the clear external threats to the project and What strong project opportunities lie ahead for such projects in Liberia in future?
32. If this project was to come back to be implemented, what two new things would you like to see?
33. What are the most important decisions that were made during the implementation of this project?
34. How has COVID-19 impacted the project implementation?

### B. Questionnaire/Interview Guide for Project Stakeholders (EPA and other GOL Entity involved in the Project Implementation)

#### Introduction and Background

My name is ....., a member of the team hired by UNDP Liberia to conduct a Terminal Evaluation of UNDP supported-GEF financed Project on 'Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacities Development (CCCD) in Liberia. In this evaluation, we will focus on the four key components of the project (namely : **Component 1**- *Establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities*; **Component 2**- *Enhanced capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions*; **Component 3**- *Improving awareness of global environmental values*; **Component 4** - *NCSA is updated to reflect post 2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment*).

We will try to quantify or document the progress made, and what you have put in place in sustaining the successes while noting the challenges faced and mitigation strategies for learning purposes. Throughout this interview, please feel free to share your thoughts and experience with me and ask for clarification if the questions are not clear to you.

I would like to start by asking you about some General Information -:

### **General Information**

- 1 Can you please introduce yourself, stating your name, position and tell me little about your role and how long you have been in this role?
- 2 Based on your work and background, what is your understanding of the CCCD Project in Liberia?

**Probing:** *How involved were you or your department?*

### **Topic - B1 : Project Design and Relevance**

- 3 From your involvement with this project, how important can you say the project was relative to improving the Liberian environmental sector? (Probe for theory of change.)
- 4 What key policy changes can you say the project brought about? Can you name some policy changes?
- 5 To what extent can you say the project is aligned with closing the gaps identified by the 2005 and 2015 National Capacity Self-Assessment?
- 6 In what way (s) do you think the project addresses the three Rio Conventions?
- 7 How is the Integrated Environmental Knowledge Management System portal that the project creates useful to the Liberian environmental sector and stakeholders?
- 8 How does the project relate to the main objective of the GEF focused areas, and to the environment and sustainable development priorities at local, regional, and national levels?

#### **Probe for**

- Was the project relevant to the needs of the targeted beneficiaries?
- How where they consulted?
- To what extend the project was in line with the PAPD, UNPD strategic plan and the SDGs?

### **Component 1 - Integrated environmental knowledge management system**

- 9 How was this done and by whom? And what are the evidences?
- 10 How many interactive radio or TV discussions have you carried out?
- 11 Who was responsible for the awareness creation and knowledge management on the CCCD impacts, vulnerability, and adaptive mechanisms

especially on Component 1 of the project?

### **Topic - B2 : Project Implementation – Effectiveness**

- 12 Do you think the project activities were rolled out in accordance with the planned timeframe? If yes, how; if no, why?
- 13 What do you know this project was particularly intended to achieve?
- 14 What progress did this project make in achieving the planned outcomes?
- 15 You as a stakeholder to this project, how satisfied are you with the project results?
- 16 To what extent did the project contribute to the country program's outcomes/outputs, SGDs, UNDP strategic plan and PAPD (Probing: What factors contributed to achieving or not achieving the intended outcomes? Did the assumption and theory of change hold true? If not, why?);

#### **Follow-up questions :**

- Adaptation Strategies (Enhancing capacities to mainstream, develop, and utilize policies)
- How did beneficiary adapt strategies/coping response actions and plans?
- What were the local coping mechanisms already in the project areas identified by EPA/other implementing partners?
- Were the beneficiaries given new skills or taught any new method? (If Yes, please explain the new addition or methods?)
- What extra step did EPA took to encourage adoption of Adaptation strategies in the project area?
- How many trainings were conducted in this regard and what topics?
- How many people benefited? (# of men? # of women ?)

### **Topic – B3 : Project Implementation – Efficiency**

17. Looking at the methodology (ies) introduced by the project, do you think it was easily adoptable to the local Liberian context?
18. What can you say about the overall quality of management of the project? Do you think it was in line with best practices?
19. To what extent have resources been used efficiently? Have activities supporting the strategy been cost effective? (Probe: To that extent have the project fund been delivered in a timely manner? Have the project management body and partners been sufficiently active in guiding and

responding to issues? Were the targeted activities and interventions implemented in a timely manner?)

20. Is there appropriate and timely monitoring and evaluation mechanism put in place? Were there joint monitoring and evaluation of planned results?

#### **Topic - B4 : Sustainability**

21. What two/three mechanisms that the project has put in place for its impact to continuously be felt in the Liberian environmental sector?
22. Which particular local or national structure (s) have been empowered to continue engagements and coordination of sector stakeholders and institutions?
23. What footprint has this project left behind that will continue to live with the Liberian environmental programs?
24. What are the financial risks that may jeopardize the sustainability of the project outputs? (Probe: To what extent will financial and economic resources be used to sustain the benefits achieved by the project?)

#### **Topic – B5: Economic and Financial Sustainability**

25. What is the exit strategy for the project (sustaining the needed inputs for success)? What is the practicality of the exit strategy?
26. In what ways has the project built the financial capacities of beneficiaries to continue the gains?

#### **Topic – B6 : Technical Sustainability**

27. How would you describe the technical delivery of experts?
28. Were experts able to provide appropriate solutions towards the achievement of project objectives? If experts delivered below expectation, what was missing?

#### **Topic – B7 : Institutional Sustainability**

29. What institutional support did beneficiaries receive from other state and private actors?
30. Did the project support local institutions in Liberia? What kind of supports were provided?
31. Have practices emerging from the project been mainstreamed into government policies?
32. Which policies? Per your thoughts how sustainable are they?

33. How did you engage all relevant stakeholders to ensure maximum participation in the project?
34. Have funds been allocated for operations and maintenance at the end of the project?
35. What follow-up actions have been planned after project completion?

#### **Topic – B8 : Environmental Sustainability**

36. How did the project contribute to the long-term environmental sustainability of the gains from the project?

#### **Topic –B9 : Impact, Gender and Cross-cutting Issues**

37. How has the project addressed gender imbalances and promoted people empowerment?
38. How have women/men, girls/boys as well as vulnerable groups such as people with disabilities benefitted from the project activities?
39. To what extent has the project benefited women, enhanced their participation?

#### **Topic B10 : Capacity Needs assessment and Capacity Building Achieved**

40. Were stakeholders engaged prior to the capacity development? If yes, who were they? How was this done? And in what form? If no, why was it not done?
41. What role does the project team plays in the implementation of capacity development by institutions?
42. What was the general feedback on the implementation of the various capacity buildings?
43. Whose role/mandate was it to ensure quality of the various capacity building carried out by the project through your outfit?
44. How will you evaluate the performance of the resource person /institutions used in the various capacity building?

#### **Component Review**

1. What are some of the positive aspects of the project that you benefited from?
2. What factors contributed to your decision to join the project
3. Probes for discussion:
  - What is your understanding Global Environmental Obligations in your own words before the project?
    - Sustainable Development Priorities?

- Capacity building – how was this applied to you?
- 4. What significant changes has this project brought into your life?
- 5. What are some things that were not so good about working with the project as beneficiaries?
- 6. Extent of Meeting Sustainable Development Goals at the Local Level?
- 7. To what extent has the project achieved the following OR not?

**Component 1: Establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities**

- How were you involved? Please list few activities you attended or participated associated with this?

**Component 2: Enhanced capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions**

- How were you involved? Please list few activities you attended or participated associated with this?

**Component 3 : Improving awareness of global environmental values**

- How were you involved? Please list few activities you attended or participated associated with this?

**Component 4: NCSA is updated to reflect post 2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment.**

- How were you involved? Please list few activities you attended or participated associated with this?
- 8. What suggestion would you give to improve projects like this in future from the government or development agencies?
- 9. What three challenges you experienced during the execution of the project?
  - Probing : How did you address these identified challenges?
  - What measure do you recommend addressing such challenges in future project design and implementation process?

**Topic – B11: Lessons Learned**

10. What lessons and good/worst practices are learned/achieved from the project design, implementation, and monitoring mechanisms that can be considered in the design and implementation of similar projects?
11. What are some environmental issues that you think the project did not address? Why?

### Topic – B12 : Challenges and Constraints Faced

12. What three challenges you experienced during the execution of the project?  
**Probing** : How did you address these identified challenges?
13. What measure do you recommend addressing such challenges in future project design and implementation process?

### Topic – B13: Closing Questions

14. What innovations have the project developed?
15. Overall, what is your impression of the management of the project?
16. What were the strengths of the project? What weaknesses come out clearly?  
What were the clear external threats to the project and What strong project opportunities lie ahead for such projects in Liberia in future?
17. If this project was to come back to be implemented, what two new things would you like to see?
18. What are the most important decisions that were made during the implementation of this project?
19. How has COVID-19 impacted the project implementation?

## C : Questionnaire/Interview Guide for Key Informants and IDIs

### Questionnaire/Interview Guide for Regional Level Project Stakeholders

My name is ....., a member of the team hired by UNDP Liberia to conduct a Terminal Evaluation of UNDP supported-GEF financed Project on 'Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacities Development (CCCD) in Liberia. In this evaluation, we will focus on the four key components of the project (namely : **Component 1**- *Establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities*; **Component 2**- *Enhanced capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions*; **Component 3**- *Improving awareness of global environmental values*;



**Component 4** - NCSA is updated to reflect post 2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment).

We will try to quantify or document the progress made, and what you have put in place in sustaining the successes while noting the challenges faced and mitigation strategies for learning purposes. Throughout this interview, please feel free to share your thoughts and experience with me and ask for clarification if the questions are not clear to you.

I would like to start by asking you about some General Information -:

### General Information

1. Can you please introduce yourself, stating your name, position and tell me little about your role and how long you have been in this role?
2. Based on your work and background, what is your understanding of the CCCD Project in Liberia?

**Probing:** How involved were you or your department?

### A1 Project Design and Relevance

3. Was the project design appropriate and reflect the real problems on the ground? Probe for theory of change.
4. Did you observe any problems or gaps in the project design or approach that affected project implementation?
5. Were you involved or participated during project formulation process?
6. Was the project relevant to your needs and priorities as a targeted beneficiaries?
7. How were you consulted during design and implementation of the project?
  - To what extent was the project in line with the national development priorities?
8. Were the approaches and strategies used relevant to achieve intended outputs and outcomes of the programme/interventions?

### A2 Project Implementation – Effectiveness

9. How effective and efficient was the Project Structure/implementation arrangements in facilitating project coordination, communications and implementation regional and local levels?
  - To what extent were the project outcomes and outputs achieved?
  - What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?

**A3 Project Implementation – Efficiency**

- 10 How involve were you in the timely monitoring and evaluation put in place? Is there joint monitoring and evaluation of planned results?

**A5 Impact**

11. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?
- How did the project interventions impact the environmental status of the landscape in which the beneficiary groups live and survive?
  - How have women/men, girls/boys as well as vulnerable groups such as people with disabilities benefitted from the project activities?
  - In what ways has the project intervention affected the communities socially (social impacts)?

**A6 Gender Equality and other Cross-Cutting Issues**

12. Did gender equality and other cross-cutting issues considered during the design and implementation of the project interventions?
- To what extent has the project benefited women, enhanced their participation?
  - To what extent have poor, indigenous and physically challenged women and other disadvantaged and marginalized groups benefited from the project?
  - Has environmental and climate change issues considered?

**C. Other Questions/ Interview Guides for Beneficiary IDIs**

1. Have you been consulted during project design phase?
2. Do the program implemented in the area reflect you real needs and problems?
3. What interventions and activities were undertaken by the project?
4. How have women/men, girls/boys as well as vulnerable groups such as people with disabilities benefitted from the project activities?
5. How has the project improved or changed your livelihoods and wellbeing?

6. How did the project interventions impact the environmental status of the landscape in which the beneficiary groups live and survive?
7. How did the project improve the coping/adaptation capacity of the beneficiary groups against climate change impacts?
8. Do you think project interventions and results will continue after the project stops support?

### **A1 Lessons Learned**

9. What lessons and good/worst practices are learned/achieved from project design, implementation, and monitoring mechanisms that can be considered in the design and implementation of similar projects?

### **A2 Challenges and Constraints Faced**

10. What major factors have influenced the implementation and operations of the programme for achievement or non-achievement of results?
11. What were the major challenges and risks and how efficiently were these addressed by the project?
12. What measure do you recommend addressing such challenges in future project design and implementation process?

### **Closing Questions**

13. What innovations the project brought to you or the community?
14. Overall, what is your impression of the management of the project?
15. What were the strengths of the project? What weaknesses come out clearly? What were the clear external threats to the project and What strong project opportunities lie ahead for such projects in Liberia in future?
16. If this project was to come back to be implemented, what two new things would you like to see?
17. What are the most important decisions that were made during the implementation of this project?
18. How has COVID-19 impacted the project implementation?

**CONFIDENTIAL****Participant Information and Consent form**

**Name of Project:** Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities or Cross-Cutting Capacities Development (CCCD) project in Liberia

**Name of Consultants:** **VK Jain** - Int. Consultant & **John Solunta Smith, Jr.** - National Consultant

**Name of Organization:** UNDP Liberia

Participant Identification Number for this Evaluation: .....

No.	Description of consent	Yes	No	Participant's Initials
1.	I confirm that I have understood the background and purpose of the evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2.	I understand that participation in this evaluation is voluntary, and I am free to withdraw consent at any time, without giving any reason and without any penalties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
3.	I understand that data collected during the study record the successes or challenges and performances of the project, I therefore, give permission to audio recording and notes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
4.	I hereby declare that I have not been subjected to any form of coercion in giving this consent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
5.	I agree to take part in this evaluation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

If NO to any of the above the potential participant cannot take part in the study.

Optional: (you can say NO to below and still continue with the study). Please note that anonymity is the default, and there is no need for volunteer to be de-identified in potential outputs.

No.	Description of Consent	Yes	No	Participant's Initials
6.	I wish to remain anonymous in all publications or outputs			
7.	I wish to be named in any potential outputs, such as publications or briefs			
8.	I wish for my job role to be disclosed in any potential outputs, such as publication			
9.	I agree that photographs can be taken and used for publication			

Signing this declaration does not affect your right to decline from taking part in any future study.

#### Signature of Participant

Signature or Thumbprint		Date of signature	
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#### Signature of witness (for participants unable to read and write)

Signature or Thumbprint		Date of signature	
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#### Signature of Researcher Taking Consent

Signature		Date of signature	
Name			

## 6.6 Terminal Evaluation Ratings Scale

### Development Objective Progress Ratings Definitions

- (i) **(HS) Highly Satisfactory:** Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.
- (ii) **(S) Satisfactory:** Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.
- (iii) **(MS) Moderately Satisfactory:** Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.
- (iv) **(MU) Moderately Unsatisfactory:** Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.
- (v) **(U) Unsatisfactory:** Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.
- (vi) **(HU) Highly Unsatisfactory:** Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

### Implementation Progress Ratings Definitions

- (vii) **(HS) Highly Satisfactory:** Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.
- (viii) **(S) Satisfactory:** Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.
- (ix) **(MS) Moderately Satisfactory:** Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.
- (x) **(MU) Moderately Unsatisfactory:** Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

- (xi) **(U) Unsatisfactory:** Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.
- (xii) **(HU) Highly Unsatisfactory:** Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.

**6.7 Table No. : 14- CONFIRMED SOURCES OF Co-FINANCING FOR THE PROJECT BY NAME AND BY TYPE**

<b>Sources of Co-financing</b>	<b>Name of Co-financier</b>	<b>Type of Co-financing</b>	<b>Investment Mobilized</b>	<b>Amount at CEO endorsement (\$)</b>	<b>Amount at TE(\$)</b>
Recipient Country Government	Government of Liberia	In-Kind	Recurrent Expenditures	1,300,000.00	1,177,000.00
Donor Agency	UNDP	Grant	Investment Mobilized	200,000.00	125,793.00
<b>Total Co-financing</b>				<b>1,500,000</b>	<b>1,302,793</b>



## 6.8 Signed UNEG Code of Conduct Form

### UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals, and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

#### 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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

#### Evaluation Consultant Agreement Form

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

Name of Evaluator : **VINOD KUMAR JAIN**

Name of Consultancy Organization (where relevant): **Terminal Evaluation of "Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities (CCCD Project)**

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

Signed at **NEW DELHI, INDIA** (Place) on 31.01.2022 (Date)

Signature:

**6.9    Annexed in a Separate File:TE Audit Trail in response to the comments on Draft Report submitted on 10.12.2021**

## ANNEX G: EVALUATION REPORT CLEARANCE FORM

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

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: Ignatius Abedu-Bentsi – Programme Specialist & M&E Compliance

Signature: 

Date: 11-May-2022

UNDP GEF RTA

Name: Mr. Carlos Montenegro Pinto

Signature: 922FD77ABDD74B7...

Date: 12-May-2022