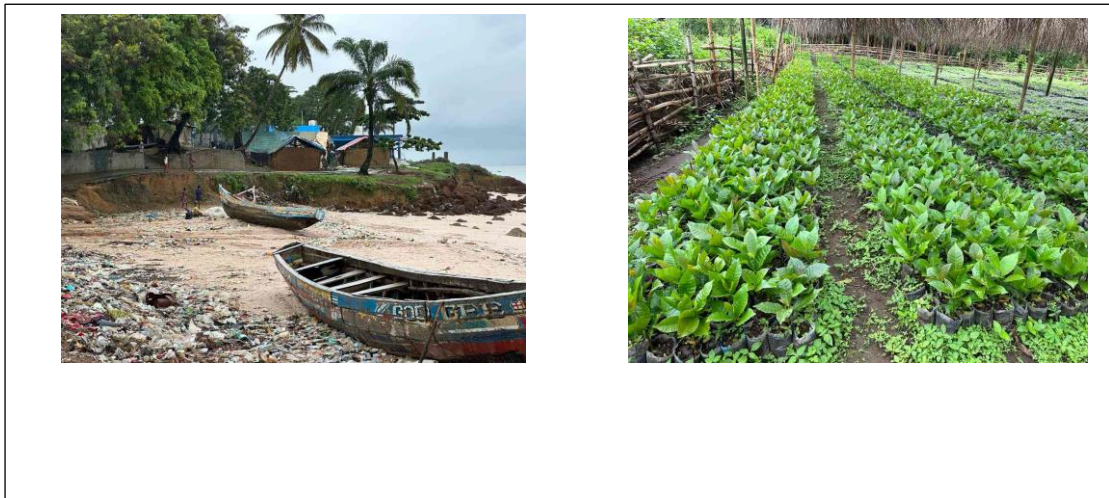




MID-TERM EVALUATION REPORT



Natural Resource Management, Climate Change Mitigation, Adaptation and Disaster Resilience Portfolio

Portfolio ID: 00126338

Submitted to

UNDP Sierra Leone

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Table 1: Portfolio Information Table

Program/Outcome Title	Natural Resource Management, Climate Change Mitigation, Adaptation and Disaster Resilience Portfolio.	
Atlas ID	00126338	
Corporate outcome and Output	<ul style="list-style-type: none"> • Country Programme Document (CPD) Output 1.1: Relevant ministries/ departments/ agencies have strengthened capacities to enforce inclusive regulations and gender-responsive policies on conservation of protected areas in coastal and urban planning and development. • CPD Output 1.2: Capacity of ministries/ departments/ agencies in natural resources management at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods. • CPD Output 1.3: Preparedness systems in place at community level to mitigate the impact of natural and man-made disasters. • CPD Output 4.3: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater 	
Country	Sierra Leon	
Region	African	
Date program document signed	01/01/2020	
Program Dates	Start Date: 01/01/2020	End Date: 31/12/2024
Total committed Budget	\$11,180,982 (2020-2022)	
Program Expenditure at the time of evaluation	\$ 9,372,395 (2020-2022)	
Funding Source	UNDP, Global Environmental Fund (GEF)	
Implementing partners	Ministry of Environment Ministry of Land, Housing and Country Planning (MLHCP), National Protected Area Authority (NPAA), Ministry of Mines and Mineral Resources (MMMR), Environmental Protection Agency (EPA), Ministry of Fisheries and Marine Resources (MFMR) Ministry of Water Resources (MWR), Sierra Leone Maritime Administration (SLMA), National Disaster Management Agency, Sierra Leone Meteorological Agency (SL-MET), Forestry Division, Ministry of Agriculture and Forestry (MAF), National Water Resources Management Agency (NWRMA}, National Minerals Agency (NMA).	

Evaluation Information		
Evaluation type (Program/outcome/thematic /country program etc)	Portfolio/Programme	
Final/midterm review/other	Mid-Term Evaluation (MTE)	
Period under evaluation	Jan 2020-Dec 2022	
Evaluators	<ul style="list-style-type: none"> • Mr. Muyambi Fortunate -International • Mr. Momo FTuray- National 	
Evaluator email address	<ul style="list-style-type: none"> • mfbenda@hotmail.com • mfturay@yahoo.co.uk 	
Evaluation dates	Start: May 2023	End: November 2023

List of abbreviations and acronyms

BPPS	Bureau of Policy and Programme Support
CBO	Community Based-Organisations
CEFCON	Climate Change, Environment, and Forest Conservation Consortium
CPD	Country Programme Document
CSO	Civil Society Organisation
CTF	Conservation Trust Fund
CVA	Coastal Vulnerability Analysis
EBA	Ecosystem Based Approach
EPA	Environmental Protection Agency
FAO	Food and Agricultural Organisation
GEF	Global Environmental Facility
GIS	Geographic Information Systems
GoSL	Government of Sierra Leone
HDR	Human Development Report
ICZM	Integrated Coastal Zone Management
IEC	Information Education and Communication
IMBO	Institute of Marine Biology and Oceanography
INGO	International Non-Governmental Organisation
IUU	Illegal, Unregulated and Unreported
IT	Information Technology
LOA	Letter of Agreement
MAF	Ministry of Agriculture and Forestry
MDA	Ministries Department and Agencies
MECC	Ministry of environment and Climate Change
M & E	Monitoring and Evaluation
MFMR	Ministry of Fisheries and Marine Resources
MLHCP	Ministry of Lands Housing and Country Planning
MMMR	Ministry of Mines and Mineral Resources
MTNDP	Medium-Term National Development Plan

MTE	Mid-Term Evaluation
MWR	Ministry of Water Resources
NAP	National Adaptation Plan
NCCSAP	National Climate Change Strategy and Action Plan
NDC	Nationally Determined Contribution
NDMA	National Disaster Management Agency
NGO	Non-Governmental Organisation
NMA	National Minerals Agency
NPAA	National Protected Area Authority
NRM	Natural Resource Management
NWRMA	National Water Resources Management Agency
ONS	Office of National Security
PSC	Portfolio Steering Committee
PWD	Persons With Disability
SAR	Specific Absorption Rate
SDG	Sustainable Development Goals
SLMA	Sierra Leone Maritime Administration
SL-Met	Sierra Leone Meteorological Agency
TOC	Theory of Change
UN	United Nations
UNDP	United Nations Development Programme
UNSDCF	United Nations Sustainable Development Cooperation Framework
VSLA	Village Savings and Loan Scheme
WFP	World Food Programme

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1 Executive Summary

Documents review, feedback from interactions with partners and beneficiaries together with portfolio sites visits present remarkable progress the portfolio has made and therefore indicate higher chances of archiving most of the targets set. A firm foundation has been laid to expedite the delivery of the remaining targets as well as subsequent interventions after the lifespan of the portfolio.

Public awareness on climate change, behavioural change, knowledge and skills on mitigation and adaptation is gradually appreciated in communities. More important is the creation of alternative livelihood opportunities that are less impactful on damaging the environment and climate change.

The portfolio has made good progress on:

- 4 policy guidance/frameworks have been developed to enhance protection and adaptation measures for coastal communities and one (1) Disaster Risk Management Policy revised and implemented. The portfolio has also developed other policy-related documents, taken key studies and assessments.
- The portfolio strengthened capacities of 6 MDAs to enforce regulations and policies on coastal communities and protected areas. The portfolio also carried out gender awareness training in climate change mitigation, adaptation, and disaster response.
- The portfolio achieved 600 hectares target of planned area of mangrove restoration in the six pilot sites to protect coastal community and infrastructure at risks. Rehabilitated 100 hectares of degraded mangrove land, rehabilitated 200 hectares of degraded lands rehabilitated in 2022 and 300ha of degraded land in the previous years of the portfolio.
- 1,631 people had benefited directly from the protected area. The portfolio has reached out to 10 youth groups with fishing boats, outboard engines, and fishing gears. To improve the fish value chain and contribute to improving the socio-economic status of portfolio beneficiaries in coastal communities, five solar cold rooms with ice flake machines and standby generators have been installed in five portfolio sites. Other benefits include sand mining and mangrove cutting as alternative livelihoods.
- The portfolio designed and developed 42 Community-based disaster preparedness and response plans at ward level.
- The portfolio created access to clean water by drilling 2 boreholes in schools and 2 boreholes in hospitals. No reservoirs have been installed at schools and hospitals as the population is quite small for a reservoir.
- 14,500 people are benefiting from functioning sustainable community water harvesting systems. The portfolio also supported the construction of ten low technology water wells benefitting over 1,000 members in those communities. 30 boreholes are currently being constructed to benefit over 15,500 people.
- The portfolio developed one (1) Blue Economy Strategic Framework and one (1) Nation Action Plan developed awaiting implementation.

Progress has been slow in some areas, which needs critical attention if targets are to be achieved. These include:

- The portfolio planned to equip MDAs with technical and operational capacities to effectively implement urban planning. This output indicator has not been implemented at all; it is planned to be implemented in September of 2023.
- The proposed area 1,000ha of protected land under improved management is pursued at a slow pace. It is feasible to achieve 100% if these activities are implemented again in 2023 and 2024 to cover remaining 360 ha of more mangrove restoration.
- The establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources require capacity building support to function properly.

Conclusions

The conclusion and summary of the findings are evidence-based and connected to the MTE's findings which highlight the strengths, weaknesses and results of the portfolio.

Documents review, feedback from interactions with partners and beneficiaries together with portfolio sites visits present remarkable progress the portfolio has made and therefore indicate higher chances of achieving most of the targets set.

A firm foundation has been laid to expedite the delivery of the remaining targets as well as subsequent interventions after the lifespan of the portfolio.

Public awareness on climate change, behavioural change, knowledge and skills on mitigation and adaptation is gradually appreciated in communities. More important is the creation of alternative livelihood opportunities that are less impactful on damaging the environment and climate change. Despite the tremendous gains made by the portfolio, there is an apparent challenge of the generation and provision of credible data as empirical evidence.

With reference to the MTE criteria, the portfolio is very relevant to Sierra Leone and its development aspirations; its efficiency and coherence are anchored and aligned with other related initiatives by partners and stakeholders in the country; its effectiveness is demonstrated in the results (awareness, alternative livelihoods, environmental rehabilitation and coping mechanisms etc) in the targeted communities; there are high positive signs of the impact of the portfolio among the vulnerable group of the population and very good signs of sustainability as evident in the established structures between partners and stakeholders that are bound to continue beyond the portfolio lifespan.

Furthermore, the adoption and inclusion of human rights-based approach in the programming and implementation is very visible in all of the portfolio interventions at national, local and community levels.

The portfolio is very relevant for Sierra Leone considering its vulnerability and prone to climate change disaster. The portfolio contributes to national priorities identified in the Medium-Term National Development Plan 2019-2023 (MTNDP) and National Adaptation Programme of Action (NAPA). At regional or global level, it contributes to UNSDCF, UNDP Strategic Plan's Signature Solutions and SDGs. Overall, progress on relevance is considered highly satisfactory.

There is coherence in the implementation of the portfolio. UN Resident Coordinator which brings all UN agencies together to ensure their collaboration, coordination for effective utilisation of limited resources and maximum impact derived but more importantly avoid duplication of effort. Overall, progress on coherence is considered highly satisfactory.

There is efficiency in the implementation of the portfolio by the PMU. The portfolio progress was effective in capturing overall implementation progress and flag potential challenges to be addressed by the portfolio board or relevant stakeholders, and for planning ahead. Efficient planning is evidenced by Annual Work Plans (AWPs). Overall, progress on efficiency is considered satisfactory.

The PMU, IPs and Portfolio Board are effective in the operations of the portfolio in achieving the objectives at portfolio completion. Continued efforts to coordinate and support IPs, and a decision-making mechanism involving a Technical Committee and Portfolio Board were equally contributing to effective implementation. Overall, progress on effectiveness is considered satisfactory.

Recommendations

The following recommendations are advanced for consideration by the UNDP and partners to aid in the speedy pursuit of the ongoing interventions as well as better shaping of the implementation arrangements:

- a. The portfolio planned to equip MDAs with technical and operational capacities to effectively implement urban planning. This output indicator has not been implemented at all. We recommend that the portfolio equips the MDAs with technical and operational capacities to effectively implement urban planning.
- b. The portfolio planned to manage the natural resources under a sustainable use, conservation, access, and benefit-sharing regime. At mid-term, the portfolio has achieved 50% of 1,000 hectares target of planned area of mangrove restoration is undertaken in the six pilot sites to protect coastal community and infrastructure at risks. The MTE team recommends that the portfolio restores 1,000ha of protected land under improved management as originally planned.
- c. The establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources is not functioning well and requires support. The recently approved GEF funded portfolio of over five-million-dollars portfolio to start implementation in September of 2023 provides some optimism. There is need for the Portfolio to establish and strengthen the Protected area Co-management Committees for sustainable management of Natural resources.
- d. There is need to increase resource allocation to ensure the cost of interventions are adequately catered to ensure increased number of communities and beneficiaries. The

interventions include equipping MDAs with technical and operational capacities to effectively implement urban planning and establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources

- e. UNDP should consider the outbreak of pandemic in future planning as a risk to implementation of portfolios of this nature that go beyond two years.
- f. Due consideration must be made of outrageous environmental and climate change related disasters in the implementation to avoid loss of facilities and equipment.
- g. UNDP should do some investment in partners and stakeholders to ensure they generate and readily provide the required credible data for reporting with evidence. A deliberate investment should be made in M & E to support especially partners and stakeholders. Resources should be provided to support the processes during implementation and external evaluations.
- h. The Portfolio Team of UNDP need to pay attention to and apply results-based monitoring. The reporting has largely been on indicators and activities using UNDP output verification monitoring program rather than results (outcomes), and has not really assessed measurable progress towards targets. There is a need to improve approach to results-based reporting for the remainder of the portfolio term since the portfolio is still at activity and output level.

Lessons Learnt

- Throughout the districts where the portfolio is being implemented, the importance of the community leaders and local authority in rallying support and getting the buy-in of the community members has been highlighted. This has indeed fast tracked the work of the portfolio team in implementing portfolio activities.
- Also highlighted has been the immense role of the local portfolio steering committee in ensuring timely delivery and attainment of set targets. The PMU at the community levels have been proven to be very effective in setting the stage for drawing up work activities and their implementation. Effort must be made to ensure the local PMU continue to lead in the design and implementation of various work programs under the portfolio components.
- Another key lesson that has also been highlighted is the critical role of women and youth in ensuring portfolio success. On this portfolio women have shown more dedication and willingness to lead in carrying out portfolio activities than their men counterparts. The inclusion of women in climate change issues is the sure and best way to respond to climate change as they are the key drivers of any meaningful outcome because of the position in society. Inclusion of women in the interventions improves on portfolio outcome as well as increasing their recognition and confidence levels to participate in national development.
- From the interviews with beneficiaries, the community members are ready to take ownership and protect any contributions given to them by the portfolio and sustain them for continuous use as long as they are organized in groups by the portfolio.
- The high demand for documentation and controls has improved the internal controls and systems (audit, reporting, communication and others) in the beneficiary MDAs.

- Sitting together with partners and stakeholders to plan and implement interventions is a better way of reducing or minimising duplication of efforts. You have to be diligent.
- Involving schools in the awareness on climate change and disaster risks implementation helped to pass the messages faster to beneficiaries and communities.
- Beneficiaries are well appreciative of UNDP for supporting the portfolio especially the trainings by CEFCON which has changed their business perspective to a greater and dynamic business ideas which has transform not only their families but their communities.

2 Introduction

2.1 Evaluation objectives

The UNDP *Monitoring and Evaluation guidelines*¹ has two overarching objectives:

- To promote accountability for the achievement of UNDP objectives through the assessment of results, effectiveness, processes and performance of the partners involved in activities, and contribution to global environmental benefits;
- To promote learning, feedback and lessons learned among the UNDP and its partners, as basis for decision-making on policies, strategies, program management, and portfolios and to improve performance.

For all UNDP-supported portfolios, and some mid-sized portfolios, M&E policy requires a Mid-Term Evaluation (MTE) be undertaken at the halfway stage. As outlined in the *Guidance for conducting Midterm Evaluation*², the MTE is an opportunity to provide an independent, unbiased overview of the portfolio that identifies the potential for improvement and produces actionable, realistic, results-oriented and concrete recommendations. At this stage, the portfolio still has time to recover from problems and improve its prospects for delivery; a successful MTE can catalyze change in a portfolio by outlining how recommended changes have the potential to improve the portfolio's results.

UNDP Sierra Leon instituted an MTE of the Natural Resource Management, Climate Change Mitigation, Adaptation and Disaster Resilience Portfolio, which was undertaken from May to November 2023.

2.2 Evaluation Scope

Two consultants, Muyambi Fortunate (International and lead consultant) and Momo F Turay (National consultant), were selected to conduct the MTE, which assesses early signs of portfolio success or failure and identifies necessary changes to be made. The portfolio performance was measured based on the indicators of the portfolio's logical framework.

Specific tasks of the evidence-based review are outlined in the Terms of Reference (**Annex 1**). The review team has assessed the following four categories of portfolio progress. For each category, the review team was required to rate overall progress using a six-point rating scale as required by UNDP evaluation criteria (**Annex 2**):

1. Portfolio Strategy

- Portfolio Design
- Results Framework/Logframe

2. Progress Towards Results

- Progress towards outcomes analysis
- Remaining barriers to achieving the portfolio objective

3. Portfolio Implementation and Adaptive Management*

¹ GEF (2021) *The GEF Monitoring and Evaluation Policy 2021*. Global Environment Facility, Evaluation Office. Evaluation Document No.4, November 2010. [UNDP Evaluation Guidelines.pdf](#)

² GEF (2014) *Guidance for conducting Midterm Reviews of UNDP-supported, GEF-financed portfolios*. UNDP-GEF Directorate.

- Management Arrangements
- Work planning
- Finance and co-finance
- Portfolio-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4. Sustainability

- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

The evaluation used theory-based approach, **leveraging the concept of "Theory of Change"**. It has analyzed the causal relationship between activities, intermediate outcomes, long-term impacts and sustainability of the results in line with OECD DAC criteria.

2.3 Approach and methodology

To achieve these tasks, the Consultant team followed standard methodology for UNDP evaluation guidelines. This methodology sought to ask questions in the key analysis areas in three phases of a participatory and consultative approach:

1. Review of relevant documents

A variety of documents including portfolio proposals, progress reports, consolidated quarterly and annual reports, minutes of portfolio board meetings, portfolio modification document, knowledge products, research, monitoring reports and legal review reports, communication and visibility reports, case stories, IEC Materials as well as related research documents on the subject matter, donor and Government reports were reviewed.

2. Semi-structured interviews with all stakeholders online and visits by the national consultant:

- UNDP and Implementing Partner Ministry of Agriculture and Rural Development staff who have portfolio responsibilities
- PMU
- Portfolio stakeholders

Semi-structured interviews with implementing partners, stakeholders and beneficiaries were conducted to gather data and information on the experiences and perspective of participants in the portfolio. Participants targeted were from MDAs, beneficiaries, stakeholders in the communities as well as the UNDP portfolio team. A set of questions as interview guide covering the criteria were drafted, customized and adjusted to align with the audience and the topics that were relevant or related to the interviewee's assignment or assigned task in the portfolio. The number of people interviewed were disaggregated by sex and type of organization (government, CSOs, private sector, UN and beneficiaries).

3. Field observations

In agreement with the UNDP, the national evaluator visited the following selected locations- Conakry Dee, Mokassie, Lakka, Hamilton and Tombo between the 15 and 18th June 2023. The field mission locations visited and key portfolio focus is in Table below.

Date	Place	Key Activity
15-06-2023	Conakry Dee, Port Loko District	▪ Wood lot; Coldroom, Smoke oven, raised platform Ice Making machine; beneficiaries and stakeholders in VSLA, Skills training and waste management
16-06-2023	Mokassie, Moyamba District	▪ Nursery, woodlot, Management committee stakeholders and beneficiaries
17-06-2023	Lakka & Hamilton, Western Rural District	▪ Waste management facility, cold-room, smoke oven, Skills Training Centre, beneficiaries and stakeholders
18-06-2023	Tombo, Western Rural District	▪ Cold-room, smoke oven, Raised Platform, Water well, beneficiaries and stakeholders

4. A Presentation/ Briefing Meeting with the key stakeholders, with discussion of and feedback on the initial findings, followed by development of the draft and final report

Questions asked of stakeholders were based on an Evaluative Matrix (**Annex 3**), but interviews were conducted in a conversational, interactive style and the questions were modified appropriately to suit the specific respondents. The observations from these different data sources were cross-checked against each other, in a process of "triangulation".

After the consultancy contracts were approved and signed, discussions by email with UNDP Country Office (CO) and PMU personnel confirmed the stakeholder's consultation online and physical interviews carried out by the National Consultant. Key documents were assembled and initial study began.

The Consultant team held virtual meeting (MTE Inception meeting) with the UNDP CO and PMU staff, where the team was briefed on the background of the programme, documentation sources and stakeholder identification, deliverables expected and the timing of such delivery. Consultations and meetings as well as stakeholders' engagements began on 12th June and continued up to 6th July 2023. The debrief Meeting was held on 22nd August 2023 with UNDP and key stakeholders to discuss the initial findings and feedback. This was followed by development of the draft and final report. A full itinerary of online meetings was discussed and agreed as captured in **Annex 4**.

2.4 Data Analysis

The field visits on portfolio activities cover the full spectrum of portfolio intervention and provided evidence of both strong and weak points of the portfolio strategy and execution. An analysis of key aspects of portfolio design and implementation was articulated along the Evaluation questions. This exercise included cross-checking of data collected during the survey and interviews. Data and information were analysed using interpretative analysis which process applied deductive and inductive logic. We objectively used the feedback to assess portfolio performance on record and from the field thus far and arrive at key findings and results presented.

The MTE approach and methodology adopted by the consulted was aligned with the contractual agreement with UNDP to ensure the task is carried out and deliverables (Inception, Draft and Final Reports) on the assignment are provided within the timelines in the contract.

2.5 Structure of the MTE report

The review report is comprised of:

- An Executive Summary, with Portfolio Summary Table, a brief portfolio description, a Review rating table and a summary of of conclusions, recommendations and lessons learnt
- An introduction, summarizing the review's purpose, scope, approach and methodology
- A brief description of the portfolio and its development context, including the background to the portfolio
- The findings, conclusions and recommendations of the Mid-Term Review
- Annexes including information about the review process, portfolio co-financing, a proposed revised Strategic Results Framework, Management Effectiveness Tracking Tool.

3 Portfolio description and background context

3.1 Background and context

Sierra Leone is endowed with substantial natural resources of croplands, forests, rangelands, freshwater, wetlands, biodiversity, wildlife, fisheries and Mineral resources. While these resources have continued to build the economy of the country, their unsustainable use over these years have resulted in environmental degradation (flooding, windstorm, landslides, erosion, wildfire and climate change risks, etc). The human Development Index for Sierra Leone of 0.438 is among the lowest in the world with the country ranking at 181 out of 189 (Human Development Report 2019 (HDR)). These occurrences have clearly signified the need for sustainable environmental management associated utilization of these Natural Resources.

To support the Government of Sierra Leone (GoSL), UNDP is working closely with relevant Ministries, Department and Agencies (MDAs), INGOs, NGOs, CBOs, UN Agencies and Private Sector Institutions on strengthening environmental governance, climate change mitigation, adaptation and disaster risk management issues. The main objective of the portfolio is to enhance effective natural resource management, to build resilience of the country to climate change impacts and disaster risks. Achieving this objective requires integrated efforts that ensures synergies across a broad range of relevant stakeholders for sustainable outcomes. The interventions under the portfolio will target vulnerable groups including women, persons with disability and youths. A holistic approach will be adopted covering key economic, social and environmental dimensions including improving institutional and policy framework, to address climate change, strengthening disaster preparedness, risk reduction and improving management of the Sierra Leone waters.

3.2 Problems/challenges to be addressed

The country is vulnerable to several natural hazards, including recurrent floods, erosion, tropical storms, epidemics, that significantly impact the health and livelihood of its populace. In the recent past, the country has suffered three major disasters from the worst globally recorded Ebola outbreak to the flooding and mudslide incident that displaced over 6000 people, affected 1,960 households, killing 502 persons of whom the majority were women and children. The mortality risk from multiple hazards is very high. From the last 15 years, 4 major floods have affected over 22,000 people and caused severe economic damage. Exposure to natural disasters is likely to worsen in the coming years¹.

The Ministry of Lands, Housing and Country Planning (MLHCP) is the Central Government institution responsible for town and country planning. However, development control which is a very important arm of the implementation process of planning is with the Department of Housing and Country Planning. However, the Department is faced with huge challenges. The lack of a robust institutional and legal framework has created constraints which has prevented the carrying out of effective land use planning in the country. The Central Government agency, which is responsible for land use planning, does not have the capacity to propose improvement in the legal framework, develop and implement plans at national and regional level and ensure guidelines for physical planning at local level. In addition to this, there is the limited of coordination and cooperation between the various divisions in the Ministry.

The MLHCP is inadequately staffed, financed and equipped to undertake physical planning. Local councils do not have the capacity to carry out physical planning functions, and they need trained staff. There is a lack of training facilities in the country for land use planning, data collection techniques using IT and GIS, development control and building inspections. The local councils lack the capacity to include long-term development goals into their development plans.

Limited coordination and participation. Line ministries and other relevant agencies do not practice formalized information sharing, consultation and coordination regarding development programmes and development portfolios of importance for development and physical planning.

There is not enough contribution from Central government ministries and agencies as regards information to local councils to ensure implementation of central policies and development goals at local level involving local, political and technical resources for the improvement of local development. The land use planning authorities and the local councils rely little on stakeholders (NGO's, civil society and private sector) and public participation in local development planning including issues related to physical development. There are minimal Assessments and Evaluations conducted on the functioning Laws of significance for Urban and Land Use Planning and Management in Sierra Leone.

Inadequate attention and support to land use planning in general, policy makers and senior government officials have little understanding of and give little support to land use planning, amongst other things leading to:

- An inherent lack of understanding at all levels of government, of the relationship between social and economic policies and land use planning; and, the need for plans to prepare, rationalize and control the sustainable use of the territories, the areas, the parcels and the plots.
- The low priority given to physical planning by successive governments in the past, which has led to lack of urban development goals and visions, support to development control, inadequate staffing.
- The low priority to encourage and support the implementation of land use planning and development control to local councils have left them without inspiration, motivation and resources to carry out their responsibilities.
- Weaknesses of this system (land use and development control) have been manifested in land use planning decisions being based on often manipulative grounds which engender for the example the misuse of the issue of building permits to citizens.

The country has approximately 406 kilometres of coastline with numerous islands and an extended continental shelf. Over the last three decades, Sierra Leone has been forced to confront immense challenges that shook the very foundations of the State. Almost 80% of the world's population lives close to the sea. 90% to 95% of the world's trade is transported through the sea and 80% of Sierra Leone's protein comes from the sea. Despite the sea's significant contribution to Sierra Leone's livelihood, little or no effort is made towards maritime domain protection.

Despite the country location adjacent to the ocean, Sierra Leone is not a maritime State; the Country has not yet taken the steps to pursue the sustainable exploitation of its blue economic potential to secure the marine environment for the betterment of the current and future generation.

Illegal, Unregulated and Unreported (IUU) Fishing is, perhaps, the maritime security issue that most significantly threatens Sierra Leone. It is estimated that there is a huge loss to the economy due to fish each year to illegal, unregulated or unreported fishing and dire consequences to the marine environment. The United Nations Food and Agriculture Organisation (FAO) profile on Sierra Leone indicates that the Country is losing an estimated US \$29 million every year due to illegal fishing vessels. This risk is further extended to the loss of livelihood of many especially so for those in our coastal communities.

Maritime Pollution is also another serious problem ravaging the Country for many years where foreign ships have taken advantage of our lack of State presence and discharged sludge and oil waste into our waters. The Administration has already developed an Oil Spill Contingency Plan and drafted other regulations in the bid to achieve the same.

Sierra Leone, being a nascent maritime state, is yet to achieve the desired rate of success with respect to the stated SAR objective due to challenges such as lack of coordination funding, lack asset and maintenance capabilities, sensitization of the locals and; inadequate resources.

The absence of ship safety poses a high risk to vessels calling local ports, local commercial vessels and the lives and property at sea which inadvertently poses a threat to the marine environment. Ship safety level and as thus aids to navigation are highly significant to act as safety barriers and enhance safety for vessels calling our ports.

The Administration is Limited as there is no designated place of inspections consequently some vessels escape the net as the risk of inspection of such vessels out at sea is high.

Sierra Leone is aware of the potentials of the blue economy and realizes that waters are the lifeblood of our economy, therefore the protection of our marine environment is key to the success of the nation.

Outlined in the National Development Plans, Sierra Leone now seeks to engage all maritime stakeholders, development partners and communities to maximize its maritime potential, and to discover and then harness the true maritime wealth have to offer.

The potential wealth derived from the blue economy cannot be accessed or maintained without strong and stable governance of the maritime domain. And security threats of all sorts, when not addressed, undermine the State's ability to effectively govern its maritime territory. It is therefore necessary to treasure and protect the marine environment so it may continue to provide livelihoods for the generations of the future.

In respect of the stated problems, there is a need to address the issue of the environment and natural resource management to make an impact in respect of achieving a number of the SDGs to make the environment a better place to live in by 2030. The intended beneficiaries of the portfolio to be implemented will include rural and urban communities, cities and Ministries, Departments and Agencies (MDAs).

3.3 Development context

Sierra Leone is endowed with a variety of natural resources including lowland rainforest, mountain forest, freshwater swamps, coastal and marine ecosystems. However, the irrational use of the environment and natural resources over the years have resulted in environmental degradation leading to flooding, windstorm, landslides, erosion, wildfire among others causing disasters around the Country. In the same vein cutting down of trees in catchment areas have resulted to water stress particularly in the western Area which hosts 1.5 million people. Poverty and population increase are the underlying causes of environmental problems in Sierra Leone which have profound implication on deforestation and land degradation. To effectively address disaster issues in the country the House of Parliament has recently passed an Act that establishes an autonomous National Disaster Management Agency. However, the agency is still in its infancy stage and lacks the capacity to adequately tackle disaster risk issues across the country.

The policy, legislative and institutional framework for environment and natural resources management in the country is underpinned by Sierra Leone's National Land Policy (2015), Environment Policy (1994), supported by the Environmental Protection Act 2008 and other related legal frameworks. With the growing global environmental awareness and in pursuit of sustainable environment and natural resources management, GoSL felt the need to create institutions that would be responsible for the protection and management of the environment and its natural resources. The recent effort by the Government to establish the Ministry of Environment intends to bring together institutions responsible for the management of environment and its natural resources in a more holistic and coordinated approach. Over the years, there has been improvement in response to environment and natural resources management challenges including the ratification and domestication of several Multilateral Environmental Agreements (MEAs). However, more efforts are needed to keep pace with the global sustainable development agenda. The main areas of concern remain in identifying ways in which Sierra Leone can promote the obligations under the Climate Change and Biodiversity Conventions.

The Mines and Minerals Act of 2009, which came into force on the 7th January 2010 also addresses mining leases and licensing requirements for artisanal and industrial mining, more specifically, the mining operation; schedule, nature of production, potential environmental and social impacts, forecast of capital investment, operating costs and revenues, and the anticipated source of financing and proposed mitigation programs. Land Degradation is already a serious problem in Sierra Leone. Ranked in order of priority, logging, firewood collection and mining have been identified as direct causes of land degradation in Sierra Leone.

The overall objective of this portfolio is to enhance productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks. To achieve this objective, the portfolio will address the aforementioned barriers through three closely inter-related impact pathways: i) Strengthened partnership and cooperation for the effective management of Sierra Leone's natural resources, ii) Strengthened national early warning system to promote disaster preparedness and address climate change related hazards for the effective management of the country's natural resources, iii) Enhanced policy, legal and regulatory framework for the effective management of natural resources, iv) Economically empowered communities, including women, youth and PWDs through alternative livelihood options, v) Increased national awareness on natural resource management, and vi) Monitoring and Coastal Surveillance Capability of the SLMA enhanced.

Contributing outcome and output: United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024:

Outcome 1: By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.

Indicative Output(s) with gender marker:

- Country Programme Document (CPD) Output 1.1: Relevant ministries/departments/agencies have strengthened capacities to enforce inclusive regulations and gender-responsive policies on conservation of protected areas in coastal and urban planning and development.
- CPD Output 1.2: Capacity of ministries/departments/agencies in natural resources management at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods.
- CPD Output 1.3: Preparedness systems in place at the community level to mitigate the impact of natural and man-made disasters.
- CPD Output 4.3: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater.

3.4 Portfolio description and strategy

The Portfolio objective of Portfolio is: *“To enhance productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.”*

The portfolio is aimed to enhance productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks. To achieve this objective, the portfolio will address the aforementioned barriers through three closely inter-related impact pathways: i) Strengthened partnership and cooperation for the effective management of Sierra Leone's natural resources, ii) Strengthened national early warning system to promote disaster preparedness and address climate change related hazards for the effective management of the country's natural resources, iii) Enhanced policy, legal and regulatory framework for the effective management of natural resources, iv) Economically empowered communities, including women, youth and PWDs through alternative livelihood options, v) Increased national awareness on natural resource management, and vi) Monitoring and Coastal Surveillance Capability of the SLMA enhanced.

The portfolio is achieving productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks through its three Component/ Outcome areas. components viz. Natural Resource Management, Disaster Risk Resilience and the Sierra Leone National Water and Ocean Management Portfolio. This Portfolio will strengthen the capacity of relevant MDAs to enforce inclusive regulations/policies on conservation of protected areas in coastal and urban planning and development; build the capacity of MDAs in NRM at national and local levels to restore, conserve, ensure sustainable use of environmental resources including alternative livelihood opportunities; enhance preparedness systems; support targeted Vulnerable communities to harvest safe and clean drinking water and the Maritime Agency with tools to effectively monitor and protect the waters of Sierra Leone from illegal fishing. Some indicators for the Objective and each of the Outcome areas are summarized below:

Component 1: Natural Resource Management,

Component 2: Disaster Risk Resilience and

Component 3: Sierra Leone National Water and Ocean Management Portfolio

The following are the expected results of the portfolio:

a) Strengthened partnership and cooperation for the effective management of Sierra Leone's natural resources: The portfolio will build new partnerships and improve the existing ones for the coordination of efforts for the better management of the country's abundant natural resources. UNDP acknowledges the role of various MDAs and private sectors in development processes; therefore, the portfolio has identified relevant partners including private sectors who will be collaborating in the implementation of the portfolio interventions. The portfolio will also work with the CO Procurement Unit who will provide guidance into the procurement processes of all Portfolio equipment and materials relevant for achieving the various outputs.

The portfolio brought together various partners at several levels to ensure each play their part in ensuring the overall outcome is achieved.

b) Strengthened national early warning system to promote disaster preparedness and address climate change related hazards for the effective management of the country's natural resources: Despite support to the relevant government MDA through the Climate Information and Early Warning portfolio, climate data collection and dissemination remains a critical challenge to the country. Data is critical for effective natural resources and environmental management. However, the limited availability of data has affected the country in adequately reporting climate change, environment, and natural resources management information at national regional and global levels. Providing support to key national institutions to carry out research and develop innovative approaches on natural resource management will improve on data availability and subsequent provision of key reports such as the state of environment report, national adaptation programme for action etc. The support will also help in the establishment of formal networks and communities of practice on NRM.

This portfolio will improve the early warning system in the country, by supporting regular collection and dissemination of early warning data/information and capacity building of early warning focal persons at NPAA, EPA, ONS, NWRMA, MAF, Farmers, Meteorological Agency, Fishing communities on early warning data collection initiatives, Also, the establishment of a coordinated NRM data base system in related partner institutions viz. NPAA, EPA, ONS, NWRMA, MAF, and Meteorological Agency for mitigation measure which will increase resilience of the country to climate related risks and improve natural resources management.

The portfolio builds on the previous initiative of developing an early warning mechanism I targeted institutions and communities.

c) Enhanced policy, legal and regulatory framework for the effective management of natural resources. Although significant strides have been made in developing a solid institutional base for natural resource and environmental governance, there is still room for

improvement especially in areas such as capacity building, policies, and regulatory framework. The portfolio intervention seeks to improve the governance and management of natural resource to ensure measurable and sustainable improvements in the environment and living conditions of vulnerable Sierra Leoneans through enabling policy frameworks, partnerships, and capacities for action for a more equitable access to and return on benefit from the country's natural resources. The provision of technical support for the development and review of policies and regulations on protected areas (through this portfolio) will enhance the capacity of the relevant institution for effective decision making and regulatory enforcement and enhance innovative/alternative livelihood initiatives and mainstreaming gender as well as enhancing effective participation of local communities.

The legislative, policy and legal framework has been improved by engaging law and policy makers to develop appropriate policies and laws that will ensure the portfolio and its interventions are carried out without any policy or legal bottleneck in the way.

d) Economically empowered communities, including women, youth and PWDs through alternative livelihood options: Demand for land for economic development and pressures from population growth are creating unprecedented land use changes. This is evidenced in diminishing forest cover, for instance between 1990 and 2000 the country lost 36,000 hectares of forest cover annually leading to 3 percent forest cover change³. Providing advisory and financial services for the establishment of woodlots in forest edge communities restoration of mangroves in coastline areas and restoration of water catchment areas in highly degraded areas including the support to reclamation of mined out communities will help in the restoration of the natural environment and the maintenance of ecosystem services.

The products-Cold-room, smoke-oven, ice making machine, skills training, VSLA and others all have positive implications for empowerment and alternative livelihood opportunities.

e) Increased national awareness on natural resource management: The low level of awareness and appreciation of natural resources management and environmental protection issues, particularly among mining, manufacturing industries, tourism, urban development, agriculture, water resources and other related sectors, increases the cost of monitoring and enforcement for effective management of the environment and its natural resources. Awareness rising on NRM initiatives in forest edge, water resources, mining & coastal communities, and capacity building initiatives on effective use of Natural resources will enhance a best practice natural resources and environmental management across the different sectors.

f) Monitoring and Coastal Surveillance Capability of the SLMA enhanced: Supporting the SLMA with capacity building, including trainings and equipment will strengthen its capacity to patrol and conduct surveillance activities in the territorial waters of Sierra Leone thereby boosting the chances of developing and harnessing the blue economy for the benefit of the country.

The portfolio has built on the level of knowledge on natural resource management including empowering the SLMA to increase the monitoring and coastal surveillance in the targeted communities.

3.5 Portfolio implementation arrangements

The portfolio management and implementation arrangements follow Direct Implementation Modality (DIM) whereby UNDP takes on the role of Implementing Partner. In DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. Under DIM, UNDP exercises full ownership of a partnership that includes all relevant stakeholders in a common effort. UNDP is responsible and accountable for managing this portfolio, including the monitoring and evaluation of portfolio interventions, achieving portfolio outcomes, and for the effective use of UNDP resources. The Portfolio Management Structure is shown in Figure 1.

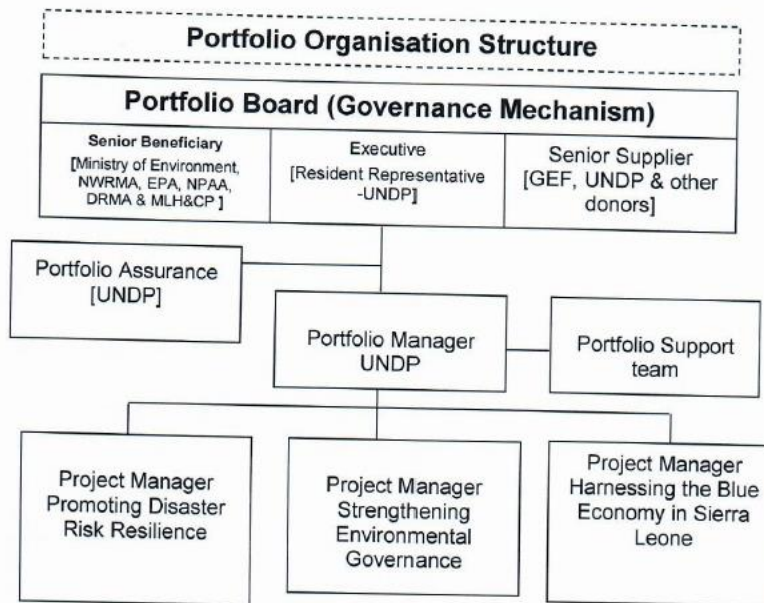


Figure 1 Portfolio Management Structure

In the Structure, there is a Portfolio Board (Portfolio Steering Committee) that is responsible for making by consensus, management decisions when guidance is required by the Portfolio Manager, including recommendation for UNDP approval of portfolio plans and revisions. The Portfolio Board is tasked with the responsibility of providing an oversight for the implementation of activities and the achievement of targets. On top of that the board role is also to review and approve the Annual Work Plan activities for subsequent implementation. The Board is chaired by the Implementing Agency representative among MDAs. The Portfolio Board meets at least two times in a year to discuss the annual work plans and also discuss portfolio successes and challenges in the middle of the year or at the end to determine successes.

The Portfolio is headed by a Portfolio Manager who directly reports to the SLED Team Lead and each portfolio is managed by a portfolio Manager. The portfolio Managers are responsible

for the day-to-day implementation of the portfolio activities. The portfolio Manager will evaluate both the narrative and financial report of the portfolios including monitoring the activities under implementation. The Portfolio Manager provides feedback to the board in terms of the implementation of the portfolio activities. The Portfolio Manager's prime responsibility will be to ensure that the portfolio produces the results specified in the portfolio document, to the required standard of quality and within the specified time and cost.

3.6 Portfolio timing and milestones

A summary of the key portfolio milestones and their dates is provided in Table .

Table 2. Portfolio milestone dates

Milestone	Date
Approval	08/01/2021
Local Portfolio Appraisal Committee meeting held	
Endorsement	08/01/2021
Inception workshop	
Portfolio launch	01/01/2020
First Portfolio Steering Committee meeting	16/12/2020
Actual field implementation start	08/01/2021
Mid-term Evaluation	May-Nov 2023
Expected portfolio ending date	31/12/2024

3.7 Main stakeholders

A summary list of stakeholders is provided below.

- Ministry of Environment
- Ministry of Land, Housing and Country Planning (MLHCP),
- National Protected Area Authority (NPAA),
- Ministry of Mines and Mineral Resources (MMMR),
- Environmental Protection Agency (EPA),
- Ministry of Fisheries and Marine Resources (MFMR)
- Ministry of Water Resources (MWR),
- Sierra Leone Maritime Administration (SLMA),
- National Disaster Management Agency,
- Sierra Leone Meteorological Agency (SL-MET),
- Forestry Division, Ministry of Agriculture and Forestry (MAF),
- National Water Resources Management Agency (NWRMA},
- National Minerals Agency (NMA).

4 Findings

4.1 Portfolio strategy

UNDP in collaboration with the relevant Ministries, Departments and Agencies (MDAs) as well as other development partners worked to address issues relating to sustainable natural resource management and climate change. Tackling these issues is a priority area in the GoSL's Medium-Term National Development Plan (2019-2023) with a strategic focus on Addressing vulnerabilities and building resilience. Protecting and conserving the environment is also a priority for the UN intervention. This also corresponds with the SDG target of building strong and sustainable environment in contributing to several the SDGs by 2030. In line with this, the UNDP has been working with the Government of Sierra Leone in the implementation of several portfolios related to keeping the environment safe, friendly and climate resilient. This support has ranged from technical and financial capacities to enable several MDA's i.e. EPA, MLHCP, MWR, ONS and SL MET etc to respond to the modern challenges of environmental and climate resilient issues. The current approach in addressing natural resources management is engaging all partners at national and local levels, private sector and Non-governmental Organisations in addressing associated challenges.

The current Natural Resource Management, Climate Change Mitigation, Adaptation and Disaster Resilience Portfolio" comprises three (3) components viz. Natural Resource Management, Disaster Risk Resilience and the Sierra Leone National Water and Ocean Management Portfolio. This Portfolio aims to strengthen the capacity of relevant MDAs to enforce inclusive regulations/policies on conservation of protected areas in coastal and urban planning and development; build the capacity of MDAs in NRM at national and local levels to restore, conserve, ensure sustainable use of environmental resources including alternative livelihood opportunities; enhance preparedness systems; support targeted Vulnerable communities to harvest safe and clean drinking water and the Maritime Agency with tools to effectively monitor and protect the waters of Sierra Leone from illegal fishing.

The management of the environmental impact of extractive industries is one of the most critical challenges facing many natural resource-dependent developing countries. Growth of these industries can bring much-needed resources to finance urgently needed social and economic development. However, this has resulted in negative environmental impacts which include but not limited to soil erosion, formation of sinkholes, loss of biodiversity, contamination of ground and surface waters etc. These impacts need to be managed well, from the initial concession negotiations through operation and decommissioning. The rights of affected communities to a safe, clean, and healthy environment cannot be achieved without accountability and grievance redress mechanisms. The environmental and natural resource management and governance challenges in this process are increasingly recognized as key obstacles to achieving sustainable economic, social and environmental outcomes.

Under the Disaster Risk Management Component, UNDP worked to contribute to building the resilience of Sierra Leone in the face of disasters and climate change, by strengthening the capacities of national government to plan, implement, manage, and monitor risk-informed sustainable development. The component will be delivered through the coordination of relevant institutions to link ORR and climate change adaptation through harmonised policies and legal

frameworks to foster the integration of risk into planning and budgeting decisions. Data generated from climate risk assessments forms the basis for the development of appropriate disaster and climate change policy and resilience programmes. The recently established National Disaster Management Agency (NDMA) which intends to concentrate efforts on strengthening disaster risk management systems across the country through community engagement activities and implementing community managed portfolios with structural disaster risk mitigation and awareness raising components for positive behaviour change.

The emerging concept of the Blue Economy has been embraced by the Government of Sierra Leone as a mechanism to realize ocean-based sustainable economic development and conceptualized as the national water and the ocean management portfolio. To implement the Blue Economy, UNDP has collaborated with relevant MDAs to develop and approve the Blue Economy Strategic Framework and Roadmap. This is expected to be an integrated approach to ocean-based sustainable development which brings together economy, environment, and society, consistent with the Sustainable Development Agenda 2030 (SDG14). The Sierra Leone Blue Economy Roadmap will necessarily require the definition of short, medium and long-term actions across a broad range of sectors as well as require fundamental changes to the traditional institutional arrangements that exist to support marine sector resource management in Sierra Leone.

The portfolio will also support the government in Strengthening the functional capacity of Sierra Leone Maritime Administration (SLMA). The SLMA currently maintains a regime on the surveys and inspections of vessels operating within the boundaries of Sierra Leone. This is in the bid to ensure that these vessels are safe, secure and marine environment friendly, but this has not been happening due to lack of a designated place for inspection. Ensuring that such a place is done will be important.

UNDP has therefore render support to the SLMA to address the challenges the Institution is currently encountering including but not limited to Monitoring and Coastal Surveillance Capability, Maritime Search and Rescue, Aids to Navigation and Safety and Security of Vessels.

This portfolio draws upon UNDP's Strategy for Supporting Sustainable and Equitable Management of the Extractives Sector to ensure that work is consistent with the broader effort to allow countries to take advantage of their natural resource endowments without falling prey to the 'resource curse' and to ensure that a conflict prevention lens is applied to programming. UNDP's experience in supporting the development and implementation of national safeguard systems also provides valuable lessons that the portfolio will draw on particularly in the application of accountability/grievance mechanisms among groups affected by mining operations. This portfolio will also further explore synergies with current and future UNDP interventions related to the extractive sector and conflict prevention.

The implementation of the portfolio sought support from UNDP Bureau of Policy and Programme Support (BPPS) and the Regional Hubs regarding the most effective ways to join

with other ongoing work, as well as with other development partners within and beyond the UN family.

Dissemination and communication work were key components of this portfolio. UNDP aims to influence global environment and natural resources governance efforts, by demonstrating the added value of applying governance perspectives to environment and natural resources management portfolio. Links have been established with other portfolios and international organizations, with whom this approach and its results are shared regularly. The goal of the communication work will be to influence both environmental and governance work being done in other countries.

The NRM portfolio was designed through consultation with the implementing partners of ministries departments and agencies of Government as well as civil society and relevant stakeholders. A consultant was used to facilitate the design using both national developments and the UNSDG. The Results framework / Logframe elaborates output and outcomes corresponding indicators in the broader M & E strategy.

4.1.1 Portfolio Design

Portfolio identification and assumptions

Theory of Change: Sound environmental management including natural resource management is a core function of the state, and one whose importance is growing year by year. The Sustainable Development Goals clearly demonstrate heightened current global awareness of the critical importance of environmental challenges. Accordingly, Cluster 7 (Addressing vulnerabilities and building resilience) of the Sierra Leones Medium-Term National Development Plan demonstrates commitment of the country to build the resilience of the manage the natural resource and improve disaster management. Improved outcomes in natural resource management will provide enormous benefits for poor and vulnerable groups in the country in various ways including better health and more sustainable livelihoods.

The portfolio Theory of Change (TOC) starts from a straightforward premise that; although there is genuine interest from the GOSL to strengthen sustainable natural resource management in the Country, it is evident that this important function of the state cannot be properly exercised without far greater attention to the core governance issues that shape state effectiveness. This requires a focus on the processes and structures through which environment and natural resources management decisions are made. It will also require focusing on implementation and monitoring the ways in which affected population particularly vulnerable groups are engaged in the process.

Translating environmental intentions and targets into concrete results thus requires other governance capacities that are still weak in the Country including:

- Monitoring of implementation of laws and regulations;
- Coordination across ministerial/agency boundaries;

- Central-local communication and coordination;

These enhance access to information and voices of groups affected by environmental trends including the most vulnerable. Attention to these core principles will also result to good governance, transparency, equity, sustainability and non-discrimination in natural resource management.

This TOC directly reflects and responds to current conditions in global sustainable development efforts. This portfolio will pilot an innovative approach to improving environment and natural resources management, by bringing the most up-to-date expertise into existing environment and natural resources portfolios.

If institutions are strengthened to develop, review and enforce policies, utilise weather, climate and disaster risk information, adopt best NRM practices including sustainable management of water resources, promote alternative livelihoods for efficient energy and enhance monitoring, then natural resources can be managed, efficiently to reduce disasters, poverty and inequality and to sustain healthy ecosystems.

4.1.2 Design of the Results framework

The Portfolio's results framework as captured by the theory of change fully outlined the problems and the pathways for the attainment of the overall portfolio objective. The portfolio implementation so far has paid due attention to the key components of the result framework and also created a synergy between specific outcomes towards the overall portfolio goal. While progress has been made towards attaining key outcomes specified in the portfolio components, attention must be paid to new realities and changing assumptions that underpinned the portfolio theory of change such as the changing economic reality and the Covid-19 pandemic which has affected the country as well as the implementing states and communities.

4.2 Progress towards Results

4.2.1 Progress towards output results and barriers to achieving the portfolio objectives

Portfolio Objective

The Portfolio Objective is: *“To enhance productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.”*

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Outcome indicator 1.1: % increase from 42.98% (2016) to 48% (2023) in forest cover

Outcome indicator 1.2: 500 hectares of wetlands restored B: 0 hectares.

Outcome indicator 1.3: 1,000 hectares of degraded land restored /reclaimed/rehabilitated.

Outcome indicator 1.4: 40% (Males 20%, Females 20%) of people practising disaster preparedness and response systems, disaggregated by sex.

Output 1: Strengthened Institutional capacities (MDAs) to enforce inclusive regulations and gender-responsive policies on the conservation of protected areas in coastal and urban planning and development.

Output Indicators:

Output indicator 1.1: Policies developed and endorsed by the cabinet on coastal communities and protected areas that are gender-responsive.

The portfolio planned to develop 9 policies and have them endorsed by the cabinet on coastal communities and protected areas that are gender-responsive. The portfolio planned so far developed 4 policy guidance/frameworks to enhance protection and adaptation measures for coastal communities. These include A 5-year Gender sensitive strategic plan (2022-2026), A 5-Year Gender Responsive National Environmental Quality Control Management Policy and Management Policy and Standards of the MECC, Coastal Protection framework has been developed by EPA awaiting enactment by parliament, and the Institute of Marine Biology and Oceanography (IMBO) has developed and published a framework for the development of a national Marine Spatial Plan (MSP). Furthermore, Ministry of Environment with funds from UNDP has been able to review several legislations linked to the effective management of natural resources. These include: The National Environment Policy, 1994, National Protected Area Authority (NPAA), The Conservation Trust Fund (CTF) Act 2012, Environment Protection Agency Act, 2008 and the Environment Protection Agency (Amendment) Act, 2010, Forestry Act 1988 and the Wildlife Act, 1972 Some of which have been reviewed and approved by cabinet and have proceeded to the drafting of the bills by the law officer's department.

The portfolio has also developed other policy-related documents, taken key studies and assessments such as: Sea Level Rise and Coastal Erosion profile for the Six pilot sites, The in-depth findings of the INTEGEMS Coastal Vulnerability Analysis (CVA) report have been published. The CVA report includes Sea Level Rise (SLR) as well as coastal erosion profiles for each of the 6 target pilot sites to support the strengthening of the Integrated Coastal Zone Management plan (ICZM), at both the urban and district levels. In support of the ICZM, the EPA prepared a preliminary Ecosystem based Approach (EbA) manual. These documents are available as knowledge products of the portfolio, and they provide guidance to practitioners and Local councils on the type of interventions to include in their development plans ensuring the incorporation of Climate change adaptation actions into development plans and promote sustainable management of coastal communities.

The progress towards the output indicator is assessed as “**On Track**”.

Output indicator 1.2: Strengthened capacities of MDAs to enforce regulations and policies on coastal communities and protected areas.

The portfolio planned to strengthened capacities of 6 MDAs to enforce regulations and policies on coastal communities and protected areas. All 6 MDAs capacities have been strengthened to enforce regulations and policies on coastal communities and protected areas. The portfolio has strengthened the capacities of the National Disaster Management Agency (NDMA), Ministry of Forestry and Marine Resources (MFMR), Environmental Protection Agency -Sierra Leone (EPA-SL), Sierra Leone Meteorological Agency (SLMeT), Ministry of environment and Climate Change (MECC), National Protected Area Authority (NPAA). These institutions have been capacitated and strengthened to enforce regulations and policies on coastal communities and protected areas. In addition, the EPA has trained a total of 489 (M:399; F:90) Local Government technical staff in four Local Councils; Portloko, Bonthe, Moyamba and Western Rural Districts to increase their knowledge and capacities to disseminate information on Climate Change, adaption and the ICZM. In addition, the district council's plans were reviewed for integration of; The Nationally Determined Contribution (NDC), the National Adaptation Plan (NAP) and the National Climate Change Strategy and Action Plan (NCCSAP) into their District development Plans and programs.

From the training of technical staff, several informative videos and radio programmes were developed by the Premier Media Group and aired with the assistance of the Media Reform Coordination Group (MRFG) in the coastal communities. In addition, both the Ministry of Fisheries and Marine Resources (MFMR) and the National Disaster Management Agency (NDMA) have also carried out training on climate change and adaption. In 2022, UNDP carried out gender awareness training in climate change mitigation, adaptation, and disaster response.

Adaptation strategies for alternative livelihoods were designed to strengthen women and sand miner youth associations resilience to climate change impact on the coastal zone so as to reduce pressure on natural resources. In 2020 and 2021, Climate Change Environment and Forest Conservation Consortium Sierra Leone trained eighteen (18) Village Savings and Loan Groups of five hundred and forty (540) women and youths in the six targeted coastal communities; Turtle Island in Bonthe District, Conakry Dee in Port Loko District, Shenge in Moyamba District and Tombo, Hamilton and Lakka in the Western Area Rural District.

Out of the total 540 beneficiaries trained, one hundred and eighty (180) were in 2020 and three hundred and sixty (360) in 2021. The trainings were in the following field; Business Management and Record Keeping, village Savings and Loan Agreement Schemes, and Post & End Coaching and Mentoring.

The progress towards the output indicator is assessed as “**On Track**”.

Output Indicator 1.3: MDAs equipped with technical and operational capacities to effectively implement urban planning.

The portfolio planned to equip MDAs with technical and operational capacities to effectively implement urban planning. This output indicator has not been implemented at all, it is planned to be implemented in September of 2023.

The progress towards the output indicator is assessed as **“Not on Track”**.

Progress toward Output 1

The expected outcome from outputs proposed in output 1 is: “Strengthened Institutional capacities (MDAs) to enforce inclusive regulations and gender-responsive policies on the conservation of protected areas in coastal and urban planning and development”. The output can be achieved when all the output indicators are addressed; Policies developed and endorsed by the cabinet on coastal communities and protected areas that are gender-responsive, strengthened capacities of MDAs to enforce regulations and policies on coastal communities and protected areas, and MDAs equipped with technical and operational capacities to effectively implement urban planning. The implementation progress is on course towards the targets for only 2 output indicators and not on target for 1 output indicator. Overall, progress is considered satisfactory; this could change towards to highly Satisfactory if MDAs are equipped with technical and operational capacities to effectively implement urban planning.

Progress towards Output 1 is rated as **Satisfactory**.

Output 2: Capacity of MDAs in NRM& Local Communities at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods.

Output Indicators:

Output Indicator 2.1: Natural resources managed under a sustainable use, conservation, access, and benefit-sharing regime

The portfolio planned to manage the natural resources under a sustainable use, conservation, access, and benefit-sharing regime. At mid-term, the portfolio has achieved 64% of 1,000 hectares target of planned area of mangrove restoration is undertaken in the six pilot sites to protect coastal community and infrastructure at risks. In 2023, 100 hectares degraded mangrove land has been rehabilitated, 200 hectares of degraded lands rehabilitated in 2022 and 300ha of degraded land rehabilitated in the previous years of the portfolio. This was done through engagement with an NGO (ENFORAC). Cumulatively, the portfolio has rehabilitated a total of 600 hectares of degraded mangrove areas that will serve a protection measure of coastal communities of Turtle Island, Shenge, Tombo and Conankridee and will become climate resilient. The planting survival rate of degraded mangrove restored in the above communities is 75% on average.

The area (1,000ha) of protected land restoration under improved management is about picking up as the GEF funded portfolio of over five-million-dollars portfolio has just been approved to start implementation in September of 2023.

The progress towards the output indicator is assessed as **“On Track”**,

Output Indicator 2.2 Protected area Co- management Committees established & strengthened for sustainable management of Natural resources.

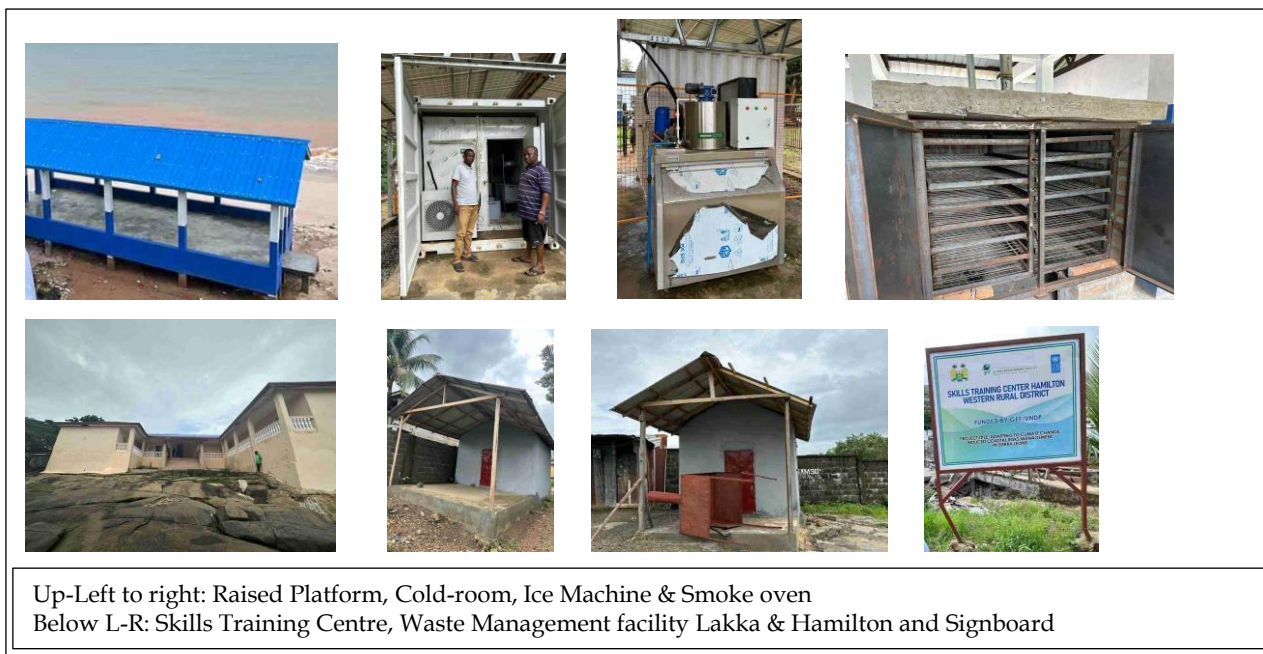
The establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources is not functioning well and requires support. The recently approved GEF funded portfolio of over five-million-dollars portfolio to start implementation in September of 2023 provides some optimism.

The progress towards the output indicator is assessed as “**Not on Track**”.

Output Indicator 2.3: Livelihood opportunities created from conserved and protected areas at the community level.

The portfolio planned to have 3,000 people directly benefit from the Livelihood opportunities created from conserved and protected areas at the community level. At midterm, 1,631 people had benefited directly from the protected area.

The portfolio continues to work with youth groups including women to enhance their capacities and support with alternative livelihoods. The portfolio has reached out to 10 youth groups with fishing boats, outboard engines, and fishing gears. To improve the fishing, value-chain addition and contribute to improving the socio-economic status of portfolio beneficiaries in coastal communities, five solar cold rooms with ice flake machines and standby generators have been installed in five portfolio sites. Specifically, the portfolio has provided vocational skill training to 516 (M=30, F=486) youths/women with start startup kits to engage in alternative livelihoods such as Gara-tie-dyeing, driving, hairdressing etc. Furthermore, 293 (M=166, F=127) youths were trained in plastic recycling and waste management and provided with both start-up kits and grants in the six coastal communities. 26 Village Saving and Loan (VSLA) groups were established in the six portfolio locations comprising 822 (M=252, F=570) beneficiaries and supported with start-up grant to increase their loan capacity and improve on the income statuses.



Cumulatively, a total of 1,631 (M=448, F=1,183) beneficiaries previously engaged in sand mining, mangrove cutting have benefitted from these interventions to serve as alternative livelihoods and become climate resilient.

The progress towards the output indicator is assessed as “**On Track**” .

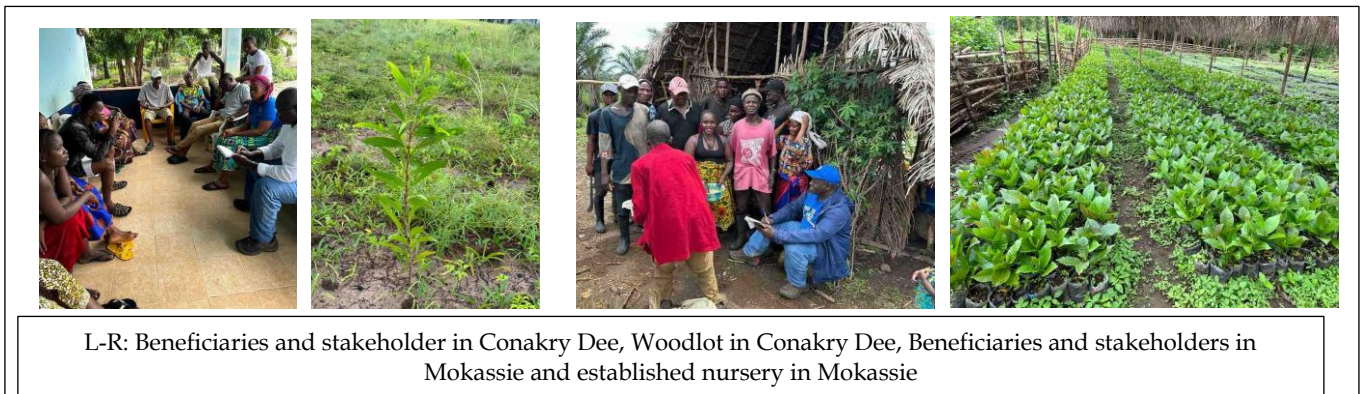
Output Indicator 2.4: Disaster risk management policies are developed.

The portfolio planned to develop 6 policies. At midterm, four (4) policy guidelines/frameworks have been developed to enhance protection and adaptation measures for coastal communities and one (1) Disaster Risk Management Policy revised and implemented.

The progress towards the output indicator is assessed as “**On Track**” .

Progress toward Output 2

The expected outcome from outputs proposed in output 2 is “Natural resources managed under a sustainable use, conservation, access, and benefit-sharing regime; Protected area Co-management Committees established & strengthened for sustainable management of Natural resources; Livelihood opportunities created from conserved and protected areas at the community level; and Disaster risk management policies are developed”. The output can be achieved when all the output indicators are addressed; The implementation progress is on course towards the targets for 3 output indicators out of 4. Overall, progress is considered satisfactory; this could change towards to highly Satisfactory if Protected area Co- management Committees are empowered with requisite capacity for sustainable management of Natural resources in their communities.



Progress towards Output 2 is rated as **Satisfactory**.

Output 3: Preparedness systems in place at the community level to mitigate the impact of natural and man-made disasters.

Output Indicators

Output indicator 3.1: Community-based disaster preparedness and response plans designed and implemented at ward level

The portfolio planned to design and implement 190 Community-based disaster preparedness and response plans. At midterm, they achieved to design and develop 42 community-based disaster preparedness and response plans. Cumulatively, at the district level the portfolio formed and operationalized District Disaster Management Committees (DDMC) in the 16 districts of Sierra Leone (One DDMC in each district). A total of 384 persons including key district stakeholders (District Council Chairperson/Mayor, District Security Coordinator, Local Unit Commander, Battalion commander etc.) constitute committee members. Each DDMC comprises of 25 members; Developed and executed Disaster management plans at the district level in each of the districts (one Disaster management plan developed and implemented per district). The Disaster management plans were developed on the following disasters: windstorms, landslides, floods, thunder and lightning, and fire.

At the chiefdom level, the portfolio formed and operationalized 42 Chiefdom Disaster Management Committees in Kailahun, Karene, Falaba, Kambia, Port Loko and Pujehun districts in order to support the implementation of the Disaster management plans. It was also learnt that the Chiefdom Disaster Management Committees (CDMCs) play a vital role in coordinating and implementing interventions during disasters. Substantial progress has been made in this output as 42 Chiefdom Disaster Management committees were established with a cumulative total of 800 people trained in various aspects of DRM. The building of the capacity of local and national institutions was geared to reduce disasters in which those exposed to hazards and their vulnerabilities are reduced and communities become resilient.

CDMCs were established and plans developed and the communities were able to mitigate against identified hazards not resulting to major disasters especially in 2023. Mitigation at community level were done for flooding using of sandbags and clearing of blocked water way, developed risk communication messages that were aired on radio that allowed people at risk to move to safe zones/communities and fire prevention on fire belts for farmers by the CDMCs through community meetings headed by the chiefs.

The portfolio developed and approved the School Disaster Teaching Guidelines which are now in use and also incorporated by the Disaster Risk Reduction Division of the ECOWAS. The portfolio also developed a Disaster risk reduction local dictionary which is in five languages and a disaster Risk Reduction dictionary App. The DRR Mobile Application was launched at Raddison Blu hotel Freetown on the 15th of June 2023.

The progress towards the output indicator is assessed as “**Not on Track**”.

Progress toward Output 3

The expected outcome from outputs proposed in output 3 is “Community-based disaster preparedness and response plans designed and implemented at ward level”. The Portfolio has achieved the only one output indicator it has. The implementation progress is on course towards the targets and has achieved the mid-term target. Overall, progress is considered satisfactory.

Progress towards Output 3 is rated as **Medium Satisfactory**.

Output 4: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater.

Output Indicators:

Output Indicator 4.1: Functional sustainable community reservoirs with water harvesting systems.

The portfolio planned for 9 functional sustainable community reservoirs with water harvesting systems 3 in hospital and 6 in schools. At midterm, the portfolio has created access to clean water by drilling 2 boreholes in schools and 2 boreholes in hospitals. No reservoirs have been installed at schools and hospitals as the population is quite small for a reservoir.

The progress towards the output indicator is assessed as “**On Track**”.

4.2: People benefiting from functioning sustainable community water harvesting systems disaggregated by sex and persons with disabilities

The portfolio planned to have 50,000 people benefiting from functioning sustainable community water harvesting systems disaggregated by sex and persons with disabilities. At midterm, only 14,500 are people benefiting from functioning sustainable community water harvesting systems. During the COVID response, to ensure hand washing in ten slum communities that were highly constrained with access to safe and clean water, the UNDP supported the construction of ten low technology water wells benefitting over 1,000 members in those communities. 30 boreholes are currently being constructed in Falaba and Kailahun. Once completed it is estimated that over 15,500 people will benefit from safe and clean drinking water (450 persons/borehole as per the Ministry of Water Resources estimate)

The implementation progress is on course towards the targets but has not achieved the mid-term target. Overall, progress is considered not satisfactory; this could change towards to highly Satisfactory 50,000 people start benefiting from functioning sustainable community water harvesting systems.

The progress towards the output indicator is assessed as “**Not on Track**”.

Progress toward Output 4

The expected outcome from outputs proposed in output 3 is “Functional sustainable community reservoirs with water harvesting systems, and People benefiting from functioning sustainable community water harvesting systems disaggregated by sex and persons with disabilities”. The portfolio has achieved only one output indicator out of two. The implementation progress is on course towards the targets but has not achieved the mid-term target. Overall, progress is considered not Medium Satisfactory; this could change towards to highly Satisfactory 50,000 people start benefiting from functioning sustainable community water harvesting systems.

Progress towards Output 4 is rated as **Medium Satisfactory**.

Output 5: National Strategic framework of the blue economy is in place to accelerate ocean-based development and economic diversification at both national and community.

Output Indicators:

Output indicator 5.1: National strategic framework of the blue economy developed and is in place

The portfolio planned to have at least one (1) National strategic framework for the Blue Economy is in place by 2023. The portfolio at midterm have developed one (1) National strategic framework for the blue economy and one (1) action plan developed awaiting implementation.

The implementation progress is on targets and has achieved the mid-term target.

The progress towards the output indicator is assessed as “**On Track**”.

Progress toward Output 5

The expected outcome from outputs proposed in output 5 is “National strategic framework of the Blue economy developed and is in place”. The portfolio has achieved the output indicator. The implementation progress is on course towards the targets. Overall, progress is considered highly Satisfactory.

Progress towards Output 5 is rated as **Highly Satisfactory**.

4.3 Portfolio implementation and adaptive management

Adaptive management has been defined as "accommodating changes in portfolio design and implementation to changes in context (implementation environment), if any, with the overall objective of meeting portfolio goals and objectives". Knowledge of the state of the

implementation environment will come from portfolio monitoring and evaluation, from information sources provided by external evaluation or from within the portfolio.

4.3.1 Management Arrangements

Overall portfolio management

In the Project Document (ProDoc), the portfolio management implementation arrangements follow Direct Implementation Modality (DIM) whereby UNDP takes on the role of Implementing Partner. In DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and effectively applying the required inputs in order to reach the expected outputs. Under DIM, UNDP exercises full ownership of a partnership that includes all relevant stakeholders in a common effort. UNDP is responsible and accountable for managing this portfolio, including the monitoring and evaluation of portfolio interventions, achieving portfolio outcomes, and for the effective use of UNDP resources.

In the Structure, there is a Portfolio Board (Portfolio Steering Committee) that is responsible for making by consensus, management decisions when guidance is required by the Portfolio Manager, including recommendation for UNDP approval of portfolio plans and revisions. The Portfolio Board is tasked with the responsibility of providing an oversight for the implementation of activities and the achievement of targets. On top of that the board role is also to review and approve the Annual Work Plan activities for subsequent implementation. The Board is chaired by the Implementing Agency representative among MDAs. The Portfolio Board meets at least two times in a year to discuss the annual work plans and also discuss portfolio successes and challenges in the middle of the year or at the end to determine successes.

Portfolio start-up and implementation

The Portfolio is headed by a Portfolio Manager who directly reports to the SLED Team Lead and each portfolio is managed by a portfolio Manager. The portfolio Managers are responsible for the day-to-day implementation of the portfolio activities. The portfolio Manager will evaluate both narrative and financial report of the portfolios including monitoring the activities under implementation. The Portfolio Manager provides feedback to the board in terms of the implementation of the portfolio activities. The Portfolio Manager's prime responsibility will be to ensure that the portfolio produces the results specified in the portfolio document, to the required standard of quality and within the specified time and cost.

The portfolio started in 1st Jan 2020 with an inception workshop. The portfolio staff at the Portfolio Management Unit assumed duties in the first quarter of Jan 2020. Since assuming duties, a lot of time was spent on the implementation modalities.

The portfolio is on track because portfolio team at PMU have clear understanding of the Portfolio Objective and Outcomes. Results to be achieved at different times and levels of intervention are clear to the team and implementation so far is progressing in the right direction. With the little that is achieved, some MDAs are making plans to replicate some of what the portfolio is doing in other communities.

Quality of Execution by Implementing Partner

The current PMU based at UNDP has done a thorough and effective job of portfolio management and administration since their recruitment, with regular monitoring of the work of the MDAs and other portfolio support provided by the UNDP CO.

There were delays in disbursing resources. Then portfolio also experienced challenges in inflation in the prices of portfolio materials. COVID-19 affected the portfolio implementation too as some activities delayed to be implemented. Elections year in Sierra Leone also slowed down partners and stakeholders' participation. The generation of credible data and information that is easily accessible and verified by partners is a challenge due to limited capacity of partners.

*Portfolio management by the Implementing Partner is rated as **Satisfactory**.*

Quality of support provided by UNDP

UNDP is the responsible implementing Agency for the portfolio and carries general backstopping and oversight responsibilities. The Portfolio Document outlines UNDP's responsibilities on management arrangements and the section on monitoring and evaluation. UNDP has maintained the oversight and management of the overall portfolio budget. It has been responsible for monitoring portfolio implementation, timely reporting of the progress, as well as organising mandatory and possible complementary reviews, financial regular spot checks on utilization, audits and evaluations on an as-needed basis. It has also supported the PMU in the procurement of the required expert services and other portfolio inputs and administered the required contracts. Furthermore, it has also supported the coordination and networking with other related initiatives and institutions in the country. It has supported the Portfolio Board (Portfolio Steering Committee) in carrying out its objectives and independent portfolio oversight and monitoring functions.

UNDP has provided supervision and backstopping to the Portfolio and portfolio performance is a result of it, and a commitment to frequent monitoring and communication with MDAs will maintain the momentum of implementation progress. There is no evidence that UNDP has communicated portfolio results to stakeholders and public at large although there has been visits to the Portfolio sites in the country. Better communication with stakeholders and public at large about the portfolio achievements and plans would be appreciated.

The MDAs appreciated the quality of support provided by UNDP. A key role played by the UNDP CO is that of oversight, monitoring and evaluation such as regular monitoring on financial utilization and documentation, output verification monitoring, and annual team monitoring with IP. There was a challenge of delays disbursement of resources from UNDP that impacted on implementation of the portfolio activities.

Overall, the UNDP CO has provided **satisfactory** support, with the prospect for improved performance for the duration of the portfolio.

*Quality of support provided by UNDP is rated as **Satisfactory**.*

4.3.2 Work planning

The approach to management of work planning followed the DIM Guidelines. This management approach is discussed in more detail below:

Preparation of Annual Work Plans and Budgets

Work planning was accomplished by the UNDP Technical Portfolio Team, comprised of Portfolio Manager who directly reports to the SLED Team Lead and each portfolio is managed by a portfolio Manager. The portfolio Managers are responsible for the day-to-day implementation of the portfolio activities, on an annual schedule, using as a basis the Portfolio Work plan. Portfolio team meetings have been held each year to assess progress and to confirm or adjust the work plans for the upcoming year.

The process of preparing AWP appears to be stepwise, with portfolio Managers preparing their plans, cities determining their targets and activities for their annual plan, then submit them to the Portfolio Manager UNDP, who then prepares the portfolio AWP based on perception of priorities. The AWP is then presented to the Portfolio Board (PSC) for approval. This process results in portfolio-level AWP that are done in collaboration with technical committees drawn by MDAs and UNDP Portfolio Technical team. This is an improved approach for a formal annual planning meeting to take place, with all relevant stakeholders present to prepare the AWP together.

Annual work plans are approved by the Portfolio Board (PSC), upon recommendation from the UNDP Portfolio Technical Team. The PMU shares the AWP approved with each MDA to further get approval from the various portfolio beneficiaries. As noted above, Portfolio Board meetings should be held twice a year; at one of these meetings the Annual Work plan for the upcoming year to be approved. The frequency and timing of these meetings was less than intended during the first two years of the portfolio, as they have been meeting once a year. The Portfolio Board meetings need to occur more regularly and according to the agreed timetable.

Use of Results Framework as a management tool

Results-based adaptive management has been practiced to some extent with work planning, in that adjustments to upcoming plans were made based on performance against existing milestones, which were in turn based on Outputs derived from the Results Framework (see below Section 4.3.4). If necessary, and according to any obstacles met, there was discussion on approaches to addressing challenges and re-setting quarterly or annual milestones. If higher-level changes were needed, such as changes to Portfolio targets, they were referred to the Portfolio Board for discussion and approval.

The UNDP Portfolio Technical Team and its Portfolio Board have made decisions on portfolio design based on information gained during monitoring of portfolio progress. The portfolio document itself has not been changed.

The work planning approach started with the intended outcome target in mind, leading to the output and then activity needed to achieve it. Equally, reporting was upwards from activities via outputs towards the outcome targets.

A focus on activity-oriented planning can lead to portfolio resources being spent on goods or services that may be potentially unproductive or unsustainable in terms of the intended outcomes. This portfolio followed a good approach of planning from Outcome target in mind, leading to the Output and then Activity needed to achieve it.

As noted above in Section 4.3.1, the current PMU is reporting based on the Logical Framework, and this mechanism has guided the Technical Portfolio Team on work planning that is guided by the portfolio design and Portfolio Implementation Manual for UN agencies assistant programmes in Sierra Leon.

Work plans are derived from the logframe in agreement with UNDP technical team and the implementing partners. The work plan is approved by the board before implementation.

Given these good practices, work planning to date is judged to be **Satisfactory** because the portfolio has given attention to greater coordination between Technical Portfolio Team members, Portfolio Board, Portfolio Managers and with portfolio partners and stakeholders, and towards a more results-oriented approach to activity planning, the prospects are good for improved performance in the remainder of the portfolio term.

Work Planning is rated as Satisfactory.

4.3.3 Finance and co-finance

Total project finance was USD 41,775,000. Co-financing to the USD 9,975,000 by LDCF was provided by the GoSL in a total amount equivalent to USD 31,610,000 through several baseline projects including the “Economic Diversification to Promote Inclusive Growth” and the “Managing Natural Resources” programs (USD 4,150,000) under the Agenda for Prosperity, and the “National Platform for Disaster Risks Reduction in Sierra Leone” (USD 27,160,750), and through a further contribution of USD 299,250. In a letter of April 21, 2017 the GoSL committed to the co-finance and confirmed the contributions through office space and infrastructure for implementation and salaries for the project coordinating team at EPA. With the TRAC funding contribution of USD 190,000 by UNDP, total co-finance was USD 31,800,000 for Gef-funded project.

With initial challenges in procurement of technical instruments and delays in the release funds and approval of work plans due to required procedures and with activity delays due to COVID-19 restrictions, delivery rate was low in the early project phase. However, as per the PIR (2022), cumulative GL delivery against total approved amount was 69.78% as of June 30, 2022, and at time of TE inception (May 2023), the cumulative GL delivery rate at project completion (end of April 2023) was 99,7 %. UNDP TRAC resources were released as planned.

Three agencies (EPA, MFMR, NDMA/OND) were mentioned for co-financing in the project document. EPA and MFMR provided their calculations for in-kind contributions in the template provided to them by the project in 2022. As NDMA is a new agency, transformed from ONS since project inception, their calculations were still under process at the time of TE as the new agency’s leadership had not been cleared on the co-financing arrangements.

The total cost of the portfolio is USD 11,620,000 provided by UNDP. There was no evidence of co-financing for this portfolio. The portfolio is heavily financed by the UNDP with counterpart funding expected from Government of Sierra Leone that should be included in the national budget. Due to limited national resource mobilisation, this has not taken full effect.

The portfolio received in-kind contribution as direct financial support for internal monitoring and evaluation of all UNDP portfolios, use of NDMA assets to implement the portfolio, NDMA staff time on the portfolios. The Agency’s personnel only receive daily allowances, and NDMA provides the requisite expertise for all portfolios without recourse to payment from UNDP funds. NDMA has also facilitated the training of more teachers and education actors on the school disaster risk reduction teaching guidelines with support from ECOWAS.

A 3-year Work plan was presented to Portfolio Board and Beneficiary MDAs and was agreed. According to the implementing partners, the implementation of this plan has operated efficiently. The reporting on Quarterly Portfolio Reports and Portfolio Implementation Reviews do provide financial breakdown against portfolio components through Funding Authorisation and Certificate of expenditure (FACE). Information provided by the Portfolio Manager allows an assessment of expenditure against outputs and Portfolio Management Unit, including M&E and Administration.

The portfolio audit was done by Office of Audit and Investigation (OAI) 2022 covering 2020 to 2021. The external audit gave unqualified opinion for the audits done for the year ending 31st December 2021. Another audit is due next year 2024.

NRM Portfolio budget utilization

Output	2020		2021		2022		% Utilized
	Budget	Utilization	Budget	Utilization	Budget	Utilization	
Strengthening Natural Resource	484,469	558,632	595,305	558,632	1,021,705	774,618	90.03%
Harnessing the Blue Economy	-	-	88,000	45,304	70,000	22,089	42.65%
Promoting Disaster Resilience	-	-	235,000	211,809	200,000	173,084	88.48%
COVID-19 Response	100,000	99,100	-	-	-	-	99.09%
Coastal Risk Management	3,621,930	3,008,196	2,052,073	1,798,626	2,712,500	2,122,318	82.62%
Total:	4,206,399	3,665,928	2,970,378	2,614,358	4,004,205	3,092,109	83.82%

It appears safe to conclude that portfolio funds have been managed efficiently, and cost-effectively. The rating for finance and co-finance is Highly Satisfactory.

*Finance and co-finance are rated as **Medium Satisfactory**.*

4.3.4 Portfolio-level monitoring and evaluation systems

Results-based management process

The ProDoc emphasized the importance of Results-Based Management and included with the Results Framework a plan for measurement of portfolio indicators, with timings (annual, mid-term, end of portfolio) indicated for each.

Reporting of the portfolio progress has occurred in its Quarterly and Annual Reports (see below Section 4.3.6), which are prepared by the Portfolio Manager and Portfolio Managers and shared with the Portfolio Board. The narrative is more about activities, i.e., indicator themselves. This focus on indicator activities has implications for both work planning and the monitoring of progress. Also, the Annual Portfolio Implementation Reviews (PIRs) and annual progress reported presented to the Portfolio Board (PSC) have focussed specifically on the indicator level.

As part of the M&E plan, external evaluations are scheduled for portfolio mid-term and end. A mid-term Evaluation (MTE) has now been conducted. Towards the end of the portfolio (three months before termination of portfolio), a terminal evaluation should be conducted, again contracting independent consultants. The final evaluation will analyze the delivery of the portfolio results as targeted in the portfolio plan. It will assess impact, sustainability, efficiency and effectiveness of the portfolio results. It will also note lessons learned and provide recommendation for follow-up activities.

The monitoring tools used in this process have involved all the key portfolio partners, using the most up-to-date existing information. The UNDP CO has conducted periodic field visits to assess portfolio progress, as have members of the PMU.

The NDMA funded an M&E assessment process to evaluate the NDMA interventions in UNDP programmes. Most importantly, the Ministry of Environment and Climate Change has been requesting regular updates of all UNDP-funded programmes at the agency with provisions of direct contacts of beneficiaries for inspection purposes.

The financial allocation of UNDP funds to Portfolio implementation was US\$ 11,620,000. US\$100,000 out of the total financing has been earmarked for M&E. The MTE team feels that these resources appear to have been managed and allocated effectively.

Overall assessment of monitoring systems.

Portfolio-level monitoring and evaluation systems

Procedures have been followed correctly but the Portfolio Team has not applied results-based monitoring as thoroughly as it should; the reporting has largely been on indicators and activities using UNDP output verification monitoring program rather than results (outcomes), and has not really assessed measurable progress towards targets. For this reason, monitoring systems applied to date are rated as Moderately Satisfactory. However, the prospects look good for an improved approach to results-based reporting for the remainder of the Portfolio term since the portfolio is still at activity and output level. It is pertinent to say that unless all process and output indicators are attained, the outcome indicators cannot be seen clearly especially middle and higher-level outcome.

Monitoring systems are rated as Moderately Satisfactory.

Risk management

The ProDoc provided a risk management, which looked at threats and barriers to portfolio implementation and laid the basis for a risk identification and mitigation measures. APR have similarly identified similar risks. The risks identified by these documents appear to be comprehensive, with appropriate ratings applied. As per standard UNDP requirements, these risks were to be monitored quarterly by the Portfolio Manager and Portfolio Managers. The Portfolio Manager is required to report on the status of the risks to the UNDP Country Office, which will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high.

A discussion of risks and their mitigation were part of the reporting in Quarterly or Annual Portfolio Progress Reports. The PIRs reported the critical risk management on environment.

Some risk and mitigation measures were identified during portfolio reporting.

Risk management is rated as Satisfactory.

4.3.5 Stakeholder engagement

The portfolio since inception has been working in partnership with all intended and even additional unintended stakeholders. These included Ministry of Environment, Ministry of Land, Housing and Country Planning (MLHCP), National Protected Area Authority (NPAA), Ministry of Mines and Mineral Resources (MMMR), Environmental Protection Agency (EPA), Ministry of Fisheries and Marine Resources (MFMR), Ministry of Water Resources (MWR), Sierra Leone Maritime Administration (SLMA), National Disaster Management Agency, Sierra Leone Meteorological Agency (SL-MET), Forestry Division, Ministry of Agriculture and Forestry (MAF), National Water Resources Management Agency (NWRMA), and National Minerals Agency (NMA).

These ministries participate in the implementation of portfolio activities, as well as providing technical and advisory services.

Other stakeholders that have been engaged in this portfolio are participating at Central and Local governments. These are main beneficiaries who support the implementation of the portfolio in their respective MDAs and Local Government areas, including monitoring. These also provided appropriate co-financing in cash or in-kind for portfolio implementation.

The NDMA Act 2020 deliberately provided adequate space for stakeholder inclusion in disaster risk management. These are reflected in the local institutional representations in the Ward Disaster Management Committees that were set up.

Portfolio consultation has been wide ranging including several layers at central, local and community levels. There are established channels of communication and engagements including giving feedback.

*Stakeholder inclusion is rated as **Highly Satisfactory**.*

4.3.6 Reporting

The M&E plan is being implemented as part of a system of reporting and approval as envisioned in the ProDoc, and refined and clarified in the Portfolio Inception Report, in line with UNDP policies.

Quarterly and Annual Progress Reports are prepared regularly and submitted to Portfolio Board (PSC), UNDP and then to benefiting MDAs. The PIRs are submitted to UNDP according to the PIR standard format/template, covering:

i. progress of implementation:

- progress towards outcomes/ outputs of the Portfolio,
- lessons learned;

ii. portfolio implementation challenges

- risks and issues, with actions taken
- Financial status summary.

The quarterly and Annual Progress Reports are prepared by the Portfolio Management Unit (Portfolio Manager and M&E Portfolio officer), using information supplied by Portfolio Managers and portfolio partners, and is submitted by the Portfolio Manager to the Portfolio Board. Regular reports are produced by implementing partners on the progress which are reviewed by the UNDP M & E before being loaded on the portal of the UNDP.

The annual Portfolio Implementation Review (PIR), also prepared in part by the Portfolio Manager as well as the UNDP, is shared with the Portfolio Board. Portfolio Management Unit/IP ensures that the UNDP CO receives quarterly progress reports providing updates on the status of planned activities, the status of the overall portfolio schedule, the achievement of milestones, and an outline of the activities and milestones planned for the following quarter.

As evidenced by the quarterly reports (NWRMA Quarter 4 and NDMA Quarter 2 progress reports) quarterly reporting was largely on indicators under Outputs level, rather than progress towards Results, and towards Outcome Indicators/ Targets. However, PIR and annual reports presented to Portfolio Board are at outcome indicator level.

Reports have been presented to PSC members during their meetings and through this means, the key MDAs has been kept abreast of the Portfolio's implementation progress.

It appears that, overall, the progress of implementation and management issues have been regularly reported by the portfolio management to the PSC and to UNDP, with lessons learned shared and taken on board by the portfolio partners. PSC meetings have been presented with issues needing decisions, and such decisions have been taken. As indicated in the Output

Verification Report, it's stated that from AWP and quarterly reports review indicate that there are gaps on results reporting, most reports focus on indicators. Reporting should be on results and progress towards Outcomes, not just output and activities and this needs to be improved in future, and there is scope for improvement in the reporting and coordination with other partners.

Reporting is rated as Satisfactory.

4.3.7 Communication

The portfolio has made little efforts to communicate its results to an audience in the region through website in place along with active social media dissemination using Facebook, Twitter and Instagram. The Portfolio has no website and other Social Media pages, and portfolio leaflet has not been reviewed and uploaded on the website. The portfolio has not developed a communication strategy that should guide result dissemination to the wider audience.

The portfolio communicates its activities in the local media-radio and TV as well as through the partnership mechanism. The portfolio communicates through local radio and TV as well as radio stations in Freetown and districts on risk communication through airing of a multi-hazard jingle and documentary developed by the NDMA supported by UNDP to communicate to people at risk communities to relocate to safer communities /places. The reports, stories on Facebook and documentary evidence and radio stations have been sent to the DR portfolio shared point/folder-[Disaster Risk Resilience](#). There clear terms of risk communication with the NDMA risk communication through Facebook, and the NDMA website liked and evidence uploaded at the DRR portfolio share folder.

The PM has not considered a visual guidance manual recording beneficiaries experiences and anecdotes to transfer knowledge and awareness to additional beneficiaries on the portfolio outputs and as well as any additional impacts of climate change and disaster risks management. Communication on the portfolio has not gone through various channels of the portfolio management structures. Media engagements are not included in the planned activities. The NDMA developed video messages on Disaster Management by the communities. The National Disaster Management Agency has made some efforts to share portfolio activities on Facebook as evidenced below:

- 1.https://m.facebook.com/story.php?story_fbid=pfbid02gkPZymUbmqmDz8h7w7sJcUBFfAoUfeJS7Y6cze8JKfPY22uupRPeaszPwHw7tTxGl&id=100071363691472&mibextid=qC1gEa
- 2.https://m.facebook.com/story.php?story_fbid=pfbid02oucAqYcqGxw3Kv4gkcQ56jM7RPMFyreH663Md7fPMwHDXs1gvzmvFejC9mefZffGl&id=100071363691472&mibextid=qC1gEa
- 3.https://m.facebook.com/story.php?story_fbid=pfbid0jCajrs3KwoCfbhTnv4Wby3nJjMWJpfqQ3CDrPH75ggz6UGWspY9U3y6aGFgn82kdl&id=100071363691472&mibextid=qC1gEa
- 4.https://m.facebook.com/story.php?story_fbid=pfbid02gkPZymUbmqmDz8h7w7sJcUBFfAoUfeJS7Y6cze8JKfPY22uupRPeaszPwHw7tTxGl&id=100071363691472&mibextid=qC1gEa
- 5.https://m.facebook.com/story.php?story_fbid=pfbid02MGwST1eWR4tBCZ6aLg8YotzhzPqDjVDSbjbsRxryjB74Cgz2aJ7MbdpM3QSUwT9Ql&id=100071363691472&mibextid=qC1gEa
- 6.https://m.facebook.com/story.php?story_fbid=pfbid02MGwST1eWR4tBCZ6aLg8YotzhzPqDjVDSbjbsRxryjB74Cgz2aJ7MbdpM3QSUwT9Ql&id=100071363691472&mibextid=qC1gEa

The portfolio developed several multi-hazard documentaries that were aired on both TV and radio stations with interviews done among all actors. More portfolio information on the Climate Information and Disaster Management Early Warning and Hazard and Risk Profile Information have been uploaded on CIDMEWS and HARPIS website: <https://cidmews-sl.solutions/> and <https://www.harpis-sl.website/>. More information sharing has been seen on the NDMA website, Facebook page, Twitter updates, and published portfolio reports. The portfolio results, lessons learnt and recommendations have been communicated to the public.

Communication is rated as Satisfactory.

4.4 Sustainability of Portfolio outcomes

4.4.1 Risks to sustainability

It is early, at portfolio mid-term, for an assessment of sustainability prospects but it is important to consider the risks facing portfolio Outcomes and possible actions to deal with them. But there are certain risks associated with stability of the country as well as financial risks. To some extent environmental/health risks might cause unintended results.

The approach of the portfolio to risk management is discussed in **Section 4.3.4** above, and the risks to sustainability are discussed below.

Financial risks

The financing of the various activities of the portfolio has proceeded as planned, but there remains the high risk of co-financing from the Government. The financing risk may increase due to the recession and the need for government to cut down expenditure. The portfolio management team must ensure adequate follow up with MDAs counterparts to ensure co-financing for portfolio are delivered on time.

There is huge interest nationally (Central and local as well as community levels) in the portfolio which is viewed as way of preparing the country's response to Climate change and adaptation including putting in place mitigation mechanisms.

Socio-economic risks

The setting of portfolio steering committee (Portfolio Board) has given the portfolio unit entry points into the communities, increasing the buy-in of the key stakeholders. The portfolio management team must continue to make effort to maintain cordial relationship with leaders and members of the local communities where portfolios activities are being undertaken. As the entire nation has gone into recession, there may be a slowdown in economic activities at the community levels, which limit the readiness of the beneficiary to play active role in the portfolio implementation. The team members should go extra mile encouraging community member to continue to play their expected roles in the portfolio.

The beneficiary communities are challenged by socio-economic challenges which if not addresses will pose a bottleneck for sustainability. Most of the communities are deprived of infrastructure, energy and economic livelihood opportunities.

Institutional framework and governance risks

The institutional framework and governance system put in place for the portfolio implementation at the national level is working perfectly. The management team must ensure the current institutional arrangement is maintained by ensuring all partners are carried along on all activities. The management team at the central level has also been very effective. At the local level, there exist a lack of capacity and low level of morale. The portfolio must ensure consistent training and assessment of the capacity of MDAs staff at the central levels to ensure annual work plan is well implemented. Periodic field visits and follow up should be part of the portfolio monitoring process.

Environmental risks

The effect of climate change and environmental risk has been experienced during the implementation. The destruction of a weather station in Lakka and the damaging of the Raised platform at Tombo illustrates the risk of extreme environmental and climate change. The portfolio implementing districts have all been affected by these. The portfolio must step up on the implementation of climate smart interventions, promoting more technologies that will help smallholder farmers to be more productive despite the increasing weather and climate variability. Weather predictions have been well advanced; hence the portfolio should pay closer attention to the promotion of applications, tools and technologies that will help farmers to better plan their production in the face of changing climate and environmental risks.

There are positive signs of sustainability of the intervention including: appreciation of individual MDAs as partners and working together in partnership is gaining momentum and has reaffirmed ownership, Signing of agreement to affirm commitment by MDAs and other stakeholders establish a firm foundation for continuity, Structures and platforms necessary are now established for partners to utilise for future related portfolios and interventions, and facilities provided are all in the hands of management committees that have been adequately trained on their roles and responsibilities. The various management committees in their respective communities have put in place mechanism to ensure after UNDP they are in better position to replicate the facilities provided.

Financial, socio-economic, institutional and environmental risks to sustainability exist; most of these have been identified but only some are being addressed, with need for continued attention. Financial, socio-economic, institutional and environmental risks to sustainability were considered at all levels of the portfolio starting from the conceptualization stage. Overall, the sustainability of portfolio Outcomes is considered at this stage to be **Likely** as PMU is working hard to get the buy in of the respective Districts which some are already supporting the portfolio. The consultants think there is reasonable progress being made which will make the districts to commit resources for upscaling of portfolio activities to more locations which will help in sustaining the portfolio beyond UNDP funding. A Sustainability Plan is strongly called for, and could increase the prospect of sustainability.

Sustainability of portfolio Outcomes is rated as Likely.

4.4.2 Approaches for improving sustainability.

The portfolio has done well by adopting pilot and demonstration design in the implementation of the portfolio activities. To ensure wider adoption and sustainability, the portfolio should ensure more demonstration plots and training are taken closer to the beneficiaries, to help ensure their full participation in activities and the adoption of the climate change adaptation measures and disaster risk mitigation measures. When new models are to be introduced, members of the portfolio implementing communities should be part of the advanced training the trainer program. The institutional and governance framework encapsulates the political leadership at the board level followed by the technical at the implementation and operational level. This arrangement ensures there is minimal risk to the portfolio should there be a change.

4.4.3 Relevance:

This section looks at the relevance of the portfolio to the Sierra Leone vulnerability and prone to climate change disaster context, UN goals and the United Nations Sustainable Development Cooperation, national plans and SDGs, as well as to the portfolio's intended output and activities, and the needs of the process. The portfolio intended goal is to enhance productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks is highly relevant and a critical component of Sierra Leone vulnerability and prone to climate change disaster. The portfolio is very relevant for Sierra Leone considering its vulnerability and prone to climate change disaster. To a very large extent, the portfolio design addresses the need of the Government of Sierra Leone and consistent with the dictates of the MTNDP 2019-2023 which document is aligned with the UNDP Country Programme Document 2020-2024, UNSDCF 2020-2024 and others. Specifically in Policy Cluster Seven: Addressing vulnerabilities and building resilience which is concerned with Building national environmental resilience; Forestry management and wetlands and Improving disaster management governance. Clearly, the portfolio outputs(1: Strengthened Institutional capacities (MDAs) to enforce inclusive regulations and gender-responsive policies on the conservation of protected areas in coastal and urban planning and development; 2: Capacity of MDAs in NRM& Local Communities at national and local levels strengthened to ensure sustainable use of environmental resources including livelihoods; 3: Preparedness systems in place at the community level to mitigate the impact of natural and man-made disasters; 4: Vulnerable communities in targeted districts are enabled to harvest safe, clean and drinkable rainwater and 5: National Strategic framework of the blue economy is in place to accelerate ocean-based development and economic diversification at both national and community) and their pursuit by the UNDP and partners to the long term and sustainable solution to addressing the needs of Sierra Leone.

The portfolio activities are addressing the root causes of disasters in Sierra Leone and also building local capacities to enhance disaster risk reduction and respond to disaster emergencies. The activities undertaken are directly in line with the Medium-Term National Development Plan (GoSL 2019) and National Disaster Management Act (GoSL 2020). All these combined work towards the long-term address of the climate change and its effect in the long run. Therefore, the portfolio interventions in raising the awareness; afforestation and reforestation;

behavioural change; alternative livelihoods opportunities; empowerment and improving on the policy and legal framework provide a positive leverage on sustainable development. Furthermore, the inclusion of human rights-based approach in the programme design and implementation assures the participation of vulnerable and marginalised groups-women and persons with disabilities.

The support for project interventions contributes to the longer-term development results in terms of approaches, capacities, policies, and strategies. This is evident in the project implementation approaches (inclusion, participatory and recognition of partnership). This has made it possible to build relationship with partners as well as supporting capacity building as well as developing policies (establishing a Ministry of Environment and Climate change; establishing the National Disaster Management as a stand-alone entity etc) that can make the country respond to climate change issues.

The project interventions have leveraged support sustainable development. The project implementation considered partners and stakeholders in the planning, implementation and monitoring as evident in the project management structure and M & E plan. The political leadership right through to the local authorities in the project implementation areas are highly engaged which ensures ownership and participation that guarantee sustainable development

The portfolio interventions met the practical and strategic needs of all genders, persons with disabilities, and other disadvantaged and marginalized groups. Vulnerable and marginalized groups (women, youths, disabled etc), are specifically targeted with special packages for alternative livelihoods (village savings, skills training, waste management, value adding to fishing etc) that have less impact on the environment.

Relevance is rated as High Satisfactory

4.4.4 Coherence

The UNCDF is the partnership agreement between the Government of Sierra Leone and the UN. In this NRM portfolio other UN agencies including FAO and IFAD together with UNDP are in an outcome group of the UN Country respond to climate change. There is other parallel intervention which the portfolio is either complimenting or vice versa as a result of the strategy adopted by the UN Resident Coordinator which brings all UN agencies together to ensure their collaboration, coordination for effective utilisation of limited resources and maximum impact derived but more importantly avoid duplication of effort.

The Portfolio is coherent with the Government's policies. The Portfolio is in full agreement with the policies of the Government of Sierra Leone. The MTNDP which is the roadmap the Government is pursuing national development has the policy clusters that also address climate change in line with the portfolio outputs. Furthermore, the Government of Sierra Leone is desirous of putting climate change issues at the heart of governance including putting in place relevant structures and processes to mitigate climate change and build resilience. The Portfolio is pursuing the enhancement and strengthening of such structures (Ministry of Environment,

NDMA, MFMR,) and processes (NGOs and civil society participation) so that they can deliver on their mandate. In addition, the strategies of development partners like the UNDP, FAO, IFAD and others have similar outcomes the portfolio is pursuing.

The portfolio's interventions supported national legislation and initiatives that aim to improve gender equality and human rights. This intervention will go a long way towards supporting national legislations and initiatives that will make Sierra Leone gender responsive and human rights friendly. The project recognises the different needs and roles of women and other vulnerable groups. Special interventions (village savings, fish processing and value addition, skills training, waste management etc) targeting women and women dominated activities, youths and persons with disabilities will sure produce results and outcomes that can be useful for advancing gender and human rights policies and legislations. Disaggregated data from the portfolio will be used by the Ministry of Gender and Children and other MDAs to inform, plan, formulation of policies and development of legislations on Climate Change.

The Portfolio addressed the synergies and interlinkages with other interventions carried out by the UN and other development partners. The NRM portfolio under the UNDP together with other UN agencies like the FAO, IFAD and other development partners interventions are in synergy and fully aligned as the UN Resident Coordinator brings all the UN agencies together to produce UNSDCF which is aligned with the MTNDP of Sierra Leone. The UNDP Country Programme Document (2020-2024) feeds into the United Nations Sustainable Development Cooperation (UNSDCF) 2020-2024 which leans heavily on the Sustainable Development Goals. All these documents together with other development partners ensure they are all working towards the long-term addressing of climate change and its effect in the long run in Sierra Leone.

*Coherence is rated as **High Satisfactory***

4.4.5 Efficiency

This section starts by identifying some of the key factors found that affected portfolio effectiveness and continues with the findings on portfolio performance. The portfolio activities were delivered effectively in terms of quality, quantity and timing. The portfolio seems to be on a firm footing even though the timeframe and cost looks overboard. The interventions implemented with the available resources give an indication of efficiency. Furthermore, the progress reports provided from the implementing partners do not present insurmountable challenges for implementation. One big positive about the portfolio is the consideration and inclusion of women and other vulnerable groups especially youths and PWD. In most cases special allocation of resources in the Village Loan and Savings Association (VSLA), skills training and waste management prioritised them.

Furthermore, drawing from the UNCDF which is the overall UN partnership with the Government of Sierra Leone exist, other UN agencies like FAO and WFP together with UNDP collaborate on all climate change related response interventions. This has minimised duplication of effort, increase maximum utilisation of resources thereby increasing impact of the intervention on climate change.

Expenditure was affected by the COVID-19 due to repurposing of funds to respond to the pandemic which further squeezed the already tight resources. The UNDP portfolio team decided to increase involvement in the implementation as a way of ensuring planned activities are carried out with high quality assurance. An M & E system was put in place and captured the signing of the LOA with partners, work planning and quarterly engagements ensured there is regular update on progress of implementation at all levels. Portfolio. The portfolio progress was effective in capturing overall implementation progress and flag potential challenges to be addressed by the portfolio board or relevant stakeholders, and for planning ahead. Efficient planning is evidenced by Annual Work Plans (AWPs).

The portfolio has been implemented within its stated timeframe and cost estimates followed. The progress of the portfolio is satisfactory despite the delays in some activities, both UNDP and implementing partners are making efforts to ensure the targeted timeframe is not missed. In terms of cost, the COVID-19 which necessitated repurposing of funds have increase the cost burden on the programme.

The portfolio interventions focused on the set of activities that were expected to produce significant results. From the observation of the portfolio design and assessment of the annual work plans, it is clear that the portfolio interventions and accompanying activities produced by the desired results.

There were sufficient (human and financial) resources allocated towards achievement of the Portfolio objectives. From the implementation documents and approved Annual work plans, the human and financial resources look adequate in pursuing the portfolio objectives. The only identified challenge was the late disbursement of funds to implementing partners and beneficiaries.

The portfolio design ensured that resource allocation ensured gender, vulnerability and other considerations were considered. Youths were mostly involved waste management, diversified economic activities like fishing, driving, charcoal production, tree planting etc; women in fish processing, Village Loan Scheme (VSL) and in some cases a combination of all the beneficiaries in the interventions like the skills training centre cold-room.

There was identified synergy between UNDP-funded interventions and other similar interventions that contributed to reducing costs while supporting results. The UN Resident Coordination Office on an annual basis brings together to discuss and harmonise work plans that are similar and related in order to minimise and eliminate duplication of efforts which will definitely reduce cost.

There was over expenditure in portfolio interventions. It was revealed that the COVID-19 pandemic brought in additional expenditure on the programme. COVID-19 pandemic and the delayed disbursement were the identified as constraints on the implementation and recommendations have been made to factor.

The following measures were taken into consideration to assure the quality of development results and management practices, both in relation to process and products, and to partnership strategies; M & E system are in place to ensure the progress of implementation is carried out correctly. From the signing of the LOA, work planning and monitoring of progress, UNDP and implementing partners ensured quality assurance was factored in.

The monitoring, and evaluation procedures were applied by UNDP and partners to ensure greater accountability. An appropriate M & E mechanism was put in place that was funded and ensured it captured adaptive management of the M & E tools that met the needs of stakeholders and as well the identification and management of risks.

Efficiency is rated as Satisfactory

4.4.6 Effectiveness:

The portfolio achievement in terms of results is rated as satisfactory- Fishing boats provided, raised platforms have been constructed to enable initial processing of the catch, Cold-rooms provided to preserve the catch, energy efficient smoke ovens made available to add value; nurseries established to provide seedlings for woodlots, woodlots planted to reforest and afforest communities experiencing climate change effects. Skills training and alternative livelihood opportunities are all results of the portfolio. Positive about these results is the level of advancement of gender equality and appreciation of other vulnerable groups in the communities. Respect for women and youths are now part of the community ethos. Alternative livelihood opportunities like VSLA and empowerment (skills training and awareness raising) are the greatest impactful areas of the results so far. The participation of the leadership of the implementing partners and UNDP in the messaging of the interventions and involvement in key interventions have contributed to such success.

Delay in disbursement and COVID-19 affected the timeline and delivering on some of the results including the timing of establishing the nurseries and planting the woodlots. Another positive observation that is emerging in these beneficiary communities is community cohesion. The management committees and their groups see each other as belonging to one family thereby minimising the friction and other disputes that are now solved through the established structures of the Management committee. Continued efforts to coordinate and support IPs, and a decision-making mechanism involving a Technical Committee and Portfolio Board were equally contributing to effective implementation.

As elaborated in the body of the report, the expected portfolio (quantitative and qualitative) results have been achieved and there is a considerable progress on implementation.

The approaches, resources and conceptual frameworks are relevant to achieve intended outputs. The UNDP and implementing partners employed a participatory approach to implementation of the portfolio outputs.

The main lessons learned from the partnership strategies is that engaging partners at an early stage of the portfolio was helpful and made a lot positive for the implementation of the activities.

The portfolio interventions' objectives and results contributed to gender equality, women and youth empowerment and human rights in governance processes. Human rights approach in portfolio was adopted in the implementation of programme.

The portfolio had unintended results of project interventions. The products-boats, cold-room, smoke-oven, ice making machine, incinerator, skills training, VSLA and others all have positive implications for empowerment and alternative livelihood opportunities. The project has built on the level of knowledge on natural resource management including empowering the SLMA to increase the monitoring and coastal surveillance in the targeted communities.

Effectiveness is rated as Satisfactory

4.4.7 Impact:

There are already signs of positive change in the lives of the communities where the portfolio is covering. Women in village in the communities have experienced livelihood opportunities that is not only giving them options but recognition in the communities. The skills training for the youths in waste management, driving and others is moving them away from sand mining and indiscriminate damage of the environment (tree cutting). Key documents produced on strengthening the legislative and policy framework on climate change mitigation, adaptation and disaster resilience in Sierra Leone. Behavioural change is gradually taking place in the areas of perception of the natural environment (value trees by reducing indiscriminate cutting and planting to reforest; protect the coastal areas from sand mining; recycle and manage wastes; establishment of Nature clubs. Recognition and inclusion of women in all development interventions which has also raised the confidence and participation of women in the communities, and knowledge sharing among youth groups, women, persons with disabilities and nature club in schools is speeding up the raising of awareness and education on climate change, its mitigation and adaption as well as resilience.

It was reported that before the Portfolio, beneficiaries in the targeted communities, were mainly drivers of deforestation and land degradation for their daily livelihoods. As a result of these portfolio activities, they are now agents of change on Environmental Protection and Climate Change Resilient. The portfolio undermentioned the following impacts:

- i. Damage to the environment has reduced due to the trainings conducted by CEFCON supported by UNDP
- ii. Increase in forest cover due to reduction in sand mining and cutting of mangroves as most of the sand miners and fishmongers now owned their businesses
- iii. Beneficiaries are also Agents of Change in their respective communities which has contributed to the drastic reduction in flooding and other environmental related disasters in the targeted communities
- iv. Reduction in plastic pollution due to improved Waste Management

- v. Improved clean, healthy and safe environment due to reduced littering in the environment
- vi. Reduction in erosion and land degradation due reduction in stone mining
- vii. Increased sustainability of businesses as beneficiaries' knowledge on profit and loss widened
- viii. Beneficiaries' knowledge and skills in business ideas in product, place, price and promotion widened hence increased sustainability, productivity and profitability
- ix. Customer care services improved and hence increased profitability
- x. Improved unity and harmony amongst members and in the communities due to creation of social funds within the VSLAs.
- xi. Reduction in crime rates as most youths are now engage in businesses for their livelihoods
- xii. Reduced conflict and increased respect amongst families as parents can now afford food on the table and medical support for their families
- xiii. Reduced dropout in schools and increased number of university students of the VSLA members as parent now affords school materials and lunch that have motivated pupils and students to be in school.
- xiv. The Village Loan Scheme (VLS) has helped me support my husband with family welfare issues (school fees, feeding and medication)- Chairlady, Tumbo.

Impact is rated as Satisfactory

4.4.8 Gender

In the portfolio the role of women has been very active in all activities. Most times, field activities of the UNDP programmes are led by NDMA female staff and all committees set up have adequate female representation. Even before the enactment into the Law of the GEWA, NDMA has constantly reminded and emphasized the importance of female representation and full participation in all portfolios. During the implementation of this portfolio, it recognized that the NDMA Act of 2000 didn't make adequate provisions for women representatives' stakeholders in the Ward Disaster Management Committees, the NDMA ensured that the anomaly was discussed with Paramount chiefs and rectified immediately.

The portfolio is ranked based on the Gender Equality Marker Scale to be overall Gender Marker 2 (GEN2). Out of 5 projects/outputs, 4 are assigned with gender marker 2 and 1 with Gender Marker 1 which indicates the portfolio makes a significant contribution to gender equality and the empowerment of women and girls.

The portfolio developed 4 gender-responsive policies that have been endorsed by the cabinet on coastal communities and protected areas to enhance protection and adaptation measures for coastal communities. These gender-responsive policies include: A 5-year Gender sensitive strategic plan (2022-2026), A 5- Year Gender Responsive National Environmental Quality Control Management Policy and Management Policy and Standards of the MECC.

The portfolio strengthened capacities of 6 MDAs to enforce regulations and policies on coastal communities and protected areas, among the participants women were majority. The portfolio also carried out gender awareness training in climate change mitigation, adaptation, and disaster response.

Gender is rated as Satisfactory

5 Lessons learnt, Conclusions and Recommendations

5.1 Conclusions

- Public awareness on climate change, behavioural change, knowledge and skills on mitigation and adaptation is gradually appreciated in communities. More important is the creation of alternative livelihood opportunities that are less impactful on damaging the environment and climate change. Despite the tremendous gains made by the portfolio, there is an apparent challenge of the generation and provision of credible data as empirical evidence.
- With reference to the MTE criteria, the portfolio is very relevant to Sierra Leone and its development aspirations; its efficiency and coherence are anchored and aligned with other related initiatives by partners and stakeholders in the country; its effectiveness is demonstrated in the results (awareness, alternative livelihoods, environmental rehabilitation and coping mechanisms etc) in the targeted communities; there are high positive signs of the impact of the portfolio among the vulnerable group of the population and very good signs of sustainability as evident in the established structures between partners and stakeholders that are bound to continue beyond the portfolio lifespan.
- The portfolio is very relevant for Sierra Leone considering its vulnerability and prone to climate change disaster. The portfolio contributes to national priorities identified in the Medium-Term National Development Plan 2019-2023 (MTNDP) and National Adaptation Programme of Action (NAPA). At regional or global level, it contributes to UNSDCF, UNDP Strategic Plan's Signature Solutions and SDGs. Overall, progress on relevance is considered highly satisfactory.
- There is coherence in the implementation of the portfolio. UN Resident Coordinator which brings all UN agencies together to ensure their collaboration, coordination for effective utilisation of limited resources and maximum impact derived but more importantly avoid duplication of effort. Overall, progress on coherence is considered highly satisfactory.
- There is efficiency in the implementation of the portfolio by the PMU. The portfolio progress was effective in capturing overall implementation progress and flag potential challenges to be addressed by the portfolio board or relevant stakeholders, and for

planning ahead. Efficient planning is evidenced by Annual Work Plans (AWPs). Overall, progress on efficiency is considered satisfactory.

- The PMU, IPs and Portfolio Board are effective in the operations of the portfolio in achieving the objectives at portfolio completion. Continued efforts to coordinate and support IPs, and a decision-making mechanism involving a Technical Committee and Portfolio Board were equally contributing to effective implementation. Overall, progress on effectiveness is considered satisfactory.
- Furthermore, the adoption and inclusion of human rights-based approach in the programming and implementation is very visible in all of the portfolio interventions at national, local and community levels.

5.2 Recommendations

The following recommendations are advanced for consideration by the UNDP and partners to aid in the speedy pursuit of the ongoing interventions as well as better shaping of the implementation arrangements:

- The portfolio planned to equip MDAs with technical and operational capacities to effectively implement urban planning. This output indicator has not been implemented at all. We recommend that the portfolio equips the MDAs with technical and operational capacities to effectively implement urban planning.
- The portfolio planned to manage the natural resources under a sustainable use, conservation, access, and benefit-sharing regime. At mid-term, the portfolio has achieved 64% of 1,000 hectares target of planned area of mangrove restoration is undertaken in the six pilot sites to protect coastal community and infrastructure at risks. The MTE team recommends that the portfolio restores 1,000ha of protected land under improved management as originally planned.
- The establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources is not functioning well and requires support. The recently approved GEF funded portfolio of over five-million-dollars portfolio to start implementation in September of 2023 provides some optimism. There is need for the Portfolio to establish and strengthen the Protected area Co-management Committees for sustainable management of Natural resources.
- There is need to increase resource allocation to ensure the cost of interventions are adequately catered to ensure increased number of communities and beneficiaries. The interventions include equipping MDAs with technical and operational capacities to effectively implement urban planning and establishment and strengthening of Protected area Co- management Committees for sustainable management of Natural resources.
- UNDP should consider the outbreak of the pandemic in future planning as a risk to the implementation of portfolios of this nature that go beyond two years.
- Due consideration must be made of outrageous environmental and climate change related disasters in the implementation to avoid loss of facilities and equipment.
- UNDP should do some investment in partners and stakeholders to ensure they generate and readily provide the required credible data for reporting with

evidence. A deliberate investment should be made in M & E to support especially partners and stakeholders. Resources should be provided to support the processes during implementation and external evaluations.

- The Portfolio Team of UNDP need to pay attention to and apply results-based monitoring. The reporting has largely been on indicators and activities using UNDP output verification monitoring program rather than results (outcomes) and has not really assessed measurable progress towards targets. There is a need to improve approach to results-based reporting for the remainder of the portfolio term since the portfolio is still at activity and output level.

5.3 Lessons Learnt

The portfolio has extensively invested in monitoring the outputs of its activities to incorporate feedback and learning in its decision making, planning and implementation. Field visits have documented the progress and achievements of the partners' interventions. The lessons learned and recommendations of the annual progress reports have been considered in the annual work planning exercise.

Throughout the portfolio districts where the portfolio is being implemented, the importance of the community leaders and local authority in rallying support and getting the buy-in of the community members has been highlighted. This has indeed fast tracked the work of the portfolio team in implementing portfolio activities.

Also highlighted has been the immense role of the local portfolio steering committee in ensuring timely delivery and attainment of set targets. The PMU at the community levels have been proven to be very effective in setting the stage for drawing up work activities and their implementation. Effort must be made to ensure the local PMU continue to lead in the design and implementation of various work programs under the portfolio components.

Another key lesson that has also been highlighted is the critical role of women and youth in ensuring portfolio success. On this portfolio women have shown more dedication and willingness to lead in carrying out portfolio activities than their men counterparts. This has helped in no small measure in ensuring improvements in advancing gender equity and empowerment of women and youth. The inclusion of women in climate change issues is the sure and best way to respond to climate change as they are the key drivers of any meaningful outcome because of the position in society. Inclusion of women in the interventions improves on portfolio outcome as well as increasing their recognition and confidence levels to participate in national development.

From the interviews with beneficiaries, the community members are ready to take ownership and protect any contributions given to them by the portfolio and sustain them for continuous use as long as they are organized in groups by the portfolio.

The high demand for documentation and controls has improved the internal controls and systems (audit, reporting, communication and others) in the beneficiary MDAs.

Sitting together with partners and stakeholders to plan and implement interventions is a better way of reducing or minimising duplication of efforts. You have to be diligent.

Involving schools in the awareness on climate change and disaster risks implementation helped to pass the messages faster to beneficiaries and communities.

Beneficiaries are well appreciative of UNDP/GEF for supporting the portfolio especially the trainings by CEFCON which has changed their business perspective to a greater and dynamic business ideas which has transform not only their families but their communities.

Annexes

1. MTE Terms of Reference
2. Rating Scales
3. MTE Evaluative Matrix
4. List of persons interviewed
5. List of documents reviewed
6. Signed UNEG Code of Conduct

Annex 1: MTE Terms of Reference

ToR is attached separately and can be retrieved from:

<https://erc.undp.org/evaluation/documents/detail/21726>

Annex 2. Rating scales

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

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

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

Annex 3. MTE Evaluative Matrix

Evaluative Questions	Indicators	Sources	Methodology
Portfolio Strategy: To what extent is the portfolio strategy relevant to country priorities, country ownership, and the best route towards expected results?			
To what extent are lessons from other relevant portfolios incorporated into the portfolio design?	Lessons learned identified and appearing in portfolio documents.	Portfolio documents; UNDP CO	Document analysis
To what extent does the portfolio address country priorities and is country-driven? Is the portfolio concept in line with national development priorities and plans of the country (or of participating countries in the case of multi-country portfolios)?	Policy, legislation and safeguard analyses	Portfolio documents; UNDP documents; Government documents; Inception report	Document analysis
Were stakeholders thoroughly consulted?	Stakeholder analysis	Portfolio documents; stakeholders	Document analysis; Stakeholder consultation
How well are gender issues identified and addressed?	Gender strategies	Portfolio documents	Document analysis
How thoroughly were environmental and social risks – including externalities – identified, and addressed with mitigation strategies?	Risk management strategies; Sustainability plan	Portfolio documents	Document analysis
Progress Towards Results: To what extent have the expected outcomes and objectives of the portfolio been achieved thus far?			
By each Outcome, to what progress has been made towards the Mid-Term target?	Progress towards portfolio indicators	Portfolio documents; Portfolio Annual & Quarterly Reports; APRs; PIRs; GEF Tracking Tool; Stakeholders in Portfolio Team and implementing partners	Document analysis; Stakeholder consultation; Site visits

What are the reasons for success in reaching/ exceeding Mid-Term targets? What are the reasons/ challenges in slower-than-expected progress?	Candid and useful portfolio commentaries	Portfolio Annual & Quarterly Reports; APRs/PIRs; GEF TT; Stakeholders in Portfolio Team and implementing partners	Document analysis; Stakeholder consultation; Site visits
Portfolio Implementation and Adaptive Management: Has the portfolio been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are portfolio-level monitoring and evaluation systems, reporting, and portfolio communications supporting the portfolio's implementation?			
Management arrangements			
How do current management arrangements compare with those originally outlined? Have changes been made and are they effective? Are reporting and responsibility lines clear? Is decision-making transparent and timely?	Clear and effective portfolio implementation manual, management arrangements	Portfolio documents; Portfolio Annual & Quarterly Reports; UNDP/Portfolio team	Document analysis; Stakeholder consultation
Is there appropriate focus on results, by Partner Agency and Implementing Partner? Is reporting candid and realistic?	Results-based, cogent reporting by UNDP and BEDO	Portfolio documents; Portfolio Annual & Quarterly Reports	Document analysis
Is technical support by UNDP and consultants to Implementing Partner adequate?	Form and results of support provided	Portfolio Annual & Quarterly Reports; APRs/PIRs; Stakeholders	Document analysis; Stakeholder consultation
Are risks to progress - environmental, social, administrative - identified and mitigated in a timely manner?	Risk management approaches and outcomes	Portfolio Annual & Quarterly Reports; APRs/PIRs	Document analysis
Work planning			
Were there any delays in portfolio implementation" If so, what were the reasons and have they been solved?	Achievement of portfolio implementation milestones	Portfolio Annual & Quarterly Reports	Document analysis; Stakeholder consultation

Are work-planning processes results-based? How is the Results Framework used as a management tool, (including any changes made)?	Quality of work planning; "Correct" Results Framework	Portfolio documents; Results Framework; Portfolio Annual & Quarterly Reports; APR/s PIRs	Document analysis; Stakeholder consultation
Finance and co-finance			
Are financial controls, allowing transparent decision-making and timely flow of funds, well established?	Effectiveness of financial controls	Inception Report; Portfolio Annual & Quarterly Reports; Audit reports	Document analysis; Stakeholder consultation
Are funds well-managed? Have there been any well-justified budget revisions, based on evidence from reporting?	Effectiveness, efficiency of financial management	Portfolio Annual & Quarterly Reports; Audit reports; Portfolio Team	Document analysis; Stakeholder consultation
What co-financing has been mobilised since inception, and what (if any) additional funds have been leveraged?	Co-financing sustained and extended	Portfolio documents; Portfolio Annual & Quarterly Reports; Portfolio Team	Document analysis; Stakeholder consultation
Portfolio level Monitoring & Evaluation			
Has the M&E plan been appropriate, sufficiently funded and well-implemented?	Active implementation of M&E plan	Portfolio documents; Inception Report; Portfolio Annual & Quarterly Reports	Document analysis; Stakeholder consultation
Has adaptive management been implemented in response to PIRs?	Adaptive management applied	Portfolio Annual & Quarterly Reports; APR/s PIRs; Portfolio Team	Document analysis; Stakeholder consultation
Are monitoring tools and systems relevant, cost-effective and inclusive of stakeholder concerns?	Monitoring tools developed and in use	Portfolio Annual & Quarterly Reports;	Document analysis;

		Portfolio Team; Stakeholders	Stakeholder consultation
Are risks identified and managed via the M&E system?	Risks identified and mitigated	Portfolio Annual & Quarterly Reports; APR/s PIRs; Portfolio Team	Document analysis; Stakeholder consultation
Stakeholder engagement			
Has the portfolio engaged local and national stakeholders effectively in support of portfolio objectives and sustainability?	Stakeholders at different levels engaged	Portfolio Team; Stakeholders	Stakeholder consultation; Site visits
Reporting			
How has adaptive management been reported by the Portfolio Team and shared with the Portfolio Board? How have any lessons from adaptive management been documented and incorporated into portfolio management?	Regular reporting to Portfolio Board, used for decision-making	Portfolio Annual Reports; Minutes of Portfolio Board meetings; Portfolio Board members	Document analysis; Stakeholder consultation
How well does the Portfolio Team fulfil GEF reporting requirements?	GEF reporting requirements satisfied	APRs/PIRs; UNDP CO	Document analysis; Stakeholder consultation
Communication			
Is internal and external communication with portfolio and national stakeholders regular and effective? Does this communication contribute to sustainability?	Communications by portfolio active and engaging	Communication material; Stakeholder reports	Document analysis; Stakeholder consultation
Are there ways to extend the communication aspects of the portfolio?	Communication strategy in place	Portfolio documents; Portfolio Team	Document analysis; Stakeholder consultation

Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term portfolio results?			
What risks or opportunities are there for financial sustainability once GEF financing ends? Are there plans, or steps taken, for establishing mechanisms for financial sustainability?	Financial sustainability plans and actions	Portfolio documents; Portfolio Team	Document analysis; Stakeholder consultation
What are the social or political risks to stakeholder ownership allowing sustainability of portfolio outcomes? Are the portfolio's successful aspects being transferred to appropriate parties for replication or scaling up?	Social and political risk mitigation strategy, with actions taken	Portfolio documents; Portfolio Team	Document analysis; Stakeholder consultation
Are there institutional or governance structures or processes that pose risks to sustainability of portfolio outcomes, or is the portfolio putting such structures/processes into place to encourage sustainability?	Institutional sustainability plans and actions	Portfolio documents; Portfolio Team	Document analysis; Stakeholder consultation
Has the portfolio developed appropriate institutional capacity that will be self-sufficient after the End of Portfolio date? Has the portfolio identified "champions" in government or civil society who will promote sustainability of outcomes?	Institutional capacity built and/or identified and encouraged.	Portfolio documents; Portfolio Annual & Quarterly Reports; Portfolio Team; Stakeholders in government and local areas	Document analysis; Stakeholder consultation; Site visits
Does the portfolio have a sustainability strategy?	Sustainability strategy developed	Portfolio documents; Portfolio Team	Document analysis; Stakeholder consultation

Annex 4. List of persons interviewed and consulted

Sn	Name	Title/Designation	Institution
1	Edward Bendu	Chief Director	Ministry of Environment & Climate Change
2	Andrew Katta	Portfolio Manager	
3	Nancy K Tengbeh	Permanent Secretary	
4	Dr. Bondi Ngevao	Executive Chairman	Environmental Protection Agency
5	Lovetta Juana (Mrs)	Assistant Director, National Climate Change Secretariat	
6	Paul A. Lamin	Deputy Director	
7	Tanzila Watta Sankoh	Team Leader, SLED Cluster	UNDP, Sierra Leone Office
8	Mohamed Bah,	Programme Specialist	
9	Ibrahim Mbayoh	Portfolio M&E	
10	Bintu Moseray	Portfolio Manager	
	Margarette Dauda	Programme officer, Disaster Risk Resilience Programme	UNDP, Sierra Leone
11	Mohamed Sahr E Juanah	Director Hydrological Services	National Water resources Management Agency
12	Joseph Samah	Assistant Director, Planning	Ministry of Planning & Economic Development
13	Dr. Raymond Johnson	Head of Department	Institute of Marine Biology Oceanography FBC, USL
14	Ishmael Bawomi	Portfolio Focal Person	Turtle Island portfolio sites
15	Kabba Sorie Sumah	Portfolio Coordinator	Conakridee portfolio sites

16	Jonathan Dixon	Portfolio Focal Person	Tombo portfolio sites
17	Musu Ellie	Portfolio Focal Person	Hamilton,Lakka/Goderich portfolio sites
18	Murana Deen	Chairman & Focal person	Kpangba Forest Management

List of people contacted during the field mission in June 2023					
No	Location	Focal Person (s)	Sex	Position	Date
1	A. Conakrydee, Port Loko District	Maseray Sankoh	Female	Chairlady of Management Committee	15-06-2023
2		Emma Summa	Female	Secretary	
3		Yando Kanu	Female	Women in Fishery	
4		Abibatu Kombra Bai Mansaray	Female	Women in Fishery	
5		Isatu Jalloh	Female	ChairLady-Fish Processors	
6		Alpha Mansaray	Male	Chairman-Boat group	
7		Abdulai Kargbo	Male	Asst Auditor VSLA	
8		Bobson Turay	Male	Youth organiser	
9		Mohamed Kabor Suma	Male	Youth Waste Management	
10		Mohamed Dumbuya	Male	Chair, VSLLA	
11		Kabba Sourie Suma	Male	Portfolio Focal person	
12	B. Mokassie, Bagruwa Moyamba	Mohamed Deen	Male	Chairman of Management Committee	16-06-2023
13		Abdul Amara	Male	Auditor	
14		Umaru M Sesay	Male	Asst Auditor	
15		Martin Pujeh	Male	Public Relations Officer	
16		Mustapha Kanneh	Male	Asst Auditor	

17		Abdulai Sesay	Male	Member		
18		Mamie Sesay	Female	Women's Leader		
19		Lucy Coker	Female	Treasurer		
20		Mariama Mansaray	Female	Vice Chair		
21		Nematu Konneh	Female	Organiser		
22		Nancy Sandy	Female	Storekeeper		
23		Murana Deen	Male	Portfolio Focal person		
24	C.Lakka, Western Rural	Musu Ellie	Female	Portfolio focal person	17-06-2023	
25	&	Santigie Dumbuya	Male	Keke riding trainee		
26		Umaru Kamara	Male	Keke Riding trainee		
27		Thomas Shyllon	Male	Fishing Boat		
28		Foday Tucker	Male	Village Head		
29		D. Hamilton, Western Rural	Musu Ellie	Female		Portfolio focal person
30		Emmanuela Turay	Female	Waste Management		
31		Thomas Frazer	Male	Fishing Boat & Waste Management		
32	Derrick Tucker	Male	Youth Leader			
33	Abioseh Frazer	Male	Fishing boat			
34	Alimamy Mansaray	Male	Waste Management			
35	Mohamed Sesay	Male	Member (youth)			
36	Lewis LS Vibbiee	Male	VSLA			
37	E. Tombo, Western Rural	Jonathan Dixon	Male	Portfolio focal person	18-06-2023	
38		Mabinty K Sankoh	Female	Beneficiary		
39		Isatu Kamara	Female	Beneficiary		
40		Abdulai Bah	Male	Engineer		
41		Barley KP Kanu	Female	Beneficiary		
42		Kadiatu Fofana	Female	Women in Fishing		

Annex 5. List of documents reviewed

1. PIMS-5178
2. 2018-GEF-PIR-PMS-5178-final
3. Year End Annual Report for 2021 final
4. Output verification report
5. PIF
6. GEF Management Effectiveness Tracking Tool Midterm
7. Financial report tracking (Excel spreadsheet)
8. UNDP Initiation Plan
9. UNDP Portfolio Document
10. UNDP Environmental and Social Screening results
11. Portfolio Inception Report
12. All Portfolio Implementation Reports (PIR's) 2018; PIR-2019, 2020, 2021, 2022
13. Quarterly progress reports and work plans of the various implementation task teams.
14. Audit reports
15. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (Tracking Tool for Climate Change Mitigation Portfolios)
16. Oversight mission reports
17. All monitoring reports prepared by the portfolio
18. Financial and Administration guidelines used by Portfolio Team
19. Portfolio operational guidelines, manuals and systems
20. UNDP country/countries programme document(s)
21. Minutes of the Creating Opportunities for Municipalities to Produce and Operationalize Solid Waste Transformation Portfolio Steering Committee Meetings and other meetings (i.e. Portfolio Appraisal Committee meetings)
22. UNDP Discussion Paper on Innovations in Monitoring & Evaluating Results, dated 05 Nov 2013
23. UNDP Midterm Evaluation Terms of Reference
24. GEF/C24/Inf.5 2004. GEF Portfolio Cycle Update: Clarification of Policies and Procedures for Portfolio Amendments and Drop/Cancellations. Washington, D.C. October 2004.
25. GEF (2015) OPS3: Progressing toward Environmental Results. Third Overall Performance Study of the GEF. ICF Consulting & Office of Monitoring and Evaluation of the Global Environment Facility, Washington, D.C. June 2005.
26. GEF (2010) The GEF Monitoring and Evaluation Policy 2010. Global Environment Facility, Evaluation Office. Evaluation Document No.4, November 2010.
27. GEF (2017) Guidance for conducting Midterm Reviews of UNDP-supported, GEF-financed portfolios. UNDP-GEF Directorate
28. UNDP (2021) UNDP Evaluation Guidelines, Independent Evaluation Office
29. United Nations Common country programme document for Sierra Leone

Annex 6. Signed UNEG Code of Conduct



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



UNEG
United Nations Evaluation Group

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



INTEGRITY

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

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



ACCOUNTABILITY

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

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



RESPECT

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

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



BENEFICENCE

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

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

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

Muyambi Fortunata

Dec 21, 2022

(Signature and Date)



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MOMO FRAN CIS TURAY

12-04-2023

(Signature and Date)