



## FINAL EVALUATION REPORT

### **“Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks” (GEF 8015)**

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**UNDP**

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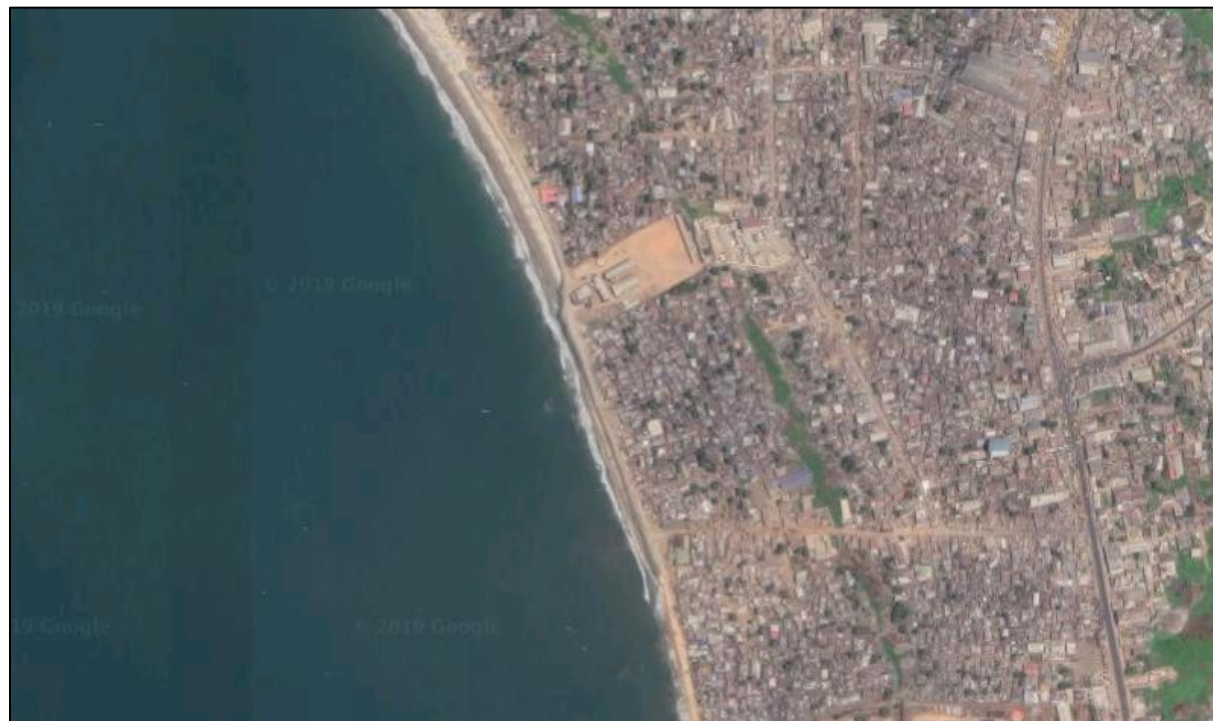
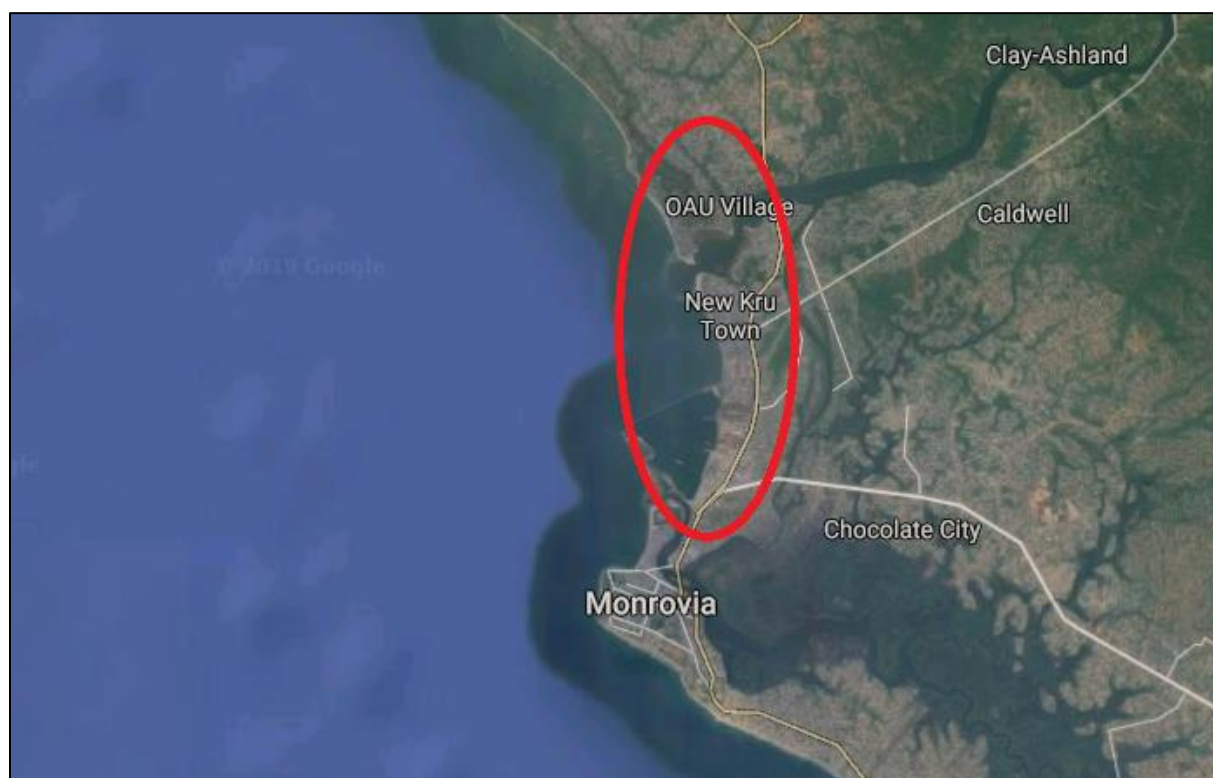
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## LIST OF ACRONYMS AND ABBREVIATIONS

ACC	Adaptation to Climate Change
CC	Climate Change
COP	Conference of the Parties
COP-21	21 <sup>st</sup> Conference of the Parties to the UNFCCC
EPA	Environmental Protection Agency of Liberia
FAO	Food and Agriculture Organization
GCCA	Global Climate Change Alliance
GCF	Green Climate Fund
GCM	Global Circulation Models
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoL	Government of Liberia
HDI	Human Development Index
INDC	Intended Nationally Determined Contribution
LDCF	Least Developed Countries Fund
MME	Ministry of Mines and Energy
MPW	Ministry of Public Works
MCC	Monrovia City Corporation
MoU	Memorandum of Understanding
NAPA	National Adaptation Program of Action
NCCS	National Climate Change Secretariat
NDA	National Designated Authority
NGOs	Non-Governmental Organizations
PMT	Project Management Team
SLR	Sea Level Rise
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNFCCC	United Nations Framework Convention on Climate Change

## AREA OF INTERVENTION MAP<sup>1</sup>



<sup>1</sup> Source: Google Maps, as of October 1<sup>st</sup>, 2019



## EXECUTIVE SUMMARY

The UNDP/GEF project entitled “Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks” aimed to reduce the vulnerability of local communities and strengthen the resilience of socio-economic sectors to combat the threats of climate change in coastal areas, targeting New Kru Town in Montserrado County, one of the poorest and most vulnerable areas in Monrovia. This project is an extension of the 2008 National Adaptation Programme of Action (NAPA) of Liberia responding to its “Third Highest Priority Project: Coastal Defense System for the Cities of Buchanan and Monrovia”<sup>2</sup>. It is a medium-size project which started in January 2017 and ended in June 2019. To undertake this intervention, the project had a budget of USD 2,000,000 – with over 90% coming from the GEF’s Least Developed Countries Fund (LDCF). By the end of the intervention, the project has an expenditure of USD 1,936,270 representing 96% of the project’s resource allocation.

The project can be classified as a success against the objectives set initially, on the one hand, and against the vision that the beneficiaries hold of it, on the other hand. It is also important to note that these beneficiaries are fishermen and women drying and selling the fishes, and school children (from D. Tweh Memorial High School<sup>3</sup>) who are highly vulnerable to Sea Level Rise (SLR) and the adverse effects of climate change. The action of the project improved their livelihoods and created resilience to climate change effects, also taking into consideration food security, education and gender issues.

The project’s investments are important regarding the very low or inexistent real investment powers of recipients. The results of the project constitute a change in the local communities’ living, enabling them to protect them from SLR, to continue to improve their production, have a better life quality and diversify their livelihood. The project hence was appreciated by the national authorities and the New Kru Town communities.

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<sup>2</sup> <https://unfccc.int/resource/docs/napa/lbro1.pdf>

<sup>3</sup> The school was highly threatened in 2017 by SLR, before the project intervention. See for instance the *Daily Observer* from May 4, 2017: <https://www.liberianobserver.com/news/the-fast-approaching-end-of-d-tweh-memorial-high-school/>



## OVERALL FINDINGS

The final evaluation assesses the achievement of the project objectives and draws lessons that can enhance the durability and sustainability of the benefits of this project and promote the overall improvement of programs supported by the UNDP. The table below presents the overall findings of the terminal evaluation.

### Key findings

This section presents the main findings of the terminal evaluation of the project based on the criteria defined in the methodology. As an overall conclusion, the project fully met its objective and outcomes. It has begun to address the key issue of the vulnerabilities of coastal areas in Liberia and starts already providing some leverage effects with the on-going project formulation for the entire city of Monrovia. The population and other stakeholders were thus engaged in the project activities, with needs and expectations matching the defined work plan.

### Performance rating

**Table 1:** Rating according to the evaluation criteria of GEF<sup>4</sup>

Criterion	Reviewers' Summary Comments	Reviewer's Rating
Attainment of project objectives and results (overall rating)	The project attained all of its objectives	HS
<b>Outcomes</b>		
Overall Quality of Project Outcomes	The objectives and outcomes of the project were greatly achieved	HS
-Relevance	There is huge reduction of an extremely high vulnerability to SLR.	HS
-Effectiveness	More results were achieved than originally planned	HS
-Efficiency	Good management of the allotted resources. The project has directly protected 8,000 inhabitants, and 28,000 inhabitants indirectly out of a total population of 45,000 inhabitant from SLR.	S
<b>Sustainability of Project outcomes</b>		
-Financial	More business opportunities along the beach as there are more visitors coming there now with improved leisure time.	S

<sup>4</sup> UNDP-GEF Guidelines: "Project Evaluation Level" published by UNDP Evaluation in 2012.

Criterion	Reviewers' Summary Comments	Reviewer's Rating
-Socio Political	Government of Liberia (GoL) enhanced coordination in driving policy for planning and responding to climate change. Liberia's eight coastal counties are now more aware of climate change effects and building resilience. Women are significantly project beneficiaries	S
-Institutional framework and governance	Maintenance of the construction by MME after storm surges, with gathering of more rocks from Mount Coffee	HS
-Ecological	Stopped the sea from covering the New Kru town and provided several trainings to enhance coastal erosion and coastal community protection and improvement in coastal ecologies.	S
<b>Impacts</b>		
-Achievement of outputs and activities	The project constructed the revetment thus stopping the sea from covering the New Kru town community and protecting the beach.	HS
<b>Catalytic Role</b>		
-Production of a public good	Almost 8,000 plus people are directly benefiting from the project, including a high school with 928 students. The Government of Liberia (GoL) have engineers that are responsible for maintenance of the revetment.	HS
-Demonstration	The project demonstrated its feasibility and made the government keen to continue into the coastal protection.	S
-Replication	Logistical, operational and technical capacities of national partners have been strengthened. Equipment have been provided, local coastal engineers were involved and trained, procurement, finance and administrative staff have been involved.	HS
-Scaling up	The GoL is willing to scale-up the project, given the fact that Monrovia Metropolitan areas are very vulnerable to Sea Level Rise (SLR).	HS

Criterion	Reviewers' Summary Comments	Reviewer's Rating
<b>Monitoring and Evaluation (overall rating)</b>		
-M&E Design	The project has M&E mechanisms within UNDP and also in collaboration with partners and other stakeholders to measure progress.	HS
-M&E Plan Implementation (use for adaptive management)	M & E was conducted by the Project Manager, GEF focal points, partners including periodic visits made by President Weah.	HS
-Budgeting and Funding for M&E activities	This was properly undertaken	HS
<b>IA &amp; EA Execution</b>		
Overall Quality of Project Implementation/Execution	Both UNDP and MME demonstrated great quality work.	HS
-Implementing Agency Execution	UNDP is managing its tasks very well. It has a great ability to adapt to the context of the project.	HS
-Executing Agency Execution	MME is managing its tasks very well.	
Country ownership	There is a political support within Liberia to implement the projects.	HS
Overall Rating	Efforts are made to reach the goals in time, with a motivated and dedicated team.	HS

CODE: 6-HS: Highly satisfactory

5-S: Satisfactory

4-MS: Moderately satisfactory

3-MU: Moderately unsatisfactory

2-U: Unsatisfactory

1-HU: Highly Unsatisfactory

R: Relevant

NR: Non relevant

L: Likely

ML: Moderately likely

MU: Moderately unlikely

U: Unlikely

## RECOMMENDATIONS

### General recommendations

The project has generated a significant amount of information, experience and lessons, for the reduction of coastal vulnerabilities and the development of adaptive practices. However, there are some aspects of the project which could be improved and obstacles which need to be overcome.

- Additional resources are needed to expand the project to other communities as water is gaining on land on each side of the rocks: not only GCF but also other donors funding should be mobilized.

- The project should be replicated in West Point and other coastal counties of Liberia especially, Greenville, Sinoe County.
- A mini-pier for fishermen should be constructed and the project extended towards the North with additional latrines built.
- A fence should be installed at the level of the D. Twenh High school for additional protection.
- The use of expertise from in country of young coastal engineers for next project Implementation are welcomed.
- The establishment of a future resort center should be considered and erected at the project site which will attract tourist and income generated used for maintenance purposes.

#### Recommendations for the project implementation partners

- Increase capacity building and awareness raising activities, both at the level of the MME and other ministries and at the local level (by organizing training sessions in the intervention zones, for municipal councils' leadership elected).
- Capitalize on the results obtained, given the strategic nature of the project. It is recommended that future project implementation capitalizes on the activities launched at national level to strengthen the role of all the agencies involved namely:-(MME, MPW, EPA) on ICZM strategy, taking into account adaptation in coastal areas, in Monrovia and other vulnerable areas.

#### Recommendations for UNDP

- Continue supporting the GoL on coastal zones adaptation. The role of the UNDP is significant to guarantee the cohesion between the different stakeholders at both national and local level; whilst drawing from and fully utilizing the good practices and lessons learned during the project implementation.

# 1. INTRODUCTION

## 1.1. BRIEF PRESENTATION OF THE PROJECT

### 1.1.1. Climate change in Liberia

#### **Geographic and climatic situation**

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

Many of these people live in very low lands, often in unplanned, illegal or extra-legal settlements. As a result, the communities' capacity to adapt to climate change is very low and its resilience is very limited. Most of the Liberian population who live close to the coast, such as in Montserrado County, will be seriously affected by sea level rise (loss of land, damaged coastal properties). According to the Liberia Environmental Protection Agency (EPA)<sup>5</sup>, if sea level rises by one-meter, major coastal cities will be partially submerged, and infrastructure valued at USD 250 million will be lost<sup>6</sup>. Such negative economic and social consequences need to be reversed while resilience of the coastal population improved to achieve sustainable use of coastal and marine resources.

#### **Socio-economical characteristics**

Liberia's population was of 4.82 million inhabitants in 2018, with an annual growth rate of 1.2% in 2018<sup>7</sup>. The same year, the population density reached 50.0 inhabitants/km<sup>2</sup>. The urban population growth is 3.3 and 50.9% of the population is under the poverty line. With a Human Development Index (HDI) of 0.435, Liberia is ranked 181<sup>th</sup> out of 188 in 2017, placing it among the countries with a low human development. Between 2000 and 2017, Liberia's HDI value increased from 0.387 to 0.435, which means an average increase of about 0.048 %<sup>8</sup>.

The economic outlook is positive, with real Gross Domestic Product (GDP) growth projected to increase to 4.7% in 2019 and 4.8% in 2020, underpinned by modest growth in agriculture, fisheries, and services. Inflation is expected to decrease further to 10.5% in 2019 and 9.5% in 2020 because of a stable exchange rate, prudent monetary and fiscal policies, and a modest increase in domestic food production. The current account deficit is expected to remain slightly above 22% in both 2019 and 2020<sup>9</sup>.

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<sup>5</sup> <http://epa.gov.lr/>

<sup>6</sup> [http://www.epa.gov.lr/sites/default/files/National%20Policy%20and%20Response%20Strategy%20on%20Climate%20Change%20Final%20Document-min\\_o.pdf](http://www.epa.gov.lr/sites/default/files/National%20Policy%20and%20Response%20Strategy%20on%20Climate%20Change%20Final%20Document-min_o.pdf)

<sup>7</sup> <https://data.worldbank.org/country/liberia>

<sup>8</sup> [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/LBR.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LBR.pdf)

<sup>9</sup> AfDB – Liberia Economic Outlook (<https://www.afdb.org/en/countries/west-africa/liberia/liberia-economic-outlook>)

According to the United Nations Development Programme (UNDP), past climate trends since the 1960's show increased average temperatures in Liberia of 0.8°C, increased number of high-heat events, and a decline in mean annual rainfall<sup>10</sup>. Future climate predictions include an increase in annual temperatures of up to 2.6°C by 2060, more high-heat events, increasing wet and dry seasonal precipitation extremes and rainfall irregularity, and a rise in sea level of 0.13-0.56 meters by 2100. Several climate sensitive sectors, already highly affected by climate variability and change, are anticipated to be further affected, including agriculture, fisheries, forests, energy production, coastal zones and infrastructure, and health.

Experts predict higher temperatures will negatively impact rice cultivation and can result in crop and livestock losses that intensify food insecurity and decrease income. The threat of vector borne diseases is exacerbated in times of climatic change, and Liberia's health system is already severely degraded. If, as projected, water flows decrease, the potential for hydroelectric power will also fall. And, along the highly populated coastline, major infrastructure is at risk from sea-level rise and coastal erosion. In Liberia, women and children are particularly vulnerable to the impacts of climate change.

#### 1.1.2. Key actors involved in climate change

The EPA is the United Nations Framework Convention on Climate Change (UNFCCC) Focal Point, the GEF Focal Point and the Green Climate Fund (GCF)'s National Designated Authority (NDA) but it lacks technical capacity. When it was created, the EPA's mandate was largely associated with monitoring compliance with environmental laws and regulations. It is only from 2014 that the National Climate Change Secretariat (NCCS) was created and climate finance capacity was slightly enhanced<sup>11</sup>. However, the NCCS has just 4 staff with only two having some limited climate-related technical skills.

The Readiness and Preparatory Support Programme focuses among others on building the capacity of the NDA to engage stakeholders and organizing multi-party consultations, especially with the civil society (including reps of indigenous people), academia and private sector.

The three principal governmental institutions involved in the project design (and implementation) were EPA, the Ministry of Mines and Energy (MME)<sup>12</sup>, and the Ministry of Public Works (MPW)<sup>13</sup>.

The MME's main responsibilities were to conduct research, to prepare topographic maps; and finally, to supervise and coordinate the work with the MPW. This is in line with the fact that MME is, among others, responsible for land management, including in coastal areas.

EPA coordinated the activities with environmental-related organizations, including Non-Governmental Organizations (NGOs) and New Kru Town communities and authorities, while the

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<sup>10</sup> [https://www.adaptation-undp.org/sites/default/files/resources/liberia\\_nap\\_country\\_briefing\\_final\\_online.pdf](https://www.adaptation-undp.org/sites/default/files/resources/liberia_nap_country_briefing_final_online.pdf)

<sup>11</sup> [https://www.greenclimate.fund/documents/20182/466992/Readiness\\_proposals\\_-\\_Liberia\\_\\_UNDP\\_\\_NDA\\_Strengthening\\_and\\_Country\\_Programming.pdf/836ef133-0b5a-4a4a-a74d-1fdb17ee06d5](https://www.greenclimate.fund/documents/20182/466992/Readiness_proposals_-_Liberia__UNDP__NDA_Strengthening_and_Country_Programming.pdf/836ef133-0b5a-4a4a-a74d-1fdb17ee06d5)

<sup>12</sup> <https://mme.gov.lr/>

<sup>13</sup> <http://www.mpw.gov.lr/>

MPW was responsible for designing, constructing and maintaining the dam. This was done directly and through sub-contracts. The project implied to mobilize architectural and engineering services. It is important to know that MPW administers the law with regards to the issuance of permits and construction standards. MPW is ultimately responsible for all medium and larger scale construction, including the construction of coastal defenses.

## 1.2. PURPOSE, SCOPE & OBJECTIVES OF THE TERMINAL EVALUATION

### 1.2.1. Context of the Terminal Evaluation

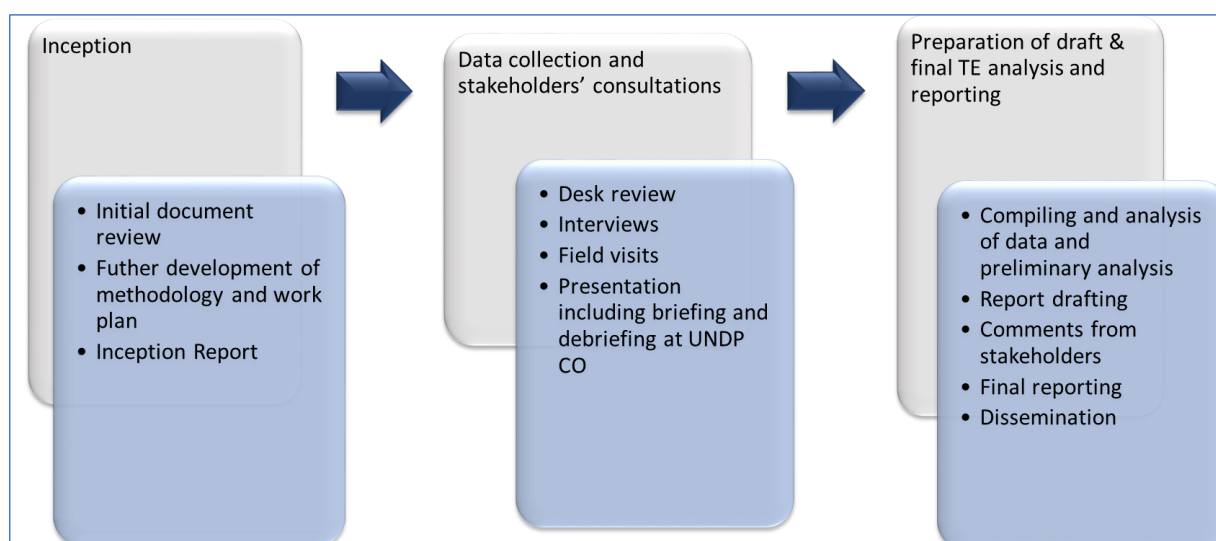
Following the review of the terms of reference and project documents, the evaluation enabled to assess the achievement of project results by analyzing the progress made towards the achievement of the general and specific objectives. The evaluation highlights the lessons learned and provides recommendations on best practices, focusing on key components to improve the sustainability of benefits from this project and to guide future programming (e.g. considering the willingness of the GoL to raise additional funds to protect coastal areas from SLR).

The results and experiences of stakeholders were analyzed in order to bring out relevant lessons learned, with a view to consolidate gains made and propose effective strategies for the sustainability of the results. In addition, the documentation of the project's experiences and achievements will be excellent tools for the GoL and development partners who will be able to draw inspiration for the implementation of other programs and projects related to climate change adaptation.

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

The final evaluation field mission took place from 15 to 24 September 2019 in Monrovia, to analyze the strengths and weak points of the project, evaluating the global and per activity degree of completion from the UNDP's evaluation criteria grid, and appreciate the dynamics and importance of the project's benefits. Recommendations to all stakeholders in the project are made in this final evaluation report.

*Reminder of the Terms of Reference and the methodology proposed by the consultants for the final evaluation mission (PHASES OF WORK)*



A significant number of information is provided in annexes that was used for the evaluation, such as the list of documents reviewed, the list of people met and meetings' summaries, a synthesis of the comments of the parties involved in the presentation and reading of the interim report (initial findings presentation), as well as the terms of reference.

The approach for this evaluation includes various activities specified below. It entails project stakeholder consultation meetings, field visit in New Kru Town and data collection (including both qualitative and quantitative).

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

### 1.2.2. Timetable of the mission

The evaluation team conducted the assignment from August to October 2019, including a field mission from September 15 to 24, 2019. The timetable below presents the key milestones of the evaluation mission.

Schedule & Calendar of Work		
Activity	Description	Timeline
<b>Preparation</b>		
Desk review (3 days)	Collection and reading and analysis of all project related documents (reports, proposal/contract, meeting minutes and presentations, etc.)	August 12 -14, 2019
Development of startup report (2 days)	Otherwise known as the inception report, the startup report for Liberia provides roadmap for the evaluation mission and provides detailed description of the entire work	August 15 - 16, 2019



Schedule & Calendar of Work		
Activity	Description	Timeline
<b>Evaluation Mission (9 days)</b>		
Field visit	Data collection, meetings and other forms evaluation information gathering within border or catchment communities (women, men and youths)	September 15 to 24
<b>Draft Report (4 Days)</b>		
Synthesis	Data entry, analysis, interpretation leads to development of provisional report.	October 1 <sup>st</sup> to 16
<b>Final Report (2 days)</b>		
Validation of report	Draft/provisional report is validated with project stakeholders commenting	October 17 to 31, 2019

### 1.2.3. Objectives of the mission

The objective of the mission was to complete the terminal evaluation of the GEF funded project entitled “Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks”.

To achieve this, the evaluation team prepared and implemented a methodological approach described in the next section.

## 1.3. APPLIED METHODOLOGY FOR THE TERMINAL EVALUATION

### 1.3.1. Methodological approach

The approach for this evaluation includes various activities specified below. It entails project stakeholder consultation meetings, field visits and data collection (both qualitative and quantitative). It enables to examine the extent of the project’s realistic achievement in comparison to the planned activities and value for money. The theory of change is a central part to understanding how the change has occurred overtime and how this change is attributed to the project’s interventions. The evaluators looked to reconstruct a theory of change in consultation with the project team as there is no explicit theory of change in the project document. The evaluators also established the existence of a well-defined results framework that is SMART (Specific, Measurable, Achievable, Relevant and Time-bound)<sup>14</sup>.

**Data collection methods:** The data collection tools, containing both qualitative and quantitative elements, are structured and semi-structured questionnaire and contained in the annex of this inception report. The tools are in two folds: The structured questionnaire is designed to facilitate key informant interviews. Key informants in this context include direct project beneficiaries such as community leaders, staff of project implementing agencies, etc. who were directly involved with specific activities of the project. The second set of questionnaires is designed to facilitate focus

<sup>14</sup> <https://www.oecd.org/dac/peer-reviews/Measuring-and-managing-results.pdf>

group discussions within the Montserrado's communities targeted by the project. The purpose of each focus group was to highlight community perceptions of project results through a comparative analysis of the pre and post-project situation. Focus group participants included the key members of communities. They were allowed to express their opinion on the implementation of the project as well as their perception of the desirable change in the project. The information collected was synchronized to determine the relevance, efficiency, effectiveness, impact and gender nuances of project design and implementation. Triangulation was used through cross verification by combining multiple sources of information, theories, methods, and experience. The evaluation enabled to overcome any biases and problems that might otherwise arise from dependence on any single method or single observation or data point, while paying particular attention to the UNDP principles of independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility. The data were then analyzed.

**Risks, Potential Shortcomings and Identification of Mitigation Measures:** Inability of key informants and focus group discussants to express themselves in providing information on the project could have been one potential risk factor to the evaluation. But coastal communities were able to freely discuss and compare the pre- and the post-project situation (before versus after) especially with school children from D. Tweh Memorial High School in New Kru Town. Their frank discussion was critical to determining the extent to which the project has influenced change and the key mitigation measures that enabled the change. In order to mitigate this risk factor, the TE Team had designed interview questionnaires for focus group discussants to generate adequate responses with information needed from the beneficiaries.

In conclusion the methodological approach was structured as follows:

- **Data collection methods** – Desk reviews, both qualitative and quantitative elements with structured key informant interviews and semi-structured focus groups discussion questionnaires, site visits in New Kru Town and observations.
- **Analytical approaches** – Analysis using qualitative and quantitative data, interviews transcription.
- **Risks, Potential Shortcomings and Identification of Mitigation Measures** – (a) Recall bias and the ability of the respondents to accurately remember and recall project interventions, impacts/benefits, shortcomings; (b) Potential risk factors such as inability of key informants & focus group discussants to express themselves in providing information on the project; (c) Triangulation of data used to validate information and cross check accuracy, and where applicable revert to respondents to clarify information.
- **Evaluation Criteria and Questions** – OECD/DAC evaluation criteria: (Relevance, Effectiveness, Efficiency, Impact, Sustainability, Gender & Human Rights); **Guiding questions** targeted partners, stakeholders (EPA, MME, MPW, New Kru Town Governor, D. Tweh High School, etc.) involved in project implementation.

### 1.3.2. Evaluation Criteria & Guiding Questions

As a reminder, the formulation of the evaluation questions, and the evaluation design were based on the following criteria.

**Relevance:** This evolves from the political, security, economic, social and institutional context and the consequences on the progress of the project. With this, the evaluation looks at how social and economic relationships within project catchment communities got strengthened as a result of the intervention. The evaluation uses the following questions to delve into relevance of the project.

**Primary Question:**

- How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?

**Secondary Questions:**

- How appropriate for the context is the range of substantive areas in which the project is engaged?
- If the substantive areas are deemed appropriate for the context, how appropriate are they for the project to undertake?
- How does project reflect and align to Liberia's strategic climate policy documents?
- Were the programmatic strategies appropriate to address the identified needs of project communities?
- How can the capacity of the climate Change Secretariat be enhanced to drive policy coordination in the coastal county of Montserrado to plan and respond to climate change?
- What capacities and skills should be prioritized to further develop greater coherence and relevance to the project's interventions in resilience building of the coastal communities?

**Efficiency:** Keen attention is being paid to the relationships with implementation modalities in terms of various project activities and the matching resource availability as well as results achieved. It is an assessment of the cost of activities in terms of balancing results achieved with the use of human and financial resources. In so doing, the evaluation process analyzes quality of day-to-day management, actions carried out by the different actors, the management and adaptation capacity of managers in relations to the activities, the expected and achieved results and the overall implementation environment.

**Primary Question:**

- To what extent have the expected outcomes and objectives of the project been achieved?

**Secondary Questions:**

- To what extent has the project's selected method of delivery in Liberia been appropriate to its objectives and the development context?
- Were the working modalities effective?
- To what extent were relevant stakeholders and actors included in the programming and implementation processes?

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes? Is the project and its components cost-effective?
- What measures have been taken during planning and implementation to ensure that resources are efficiently used?

**Effectiveness:** The assessment determines the extent to which the project's actions have contributed to the achievement of the objectives set and met the expectations of coastal communities in terms of reducing exposure to high-risk infrastructure and implementing integrated coastal management. The analysis will appreciate compliance with the implementation strategy and timeliness.

**Primary Question:**

- To what extent have the expected outcomes and objectives of the project been achieved?

**Secondary Questions:**

- What evidence is there that the project has contributed towards an improvement in resilience of Montserrat coastal communities?
- What has been the progress made towards achievement of the expected outcomes and results (results achieved, the reasons for the achievement or non-achievement of the project results)?
- What have been the project's greatest accomplishments/contributions and value-added to enhancing resilience in Montserrat County?
- Is UNDP perceived by stakeholders as a strong advocate for improving policy and knowledge for climate resilient within the project communities?
- 5. What has the climate Change Secretariat achieved towards its policy coordination drive in the coastal county of Montserrat in order to plan and respond to climate change?
- 6. Does the project have effective monitoring mechanisms in place to measure progress towards results?

**Impacts:** The evaluation uses qualitative responses to investigate and glean information on quantity of indicated impact of activities implemented so far under the project. Based on the logical framework, the evaluation considers analysis of needs identification, field reports and the end-of activity reports of operational partners that implemented various components of the project.

**Primary Question:**

- Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

**Secondary Questions:**

- To what extent has the project had an impact on the vulnerability of the populations?
- What socio-economic impact has the project had on the local economy?
- What impact the climate Change Secretariat policy drive and coordination had in the coastal county of Montserrat?

**Gender Considerations:** The evaluation envisages delving into the extent to which gender was factored and addressed in the project design and implementation, and how these have contributed to the participation and benefit of women under the project. It identifies relevant strengths and/or weaknesses and how the strengths can be leveraged, and weaknesses improved for future projects. It assesses women's participation in the planning and implementation of project activities and the extent to which the intervention has strengthened their capacity to participate in the adaptation activities of their communities.

**Primary Question:**

- To what extent has gender been addressed in the design and implementation of the project?

**Secondary Questions:**

- Are the gender marker data assigned to the project representative of reality?
- To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?
- What might be the impact of women's participation on the issues of coastal communities?
- How has this project contributed to the social capital of women and men in communities as actors in the consolidation of adaptation?

**Sustainability:** The evaluation determines the likelihood of continuing the positive results of the program. It assesses the autonomy of institutions and beneficiary communities and their ability to pursue outreach activities or initiatives beyond the project support span. In this vein, the evaluation probes conformity of expected results in relations to the objectives pursued within the framework of the project and reasons as well as consequences on the contrary. It will be particularly important to analyze the mechanisms established to build sustainable resilience in the long term.

**Primary Question:**

- To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

**Secondary Questions:**

- Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- What capacity of national partners, both technical and operational, has been strengthened?
- To what extent has the climate Change Secretariat policy helped strengthened or added value to the project sustainability.
- To what extent have the project's exit strategies been well planned and implemented successfully?

### 1.3.3. Site Visit - New Kru Town

The site visit took place on September 19, 2019 in New Kru Town with local communities, school students and local authorities. New Kru Town is a northwestern coastal suburb of Monrovia located on the north end of Bushrod Island. The evaluation team met as many local actors as possible in this area, including the civil society, the school students, the management of the D. Tweh Memorial High School, the advisor of the Governor of New Kru Town Authorities and the Deputy Governor.

In addition to the consultations, the purpose was to visit the dam, to observe the ownership of the project activities, to understand the remaining challenges at the local level (coastal erosion on each extremity of the dam).

### 1.3.4. Meetings at National Level

The evaluation team met with national stakeholders of the project on several occasions and in different contexts. In addition to the UNDP project staff members, the following national entities were consulted:

EPA of Liberia<sup>15</sup> (on September 18, 2019) with the Deputy Executive Director: EPA is the GEF Focal Point and the regulatory Institution of the GoL for the sustainable management of the environment and its natural resources.

MME<sup>16</sup> (on September 23, 2019) with the Assistant Minister in charge of Planning, Research and Development: MME was the Executive Partner of the project. It was established by an act of legislature to administer all activities related to mineral, water and energy resource exploration, coordination and development in the Republic of Liberia.

Project Management Team (PMT) at UNDP CO (on September 16, 17 and 20, 2019) with the former project coordinator and other members of the team.

### 1.3.5. The Restitution Meeting

The restitution meeting enabled the consultants to present on September 23, 2019 at UNDP CO the initial findings of the project to approximately 10 participants. The presentation by the evaluation team of the first results of the assessment with the results based on the usual assessment criteria (document in PPT format called “Initial Findings”) was useful to receive some preliminary feedbacks from the audience. The first draft of the TE report is considering the comments and remarks received during this meeting.

### 1.3.6. Iterations after the field missions with UNDP, EPA and MME

The final evaluation was conducted in accordance with the guidelines, rules and procedures established by UNDP as indicated by UNDP evaluation guidelines for projects implemented. The report content meets the terms of reference (see annexes).

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<sup>15</sup> <http://epa.gov.lr/>

<sup>16</sup> <https://mme.gov.lr/>

## 2. PRESENTATION OF THE PROJECT

### 2.1. PRESENTATION OF THE PROJECT

The UNDP/GEF project entitled “Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks” (GEF ID 8015)<sup>17</sup> aimed to reduce the vulnerability of local communities and strengthen the resilience of socio-economic sectors to combat the threats of climate change in coastal areas, targeting New Kru Town in Montserrado County, one of the poorest and most vulnerable areas in Monrovia.

#### 2.1.1. Problems that the project sought to address

The goal of the project was to reduce the vulnerability of physical assets in the New Kru Town communities, to train and raise skills on coastal zones management related to SLR and evaluate adaptation strategies and measures. The goal and objective were translated in the Project Document<sup>18</sup> in a comprehensive logical framework of the project’s expected outcomes and related activities. This project is an extension of the 2008 National Adaptation Programme of Action (NAPA) of Liberia responding to its “Third Highest Priority Project: Coastal Defense System for the Cities of Buchanan and Monrovia”<sup>19</sup>. It is a medium-size project which started in January 2017 and ended in June 2019. To undertake this intervention, the project had a budget of USD 2,000,000 – with over 90% coming from the GEF’s Least Developed Countries Fund (LDCF).

#### 2.1.2. Project description and strategy

The logical framework’s monitoring indicators were established during the project formulation to track the progress of the project and measure the achievement of targeted results. This has been formulated according to the criteria for monitoring and evaluation of UNDP, in the so-called SMART approach (Specific, Measurable, Achievable, Relevant, Time-bound). The basic status of these indicators was evaluated during the project start and is presented below.

To ensure that the project met its intended objective, two outcomes were designed to help achieve this. The evaluation team assessed the extent to which the two outcomes were achieved or not; and the project was efficient and effective in achieving those results to lead to clear sustainability of the interventions. Below are the two project outcomes which the evaluation assessed.

**Outcome One (1):** Strengthen the capacity of the Montserrado coastal County and the County coastal protection unit to plan and respond to climate change, and key staff of the Ministry of Mines and Energy (MME), of the Ministry of Public Works (MPW), National Climate Change Secretariat (NCCS) to make them able to include in the national development process the climate induced coastal concerns.

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<sup>17</sup> <https://www.thegef.org/project/enhancing-resilience-liberia-montserrado-county-vulnerable-coastal-areas-climate-change>

<sup>18</sup> [https://www.thegef.org/sites/default/files/project\\_documents/MSP\\_Approval\\_Doc.pdf](https://www.thegef.org/sites/default/files/project_documents/MSP_Approval_Doc.pdf)

<sup>19</sup> <https://unfccc.int/resource/docs/napa/lbro1.pdf>

**Outcome Two (2):** Implement at the pilot sites of Hotel Africa and Kru Town, sustainable and affordable measures including the construction of 500 m of breakwater (T-Groynes) and 25,000 meter of coastal revetment to protect 0.4 km of coastal areas against climate change impacts.

The above outcome results were considered in the questionnaire using the following specific objectives:

- Stakeholders' conformity with the project interventions regarding expectations of the targeted communities;
- Comparison of the results obtained with defined results;
- Articulation of observed changes attributable to project intervention;
- Identification of implementation constraints, noting the use of disbursed funding in relations to the needs initially identified;
- Recommendations to consolidate the project's achievements;
- Drawing of useful lessons for UNDP and the Government of Liberia etc.

## 2.2. PROJECT IMPLEMENTATION ARRANGEMENTS

### 2.2.1. Organizational arrangements

MME had full responsibility under the National Implementation Modality (NIM) arrangements to ensure accountability, transparency, timely implementation, management and achievement of results. UNDP had responsibility for overseeing the implementation of the project. A committee was established to provide guidance and support for the smooth implementation of the project with membership drawn from the key stakeholder institutions.

There was a continued cohesion between the project and the mandate of the MME with linkages and interactions with high level policy components within the GoL, with EPA and MPW for instance. In this way, MME was in a good position to assume responsibility and follow up on, supervise and coordinate the contributions from all stakeholders. EPA gave support to the MME as needs arose.

The day-to-day management of the project was done by a Project Management Team (PMT) which had been accountable to the National Project Director and committee for the performance of the project. The project team was based in Monrovia. The PMT was manned by a full time staff comprising a Project Manager, Project Finance and Administration Assistant, finance and a Technical Advisor financed from the GEF. The PMT was accountable to the National Project Director for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds.

The Annual Work and Budget Plans (AWP & ABP) had to be approved at the beginning of each year. These plans provided the basis for allocating resources to the planned activities. The PMT produced quarterly progress and financial reports and Annual Progress Reports/Project Implementation Report (APR/PIR). These reports summarized the progress made by the project versus the expected results, explain any significant variances, detailed the necessary adjustments and be the



main reporting mechanism for monitoring project activities. These were valuable inputs for the evaluation team.

Overall responsibility for the implementation of the project rested with the PMT whilst on-site intervention was done by the relevant GoL technical agencies such as the MPW.

In terms of project assurance, UNDP CO and UNDP-GEF unit monitored the project's implementation and achievement of the project outcomes and outputs and ensured the proper use of UNDP/GEF funds.

As requested by the GoL, UNDP CO provided the following support services for the implementation of this project, and recovered the actual direct and indirect costs incurred by the Country Office in delivering such services as stipulated in the Letter of Agreement (LOA) between the GoL and UNDP and following the Universal Prices List:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposals
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, Government clearances ticketing, and travel arrangements
- Shipment, custom clearance, and vehicle registration

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

### 2.2.2. Project timing and milestones

The key project milestones are listed below:

- PIF Approval: 3<sup>rd</sup> of October 2012
- GEF CEO Endorsement: 28th of July 2014
- Inception workshop: originally planned for February 2015, actual realization in September 2015
- Recruitment of the PMT: 2016
- Design of the construction/stakeholders and communities' involvement/trainings: 2017 and 2018
- Construction phase of the dam: from July 2018 to March 2019
- Date of the terminal evaluation: August to October 2019;
- Expected closing date: October 2019.

### 2.2.3. Main stakeholders

**Table 2: Stakeholder groups and role in the project**

Stakeholder groups	Description or Example	Role in project
Responsible national Government, Ministries, and Agencies	MME, EPA, MPW	Project implementation and in-kind co-financing Mainstreaming of climate change into their policies and strategies Capacity development
County Government	CCPU, County Government, County Superintendent, Monrovia City Corporation (MCC)	Project implementation at the county and community levels. In-kind co-financing Mainstreaming of climate change into county plans and practices in coastal areas Capacity development
Local Communities	Fishermen, fisherwomen, petit traders, house-owners, etc. Sometimes organized through traditional organizational methods, or women groups, youth groups, etc.	Direct beneficiaries of the project. Awareness raising campaigns, workshops building their capacity, and from any livelihood revenue schemes. Many learned how to prepare and construct coastal defense measures.
Gender based stakeholders	Mainstreaming gender into climate change adaptation	Capacity development under the project Efforts to contribute to national efforts to improve the status of women and improve gender balance
Socio-economic groups (direct beneficiaries)	NCCS, Fishing Companies, Port authorities, Hotel Management etc.	Opportunities for employment in coastal cities

### 3. PROJECT EVALUATION

#### 3.1. PROJECT STRATEGY

##### 3.1.1. Objectives and outcomes (A.1.)

The project objective was to reduce vulnerability and build resilience of local communities and socio-economic sectors to the threats of climate change in Liberia's coastal County of Montserrado, especially New Kru Town communities, with two outcomes:

- **Outcome (1)** – Capacity of the climate Change Secretariat enhanced to drive policy coordination in the coastal county of Montserrado to plan and respond to climate change.
- **Outcome (2)** – At the sites of Hotel Africa and Kru Town, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated.

##### 3.1.2. Indicators (A.2.), assumptions and risks (B.)

Based on the logical framework, the section reviews the proposed indicators at formulation with the assumptions and risks. The indicators for measuring the achievements of **Outcome 1** are the following:

**The County Development Agenda takes into account climate change risks:** In the baseline situation, the CDA did not mention climate change. This reflected the low understanding, low information, and low individual and institutional capacity in the climate change sub-sector. By the end of the project, with the successfully built individual and institutional capacity observed at county level, climate change, especially adaptation, is present in the agenda, but the county is unable to allocate enough funds to properly address this issue.

**The climate risk management capacity index in Montserrado County government and key ministries representatives (disaggregated by gender) has increased from 1 to 3 (Baseline: 1, no capacity built and target at EOP:3, substantial training):** The baseline situation was that there are no skilled people in the county, and so all skills and technical capacity must be imported. After the project, the county is in a better position to respond to climate induced coastal erosion: the project enabled to foster the county's capacities on the matter. The minimum availability of such capacities is therefore a reflection of the achievement of the Outcome.

There are two risks that were identified during the project development phase. These risks were that:

**Decentralization process is stopped:** At the beginning of the project, decentralization was a major pillar of national development. The decentralization process took place but eventually created some uncertainty regarding the responsibilities of decentralized institutions, i.e. between the Montserrado County and the Monrovia City Corporation (MCC). This was easily solved, by prioritizing the involvement of the New Kru Town local authorities as part of the Montserrado County.

**Good working relationships are not maintained between national level and the county:** The project strategy depended on good vertical working relationships, between and within government agencies. It proved to be functioning well.

The indicators for achieving the second Outcome were as follows:

**Rate of beach erosion and associated flooding at key sites in these areas:** Erosion rates at the formulation stage were estimated to be 3-5m per year. Not only this was reduced to zero by the project end, but there were some gains from the initial situation, for instance nearby the school, of approximately 10 meters. This demonstrates that coastal erosion can be reversed at *affordable* costs.

**Within the communities at the sites the capacity index (disaggregated by gender) for maintaining coastal protection infrastructures built by the project has increased from 1 to 3 (Baseline: 1; target at EOP: 3):** The baseline situation was that maintenance of structures is still a challenge across the County and in Liberia in general due to low social and organizational capacity, thereby undermining sustainability of many interventions. The project demonstrated that such capacity can be built in the Montserrado County with the support of MME and MPW, and so that maintenance of infrastructure can be achieved. At the end of the project, basic maintenance is done by local communities and MPW should intervene for heavier maintenance (e.g. after storms affecting the dam). This demonstrates that coastal erosion can be reversed *sustainably*, and that Outcome 2 is achieved.

There were two risks that could have impeded the achievement of this outcome. These risks were that:

**Local Commitment is not maintained:** The project addressed a major priority at each site, and it was very unlikely that local commitment would move to other priorities. This assumption is confirmed by the evaluation. Besides, necessary measures were taken to secure local support of the range of stakeholders at the local level.

**Good inter-agency working relationships are not maintained at county level:** In the baseline scenario, it was stated that “inter-agency relations are complicated, and can break down for tribal, political, religious or other reasons”. At the end of the project, it was observed that agencies cooperated efficiently.

The key indicator for measuring the achievement of the project was that the vulnerability and risk perception index (disaggregated by gender) in the communities of Kru Town and Hotel Africa had increased from 1 to 3 (Baseline: 1, extreme vulnerability and target at EOP: 3, medium vulnerability), with two notable risks that might have hampered the achievement of the project objective phase. These risks factors were that:

**The peaceful situation does not prevail across Liberia:** A peaceful situation prevailed during the entire lifetime of the project.

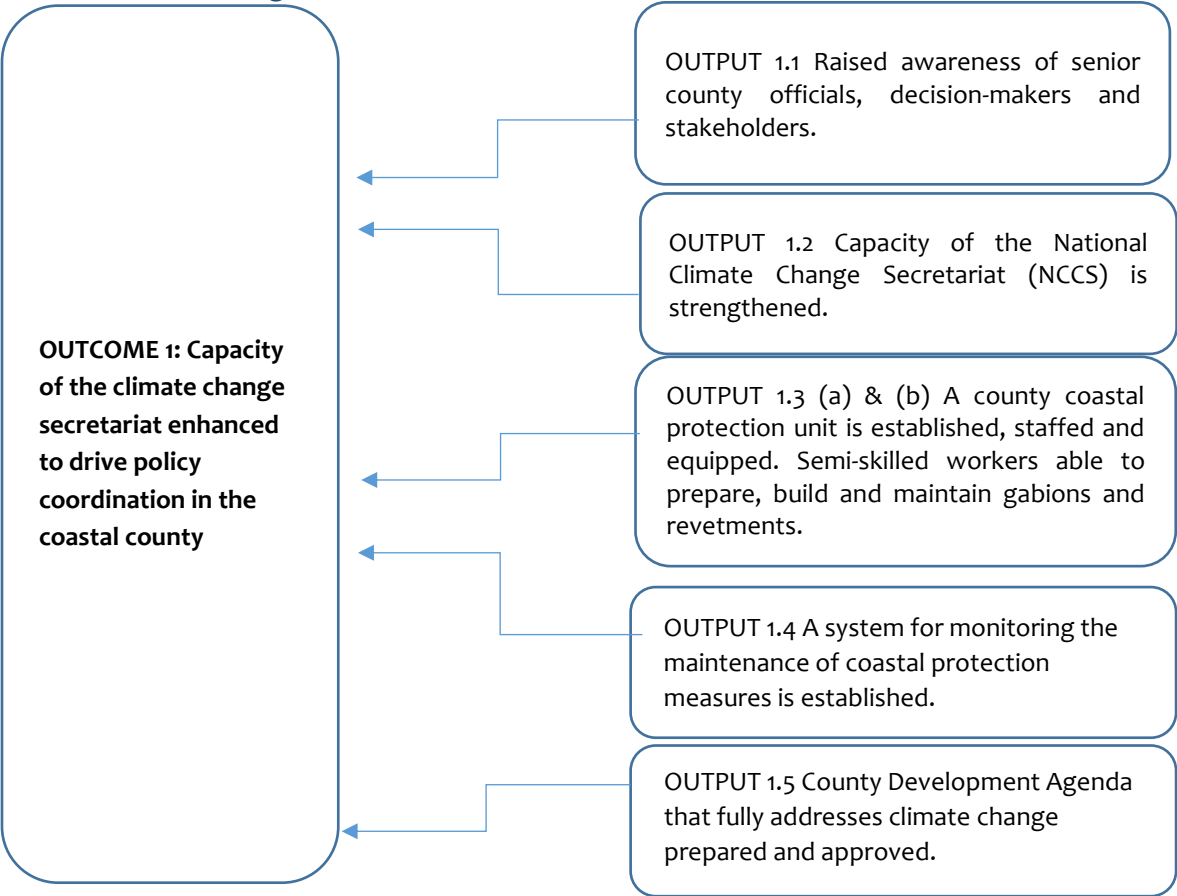
**International funding for climate change adaption is not forthcoming:** International commitment to support adaptation to climate change seemed strong at formulation stage, and still is, if not more. Even before its achievement, the project served as an excellent pilot to start raising

**The Ebola outbreak is not completely managed:** additional funds, and extension of the project in Monrovia to other areas.

**The ability of the Government to continue its co-financing commitment in the wake of the continuous budgetary shortfall:** While, like at the beginning of the project, the GoL has limited budget, the various national institutions were committed during the project lifetime, not only in terms of human resources but also raw materials, e.g. supplying rocks, etc.  
Indeed, back in 2014/2015, at project formulation, there was a risk that the situation of Ebola outbreak continued to hit the Montserrado County, impeding the implementation of the project activities. On May 9, 2015, the World Health Organization stated that the Ebola outbreak was over<sup>20</sup>.

3.2. PROGRESS TOWARDS RESULTS

3.2.1. **Outcome One (1):** Capacity of the climate Change Secretariat enhanced to drive policy coordination in the coastal county of Montserrado to plan and respond to climate change



The overall target for Outcome one (1) has been achieved according to the indicators of the project’s performance assessment indicated in the result matrix. Various activities implemented are achieved under this outcome included outputs related to awareness raising on climate change and coastal erosion, capacity building and logistical support to related institutions. These activities have

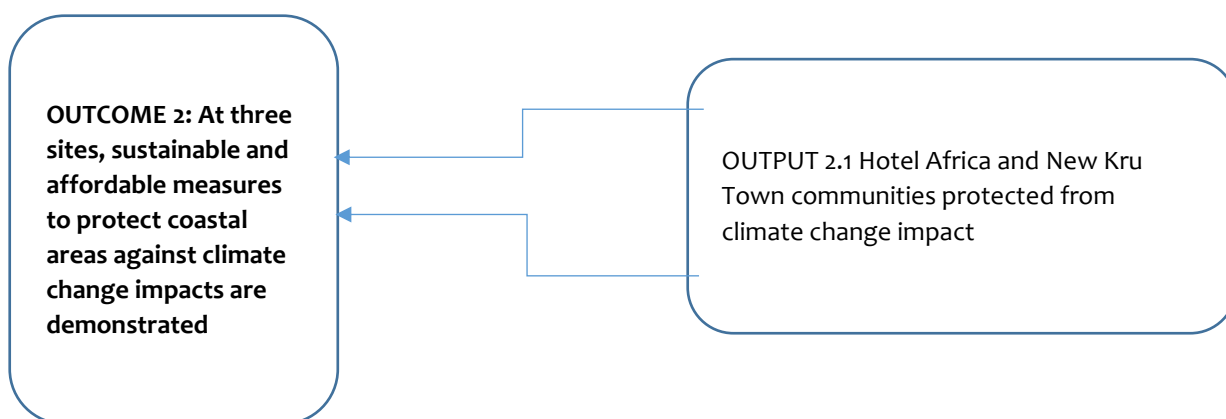
<sup>20</sup> <https://www.afro.who.int/news/ebola-outbreak-liberia-over>

resulted into New Kru Town being better prepared, protected and responsive to climate change risks. Coastal communities are now more aware of climate change effects and building resilience.

Five different trainings were provided for government institutions and relevant stakeholders. The trainings included:- (1) management of climate induced coastal erosion involving 50 (33 males, 17 female) participants; (2) training on how to measure beach movement; measure wave dynamics; monitor the impact of revetments involving 81 (51 males, 30 female) participants from across all the eight coastal counties of Liberia; (3) training on how to mainstream climate change in the County Development Agenda (CDA) and other county development strategies and programs involving 51 (42male 9 female) development practitioners; (4) training of entrepreneurs and petty traders on beach business opportunities for integrated coastal zone management involving 32 (2 males, 30 females) participants and (5) training on revetment construction and maintenance involving 34 (22 males, 12 female) participants.

Additionally, the enhancement of national ownership and stakeholder inputs in project planning and implementation was promoted by the facilitation of one inception workshop involving 117 (77 males & 40 female) at the commencement of the project. It is worth nothing that this was achieved through the GoL's initiative in driving policy for planning and responding to climate change through capacity building of related government institutions and the establishment and equipping of an Integrated Coastal Zone Movement Unit (ICZMU) to support government coordination and responding to climate change efforts.

### 3.2.2. **Outcome Two (2):** At three sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated



The second Outcome contained one output as shown above. It was achieved by meeting its planned targets for the period under review as reflected by indicators in the project result matrix. The key project activity of protecting the coast line was done only at New Kru Town taking into consideration the risks, urgency, fund available and other issues. The results of the activities carried out under this outcome include:

- 1000 meters of New Kru Town coastal line already protected through the construction of a coastal defense wall. This was achieved after the completion of a gender differentiated feasibility and coastal dynamic study resulting into design, validation and approval of the

construction of a 1,200 meters' coastal defense wall. Nonetheless, a total of 1,000 meters was completed with the other 120 meters (60 meters each) on both north and side sides of the revetment left open as fishing docking sites in compliance with community request. Additionally, to improve the sanitation situation along the revetment as the protected coast line is now attracting people for leisure, two flush latrines of four rooms each (one each on the north and south side) of the revetment was constructed. Also, one water catchment and discharge basin along the lowest point of the revetment to help minimize flooding and sending water back in the community and prevent water from undermining the revetment was also constructed.

Local ownership is encouraged and promoted in order to enhance sustainability as such, local community residents were employed as casual laborers and earned income from the construction of the revetment thus booming the local economy. These laborers were trained with simple means of construction of revetment and maintenance. The project is supporting local communities in the project location in undertaking community cleaning exercises, cleaning and opening drainages to prevent flooding in the environment. Also, a behavior rule awareness raising workshop was facilitated for coastal community residents involving 73 (37 males, 36 females) participants from all the eight coastal counties (members of the CPUs) and three bill boards with agreed rules were mounted in New Kru Town so as to instigate all corrective behaviors.

### 3.3. PROJECT IMPLEMENTATION

#### 3.3.1. Finance/co-finance

The financial arrangements and procedures for the project were governed by the UNDP rules and regulations for NIM, with UNDP CO support on specific tasks, such as procurement of equipment or recruitment of key project staff.

Given the NIM arrangements that apply in Liberia, the major part of financial transactions was conducted through direct payment requests made by MME. Some funds were transferred to MME, as an advance of funds, for the day-to-day functioning of the project. The National Project Manager, with support from the PMT, prepared Request for Direct Payments and Request for Advance of Funds, that were signed by the National Project Director (or alternate) to be sent to UNDP CO.

<b>Award ID / Project ID</b>	Award: 00085325 /Project: 00093013
<b>Business Unit</b>	LBR10
<b>Project Title</b>	Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks.
<b>PIMS no</b>	5550
<b>Implementing Partner (Executing Agency)</b>	Ministry of Mines and Energy

GEF Outcome/ Atlas Activity	Implementing Partner	Source of Funds	ERP/ ATLAS	Budget Description	TOTAL	Amount Year 1 (USD)	Amount Year 2 (USD)
Outcome 1 – Capacity in Monserrado County to plan and respond to climate change is strengthened.	MME	LDCF	71300	National Consultants	40,904	25,000	15,904
		62160	71600	Travel (Local)	22,871	8,000	14,871
			71200	Int. Consultants	15,894	10,000	5,894
			71600	Travel	5,795	3,500	2,295
			72100	Contractual services-Companies	78,876	28,000	50,876
			72500	Office Supplies	12,065	7,400	4,665
			74200	Audio Visual & Print Prod Cots	8000	2,000	6,000
			74500	Miscellaneous exp.	4,584	1,584	3,000
				<b>Sub Total</b>	<b>188,989</b>	<b>85,484</b>	<b>103,505</b>
Outcome 2 – At Kru Town and Hotel Africa sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated.	MME	LDCF	71300	National Consultants	57,856	43,000	14,856
		62160	71600	Local Travel	27,378	19,500	7,878
			71200	Int. Consultants	134,463	70,000	64,463
			71600	Travel	9,380	6,800	2,580
			72100	Contractual services-Companies	1,299,071	800,000	499,071
			72200	Equipment and Furniture	172,132	95,200	76,932



			74200	Audio Visual & Print Prod Cots	8,000	5,000	3,000
			74500	Miscellaneous Exp.	7,731	3,500	4,231
			Sub Total			1,716,011	1,043,000
Project management	MME	LDCF	71400	Contractual Services – Individuals	47,000	26,000	21,000
		62160	71600	Travel	5,960	3,000	2,960
			72100	Contractual services- Companies	27,120	13,550	13,570
			74100	professional services	8000	4000	4000
			72500	Office Supplies	4,805	2,500	2,305
			74500	Miscellaneous	2,115	1,115	1,000
			Sub Total			95,000	50,165
Total				2,000,000	1,178,649	821,351	

Summary of Funds	Amount Year 1	Amount Year 2	Total
GEF	1,178,649	812,351	2,000,000
GoL	190,000	100,000	290,000
<b>TOTAL</b>	<b>1,368,649</b>	<b>912,351</b>	<b>2,290,000</b>

### 3.3.2. IA and EA execution

UNDP was the executing agency and was in adequacy with the expected work to be implemented.

MME was the implementing agency and was effective during all the lifespan of the project. Together with other ministries and EPA, all the work done by MME was done as expected.

### 3.3.3. Monitoring and evaluation

Project Monitoring and Evaluation was conducted in accordance with established UNDP and GEF procedures and provided by the PMT and UNDP CO. The Monitoring and Evaluation Plan was presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

### 3.3.4. Stakeholder involvement

All the local stakeholders were properly involved in the project, i.e. New Kru Town communities (fishermen, women groups, the D. Tweh Memorial High School, etc.) as well as the local authorities (New Kru Town Governorate).

## 3.4. PROJECTS RESULTS

## Rating Scale

The evaluation team used the following rating scale to measure the performance of each criteria (relevance, effectiveness, efficiency, sustainability, impact, gender and Human Rights) of the project. The rating scale assesses the project's activities, outputs and outcomes and identifies shortcomings therein.

**Table 4:** Detailed rating according to the evaluation criteria of GEF<sup>21</sup>

6-HS: Highly satisfactory	R: Relevant
5-S: Satisfactory	NR: Non relevant
4-MS: Moderately satisfactory	L: Likely
3-MU: Moderately unsatisfactory	ML: Moderately likely
2-U: Unsatisfactory	MU: Moderately unlikely
1-HU: Highly Unsatisfactory	U: Unlikely

### 3.4.1. Relevance

**Definition:** Relevance refers to the degree or extent to which the project relates to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels.

**Results:** The project was highly relevant at project inception, and still is today. Global climate models project at Sea Level Rise (SLR) in Liberia of 0.13-0.56 m by the 2090s (relative to 1980-1999). A recent study on SLR from November 2018 done under the Monrovia Metropolitan Climate Resilience Project (MMCRP) indicates that:

- Independent study done for 13,400 square lines from Hotel Africa in Brewerville to Bernard Beach in Sinkor to assess the feasibility of coastal protection or vulnerability mitigation measures; concluded that Monrovia is extremely vulnerable to Sea Level Rise (SLR) and that there is a critical need to develop protection measures in order to continue to reduce the impact of climate change;
- Montserrado County faces several threats, including SLR, changes in the wave climate and wave height;
- The study concludes that the New Kru Town intervention was very positive, but that it needs to be upgraded soon to a sustainable revetment structure by a proper and detailed design as well as well-trained workmanship;
- The need for urgent action to prevent the Liberia Electricity Corporation sub-station in West Point from being washed under the ocean, “because of its high economic value”.

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<sup>21</sup> UNDP-GEF Guidelines: “Project Evaluation Level” published by UNDP Evaluation in 2012.

## Questions & Answers

- 1) ***How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?***

The project particularly addressed coastal erosion and coastal environmental protection; Developed capacity of requisite individuals in the county affected by climate change; empowered County staff; Developed local coastal engineers and the private sector and revised development plans that fully addressed climate change induced by coastal erosion.

- 2) ***How appropriate for the context is the range of substantive areas in which the project is engaged?***

The engagement areas of the project are very appropriate in the Liberia context which has led to the prioritization of protection of the target location coastal zone by the construction of a revetment. After careful review, the team discovered that said activity for protection of the coast line was done only at New Kru Town taking into consideration the risks, urgency, fund available and other issues. This decision was reached after national and local consultations and confirmation was taken in the project's inception meeting. Some risks, threat and sea-related factors identified by the communities that led to immediate intervention in the area are: erosion, flooding, sand mining, depleting fish stocks, property damage, relocation, death, water pollution, etc.

- 3) ***If the substantive areas are deemed appropriate for the context, how appropriate are they for the project to undertake?***

The project undertaking was appropriated by engagement and/or working together with the relevant stakeholders within the budget specifications involving requisite planning and implementing the project together led by the partners and community helped to make the project very successful. This project builds on a similar pilot project implemented in Buchanan, Grand Bassa County that ended in 2016.

- 4) ***How does the project reflect and align to Liberia's strategic climate policy documents?***

It is key to national perspectives and aligns with the PAPD (Pillar II), Agenda for Transformation (2012-2017) and Liberia Rising 2030. Additionally, with the country's INDC in 2015, the ratification of the Paris Agreement by Liberia on July 10, 2018, SDGs and GCF Country Programme. The project also aligns with other national policies documents including: (a) The National Environmental Policy of the Republic of Liberia (2003). This sets a framework for protecting all environmental assets in Liberia, including coastal ones; (b) The Zoning Law of Liberia (1957). Although out of date, it could provide a basis for coastal zoning and therefore for integrated coastal management; (c) The New Mineral and Mining Law

(2000), an Act that envisages minimizing land degradation caused by mineral resources development; (d) The New National Forestry Law (2006), an Act providing for environmental protection, and it states that all forestry operations and activities shall be conducted so as to avoid waste and loss of biological resources and damage, and prevent pollution and contamination; (e) The Public Health Act (1979) that contains provision for the protection of the sources of drinking water; (f) The Natural Resources Law of Liberia (1979), which has chapters on Forest, Fishery and Wildlife, Soil, Water and Minerals. The project is also fully in line with the Decentralization Policy, as this project aims to empower counties and local communities and (ii) the National Disaster Relief Policy, which coordinate a national response to disasters, and this project will be linked to those responses.

**5) *Were the programmatic strategies appropriate to address the identified needs of project communities?***

The answer is yes. This is evident by community engagements contributing to adaptations, slight reviews etc., in compliance with meeting community needs. Programmatically, the project is guided by the National implementation Modality (NIM). This project implemented priority interventions from Liberia's NAPA and satisfied criteria outlined in UNFCCC Decision 7/CP.7 and GEF/C.28/18. It is country-driven, cost-effective, and have integrated climate change risk considerations into coastal zone management plans and national budget allocation processes, which are priority interventions that are eligible under LDCF guidelines. The proposed project has been prepared fully in line with guidance provided by GEF and the LDCF Trust Fund. The project is fully in line with the guidance from 'Programming Paper for Funding the Implementation of NAPA's under the LDC Trust Fund' (GEF/LDCF 2006).

Additionally, the UN and UNDP activities in Liberia are guided by the Common Country Assessment, the UNDAF and the UNDP Country Programme (2013-2017). This project has been designed to respond to the UNDAF (2013-2017) Outcome 2.1 "Food Security and Natural Resources: Improved food security and sustainable natural resources utilization" and to the UNDAF CP Output "Utilization of Natural Resources (land, water and forest) improved." Further, it has been designed to contribute to the UNDP Country Programme (2013-2017) Outcome 2.3, Inclusive and sustainable economic transformation informed by evidenced-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management, and directly to the UNDP Country Programme Output Utilization of natural resources (land, water and forest) improved.

**6) *What capacities and skills should be prioritized to further develop greater coherence and relevance to programme's interventions in resilience building of the coastal communities?***

The lack of project intervention, especially relating to the remaining coastal counties, cannot be overemphasized. There is still a huge demand to build coastal communities' resilience in Liberia especially in southeastern Liberia, Greenville, Sinoe County specifically. This will require the

prioritization of: human capacity, equipment and other logistics, coordination and collaboration from Government of Liberia, stakeholders, partners, donors, etc.

**Rating for Relevance:** Highly Satisfactory (because of extremely high vulnerability to SLR)

### 3.4.2. Effectiveness

**Definition:** Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering the projects planned results/outputs and actual achievements made during its implementation.

**Results:** The overall project's effectiveness is measured considering the Project's results achieved; GoL engagement in the implementation of the project; capacity development of the Ministries, Agencies & Commissions (MACs) and other institutions in Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks.

The project consisted of outputs under its implementation framework ensuring compliance with the result framework. These prioritized outputs are linked to its 2 outcome areas. The project's achievements of its expected outcomes and results are at two (2) levels including seven (7) outputs and nineteen (19) activities as reflected in the expected result framework specified in Table 4 for detailed data of the project outputs-planned results and actual achievements of activities for the period under review.

*Table 4: Expected result framework*

Outcome (s)	Output(s)
1. Capacity of the climate change secretariat enhanced to drive policy coordination in the coastal county	<p><b>Output 1.1</b> Raised awareness of senior county officials, decision-makers and stakeholders.</p> <p><b>Activity:</b></p> <p>1.1.1 Conduct a study on gender-based vulnerability assessments to be used in raising awareness activities and inform the policy mainstreaming process</p> <p>1.1.2. Collect or produce documents or videos on level of climate induced coastal erosion and its impacts on communities' livelihoods and services infrastructures to be used as communication material;</p> <p>1.1.3. Arrange a series of meetings and workshops to inform key stakeholders in the county.</p> <p><b>Output 1.2</b> Capacity of the National Climate Change Secretariat (NCCS) is strengthened.</p> <p><b>Activity:</b></p> <p>1.2.1 Provide training on management of climate induced coastal erosion and technical support (hire 1 coastal erosion specialist,) to support the National Climate Change Secretariat;</p> <p>1.2.2 Provide technical and operational support to the NCCS (24 Month Salary and functioning material) to support the mainstreaming of climate induced coastal degradation concerns in the national and Montserrado County development agenda.</p> <p><b>Output 1.3(a)</b> A county coastal protection unit is established, staffed and equipped.</p>

	<p><b>Activity:</b></p> <p>1.3.1 Identify technicians responsible for coastal protection at the county level from diverse agencies with a gender balanced perspective;</p> <p>1.3.2 Identify training needs;</p> <p>1.3.3 Provide one-month training for 15 persons (including if Possible, at least 7 women) in county agencies on how to measure beach movement; measure wave dynamics; design gabions and revetments; monitor construction of gabions and revetments; monitor the impact of gabions/revetments.</p> <p>1.3.4 Provide basic equipment necessary to monitor coastal erosion, facilitate integrated coastal area planning, monitor beach processes, design coastal protection, etc.;</p> <p><b>Output 1.3 (b)</b> Semi-skilled workers able to prepare, build and maintain gabions and revetments etc.</p> <p><b>Activity:</b></p> <p>1.3.1 Train 10 trainers on rock crushing and gabion basket construction;</p> <p>1.3.2 Run a 1-week training Programme for local people on rock crushing for gabions in the county;</p> <p>1.3.3 Run a 2-week training Programme for local people on how to construct and maintain gabion baskets in the county.</p> <p><b>Output 1.4</b> A system for monitoring the maintenance of coastal protection measures is established.</p> <p><b>Activity:</b></p> <p>1.4.1 In the county, the county administration appoints an officer to be responsible for monitoring;</p> <p>1.4.2 Responsible officer undertake daily inspection of gabions and revetment and prepare report;</p> <p><b>Output 1.5</b> County Development Agenda that fully addresses climate change prepared and approved.</p> <p><b>Activity:</b></p> <p>1.5.1 Support the National Climate Change Secretariat to deliver a training program for country and county agencies on how to mainstream climate change in the CDA and other county development strategies and programs</p> <p>1.5.2 Provide technical and financial support to National Climate Change Secretariat for the mainstreaming of climate induced coastal concerns in the preparation of the 2013-2017 County Development Agenda;</p> <p>1.5.3 Support the National Climate Change Secretariat to collect and the codification of the climate data and forecasts and risks impacts and their feeding into county development planning;</p> <p>1.5.4 County Development Agenda, 2013-2017 identifies a series of options for preventing and addressing climate induced coastal issues with budget;</p> <p>1.5.5 Collect and document experience and lessons learnt from the mainstreaming of climate induced coastal concerns in the Montserrat CDA for sharing with the other coastal counties and through UNDP-GEF ALM.</p>
<p>2. At two sites, sustainable and affordable measures to protect coastal areas against climate change</p>	<p><b>Output 2.3</b> Hotel Africa and New Kru Town communities protected from climate change impacts.</p> <p><b>Activity:</b></p> <p>2.3.1 Local planning and consultation process to determine project approach and objectives;</p> <p>2.3.2 Issue behavior rules for local community in pilot beach area;</p>

impacts are demonstrated	2.3.3 Feasibility study including cost-benefit analysis and detailed design of gabions and revetments; 23.4 Training for local entrepreneurs on break waters/gabions and revetment building and maintenance; 2.3.5 Construction of 500 m of break waters/T-Groynes and 25,000m <sup>2</sup> of revetments; 2.3.6 Monitoring of impacts and maintenance of break waters/gabions and revetments. 2.3.7 Document successful experience and lessons on coastal protection for sharing with the other coastal counties and through UNDP-GEF ALM
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## Questions & Answers

### **1. To what extent have the expected outcomes and objectives of the project been achieved?**

The objectives and outcomes of the project were greatly achieved and highly satisfactory. Notably, outcome two (2) where outputs/targets were overly achieved.

### **2. What evidence is there that the project has contributed towards an improvement in resilience of Montserrado coastal communities?**

They include: (1) The presence of 1,125 meters of revetment in New Kru Town protecting the coast line; (2) The presence of coastal protection unit equipment and other logistics with MME and EPA to support coastal communities resilience in Montserrado; (3) Individuals trained in related institutions and counties in technical areas to support coastal protection in the coastal counties including sign boards with bye-laws to enhance the protection of the New Kru Town coast line and revetment.

### **3. What has been the progress made towards achievement of the expected outcomes and results; (results achieved, the reasons for the achievement or non-achievement of the project results)?**

New Kru Town, Montserrado County, Liberia is better prepared, protected and responding to climate risks with the Government of Liberia's enhanced coordination in driving policy for planning and responding to climate change. Liberia's eight (8) coastal counties are now more aware of climate change effects and building resilience. Results achieved mainly through capacity building trainings and availability of logistical support.

1,125 meters of New Kru Town coastal line protected through the construction of a coastal defense wall achieved after the completion of a gender differentiated feasibility and coastal dynamic study resulting into design, validation and approval of the construction of a 1,200 meters' coastal defense wall.

### **4. What have been the project's greatest accomplishments/contributions and value-added to enhancing resilience in Montserrado County?**

The project's greatest accomplishment is the construction of the 1,125 meters of revetment that is protecting the New Kru Town coastal line. It also provided logistical support, equipment and trainings to community people and other stakeholders that will ensure sustainability and reap more economic benefits along the beach as the revetment has increased tourist & visitors' attention along the beach which represents an added value to enhancing resilience.

**5. *Is UNDP perceived by stakeholders as a strong advocate for improving policy and knowledge for climate resilient within the project communities?***

Yes, according to stakeholders' perception further testified by communities, UNDP is perceived by stakeholders as a strong advocate for improving policy and knowledge for climate resilient within the project communities.

**6. *Does the Programme have effective monitoring mechanisms in place to measure progress towards results?***

Yes, the project has M&E mechanisms within UNDP and in collaboration with partners and other stakeholders to measure progress. M & E was conducted by the Project Manager, GEF focal points, partners including periodic visits made by President Weah.

**Rating for Effectiveness:** Highly Satisfactory (because more results were achieved than originally planned)

### 3.4.3. Efficiency

**Definition:** Efficiency measures how economically resources / inputs (funds, expertise, time, etc.) were converted to results.

**Results:** The evaluation was done based on planned activities and actual results achieved. As to date, the project has delivered most of its financial and technical support for the entire project implementation. Result of the project delivery rate stands at 96.8% with total expenditure of \$1,936,270 out of \$2,000,000.00 as at 25<sup>th</sup> June 2019. The project has directly protected 8,000 inhabitants, and 28,000 inhabitants indirectly out of a total population of 45,000 inhabitant from SLR. Review of the data available in the resources table below on resource mobilization and utilization of Programme resources shows that the project has exhibited a high degree of efficiency.



**Table 5, 6 and 7: Budget-related information**

**(A) Resource Table**

Core Funding				
Donor	Core Fund			
UNDP				
Non-Core Funding				
Donor	Commitment (Currency of the Agreement)	Received (Currency of the Agreement)	Received (USD)	Balance (Currency of the Agreement)
GEF/LCDF		USD	\$2,000,000	-
<b>Total</b>			<b>2,000,000</b>	

**(B) Project Budget**

AWP Outcome	Budget	Expenditure	% Variance
1&2	2,000,000	1,936,270	63,730 as of 25 June 2019

**(C) Project Delivery**

Budget	Expenditure	Delivery Rate
Instruction Show the annual budget here	Instruction Show the expenditure (YTQ)	Instruction Indicate in percentage
<b>2,000,000</b>	<b>1,936,270</b>	<b>96.8 %</b>

**Questions & Answers**

- 1. Was the project implemented efficiently in-line with international and national norm and standards?**

The answer is yes. The project was implemented efficiently in line with national and international standards. E.g. Both International and national consultants were involved in the technical designs, assessments, reviews and approval done & agreed by GoL line MACs.

- 2. To what extent has the project's selected method of delivery in Liberia been appropriate to its objectives and the development context? Have the project resources been well utilized for the attainment of the project objectives?**

Project delivery was done through a National Implementation Modality (NIM) that enhanced national ownership. As to date, result of project delivery rate stands at 96.8% with total expenditure of USD 1,936,270 out of USD 2,000,000.00 as at 25<sup>th</sup> of June 2019. The project has directly protected 8,000 inhabitants, and 28,000 inhabitants indirectly out of a total population of 45,000 inhabitants from SLR.

**3. To what extent were relevant stakeholders and actors included in the programming and implementation processes?**

They were included to a very large extent in all the processes including planning, implementation and monitoring. The GoL led by MME was the Implementing Partner.

**4. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes? Is the Programme and its components cost-effective?**

The project resources were allocated strategically to enhance achievement of project outcomes. However, the stretching of outcome 2 targets from 500 meters to 1,125 meters based on GoL request and technical advice resulted into several reviews and government inputs/contributions that ended up making it difficult to achieve the target.

**5. Was the staffing adequate for the implementation of the project? Were project activities carried out on time and at the appropriate location?**

Yes, staffing was adequate with majority of the staff based with government Implementing Partners. Project activities were carried out timely.

**Rating for Efficiency:** Satisfactory (because of good management of the allocated resources)

#### 3.4.4. Impacts

**Definition:** Indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? Positive and negative, primary and secondary long-term effects produced by the project directly or indirectly, intended or unintended.

**Results:** The recent independent study conducted by Coasts, Deltas and Rivers (CDR) International (presented in Monrovia in November 2018) confirms that the project has positive impacts: the CEO of CDR Intl, Mr. Heijboer explained in a meeting in Monrovia on November 6, 2018 in the presence of the President of Liberia that in Monrovia, “the sea is aggressive and needs intervention to avert a potential disaster”. He lauded Government’s emergency intervention into New Kru Town, but said the intervention needs to be upgraded as soon as possible to a sustainable revetment structure by a proper and detailed design as well as well-trained workmanship.

At the grassroots level, the beneficiaries in New Kru Town confirmed during the Terminal Evaluation field mission, the positive impacts of the protection of the coast by the project. The project enabled the protection of directly 8,000 inhabitants, and indirectly 28,000 inhabitants from SLR.

## Questions & Answers

**1. Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?**

The response is positive. The project constructed the revetment thus stopping the sea from covering the New Kru town community and protecting the beach that is now used for leisure. Additionally, the project provided several trainings to enhance coastal erosion and coastal community protection and improvement in coastal ecologies.

**2. To what extent has the project had an impact on the vulnerability of the populations?**

The project has a great impact on the vulnerability of the coastal population particularly, New Kru Town. The revetment is protecting infrastructure (schools, Redemption Hospital, private homes etc.). The trainings provided knowledge that will contribute to improving coastal communities' resilience to climate change effects in addition to equipment and other logistics provided to relevant institutions. The local economy along the revetment is improving due to increased business opportunities along the beach.

**3. What socio-economic impact has the project had on the local economy?**

The project has good socio-economic impacts on the local economy in New Kru Town. It has created more business opportunities along the beach as there are more visitors coming there now with improved leisure time.

Jobs were created for 10 months casual laborers through construction of two latrines with 8 compartments along the revetment; Community members and stakeholders were trained in behaviour rules formulated by-laws to improve cleanliness on the beach and in the community in general.

**Rating for Impacts:** Highly Satisfactory (because almost 8,000 plus people are directly benefiting from the project, including a high school with 928 students).

### 3.4.5. Sustainability

**Definition:** The likelihood of a continuation of benefits from a development intervention after the intervention is completed. To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project' results.

**Results:** During the project implementation, the beneficiaries were involved and trained to enable and ensure that the dam is fully maintained, hence guaranteeing the sustainability of the project. In addition, the GoL is willing to scale-up the project, given the fact that Monrovia Metropolitan areas are

very vulnerable to SLR. The country is currently seeking funding for the MMCRP, among others by the GCF.

### Questions & Answers

**1. To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?**

Project results will be sustained over a long period. The technical information available reveals that the revetment has a life span of 50 years. Also, logistics and training provided to individuals and institutions to enhance sustainability. Civil servants and engineers are responsible for maintenance of the revetment. Additionally, the MME and EPA are working with the GoL to provide budget allocation for maintenance of the revetment.

**2. Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?**

National ownership is fully satisfied as the project was planned by GoL involvement and implemented by GoL, led by MME through NIM. Engineers from MME, MPW etc. including coastal engineers were part of the team and community members were also involved including students studying engineering at the university.

**3. What capacity of national partners, both technical and operational, has been strengthened?**

Logistical, operational and technical capacities of national partners have been strengthened. Equipment have been provided, local coastal engineers were involved and trained, procurement, finance and administrative staff have been involved.

**4. To what extent have the project's exit strategies been well planned and successful?**

The project exit strategy started by the inclusion process from the inception and the GoL partners implemented the project with high community involvement and participation. The equipment, trainings provided and community and other local structures (e.g. coastal protection units, committees to enforce by-laws, maintain toilets,) were all provided as part of the exit strategy and will enhance sustainability. The MME will carry out the maintenance in order to curtail the storm surge (from June to October). Maintenance is planned for November to ensure a long-run benefit.

**Rating for Sustainability:** Highly satisfactory (because of country ownership and maintenance of the construction by MME after storm surges, with gathering of more rocks from Mount Coffee)

### 3.4.6. Gender & Human Rights

**Definition:** It measures the extent to which gender mainstreaming and Human rights have been factored into the project.

**Results for Gender:** The project has considered the gender issues, but the content of the project is very technological. However, in terms of beneficiaries, the project is still a good case as most of the beneficiaries are women who are engaged in drying and selling different types of fishes in addition to youths in the area from the D. Tweh High School comprising of 928+ students. These students and/or youths have been protected from being washed away by the ocean. The number of women beneficiaries are estimated to be 4,000. Other gender related activities of the project focused on trainings of vulnerable groups targeting women and the youths, etc. and;

**Results for Human Rights:** No discrimination was observed, vulnerable groups were taken into consideration including women, children and youths, etc.

#### Questions & Answers

**1) *To what extent has gender been addressed in the design, implementation and monitoring of the project?***

Gender has been addressed to some extent in the design, implementation and monitoring of the project. The project catered for about 8,000 direct and 28,000 indirect beneficiaries with majority being women as (direct and indirect beneficiaries). The project team had women included among the casual laborer engaged in the construction of the revetment.

Project trainings also deliberately targeted women participation with more women engagement in the behavioral rule and entrepreneur's trainings. 8 out of 18 members of the coastal protection unit members are women. Women are also included in all local committees for by-law enforcement and latrines management.

**2) *To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?***

The project promoted positive changes in gender equality by including women in all project trainings and involving them in all decision-making bodies and processes during planning and implementation of the project activities. In Outcome 1 level, support study for the assessment on gender-based vulnerability to climate induced coastal degradation was done. This contributed to informing and raising awareness of activities to better convince the Senior County Officials and decision makers on the necessity to address vulnerability taking in account the gender related vulnerabilities. Also, the capacity building activities targeted a gender balanced benefit and thus, the semi-skilled workers

trained and hired for the coastal works comprised least 30% women. The same was done for the CCPU. The project supported Montserrado County to have a gender balanced coastal protection unit staff by giving priority to technically eligible women for the capacity building programs.

**3) *What might be the impact of women's participation on the issues of coastal communities?***

The impact is great and very much encouraging. The women are leading the issue of by-law enforcement to enhance good sanitation along the beach and good management of the latrines. They are also part of the coastal protection units and are cooperating with members and other stakeholders to support coastal erosion control measures. They are engaged in economic activities for sustainable livelihood for their families.

**4) *How has this project contributed to the social capital of women in communities as actors in the consolidation of adaptation?***

The project provided training on entrepreneurship to mainly petty traders comprising of women in New Kru Town. It is worth noting that the constructing the revetment has increased business opportunities in the location. Women are direct and indirect beneficiaries of the project.

**Rating for Gender & Human Rights:** Satisfactory (because women are significantly project beneficiaries)

### 3.5. CHALLENGES

The key challenge has been the slow pace of rocks delivery at the construction site, delays in processing payments and limited funds to finish the project as per approved in the design.

Key planned follow up activities are essentially the present terminal evaluation of the project, post project monitoring and the maintenance of the revetment, which should start in November 2019. The fact that the site needs ongoing maintenance to be maintained is a challenge for the long run, especially if heavy storms coupled with big tides occur.

In the long-run, fluctuating and especially rising sea temperatures could lead to higher wave heights that could leap over the dam at certain times or obstruct the wall structure.

Finally, intensive rains might affect the drainage system on the landward side of the coastal road due to high rainfall and runoff and likely to interfere with the life span of defense wall.

### 3.6. LESSONS LEARNED & BEST PRACTICES

The main lessons are drawn from the positive results of the integration of independent consultant assessment information with local engineer's assessments reports, all this combined with proper coordination involving local engineers and all relevant partners. It enhanced the implementation of the construction component of the project smoothly. This resulted in the decision by the GoL to upscale the project.

## 4. CONCLUSIONS

### 4.1. MAIN FINDINGS AND CONCLUSIONS

#### 4.1.1. Key findings

This section presents the main findings of the terminal evaluation of the project based on the criteria defined in the methodology. As an overall conclusion, the project fully met its objective and outcomes. It has begun to address the key issue of the vulnerabilities of coastal areas in Liberia and starts already providing some leverage effects with the on-going project formulation for the entire city of Monrovia. The population and other stakeholders were thus engaged in the project activities, with needs and expectations matching the defined work plan.

#### 4.1.2. Performance rating

Criterion	Reviewers' Summary Comments	Reviewer's Rating
Attainment of project objectives and results (overall rating)	The project attained all its objectives	HS
<b>Outcomes</b>		
Overall Quality of Project Outcomes	The objectives and outcomes of the project were greatly achieved	HS
-Relevance	There is huge reduction of an extremely high vulnerability to SLR.	HS
-Effectiveness	More results were achieved than originally planned	HS
-Efficiency	Good management of the allotted resources the project has directly protected 8,000 inhabitants, and 28,000 inhabitants indirectly out of a total population of 45,000 inhabitant from SLR.	S
<b>Sustainability of Project outcomes</b>		
-Financial	More business opportunities along the beach as there are more visitors coming there now with improved leisure time.	S



Criterion	Reviewers' Summary Comments	Reviewer's Rating
-Socio Political	Government of Liberia's enhanced coordination in driving policy for planning and responding to climate change. Liberia's eight coastal counties are now more aware of climate change effects and building resilience. Women are significantly project beneficiaries	S
-Institutional framework and governance	Maintenance of the construction by MME after storm surges, with gathering of more rocks from Mount Coffee	HS
-Ecological	Stopped the sea from covering the New Kru town and provided several trainings to enhance coastal erosion and coastal community protection and improvement in coastal ecologies.	S
<b>Impacts</b>		
-Achievement of outputs and activities	The project constructed the revetment thus stopping the sea from covering the New Kru town community and protecting the beach.	HS
<b>Catalytic Role</b>		
-Production of a public good	Almost 8,000 plus people are directly benefiting from the project, including a high school with 928 students. The Government of Liberia (GoL) have engineers that are responsible for maintenance of the revetment.	HS
-Demonstration	The project demonstrated its feasibility and made the government keen to continue into the coastal protection.	S
-Replication	Logistical, operational and technical capacities of national partners have been strengthened. Equipment have been provided, local coastal engineers were involved and trained, procurement, finance and administrative staff have been involved.	HS

Criterion	Reviewers' Summary Comments	Reviewer's Rating
-Scaling up	The GoL is willing to scale-up the project, given the fact that Monrovia Metropolitan areas are very vulnerable to Sea Level Rise (SLR).	HS
Monitoring and Evaluation (overall rating)		
-M&E Design	The project has M&E mechanisms within UNDP and in collaboration with partners and other stakeholders to measure progress.	HS
-M&E Plan Implementation (use for adaptive management)	M & E was conducted by the Project Manager, GEF focal points, partners including periodic visits made by President Weah.	HS
-Budgeting and Funding for M&E activities	This was properly undertaken	HS
<b>IA &amp; EA Execution</b>		
Overall Quality of Project Implementation/Execution	Both UNDP and MME demonstrate great quality work.	HS
-Implementing Agency Execution	UNDP is managing its tasks very well. It has a great ability to adapt to the context of the project.	HS
-Executing Agency Execution	MME is managing its tasks very well.	
Country ownership	There is a political support within Liberia to implement the projects.	HS
Overall Rating	Efforts are made to reach the goals in time, with a motivated and dedicated team.	HS

## 5. RECOMMENDATIONS

### 5.1. GENERAL RECOMMENDATIONS

The project has generated a significant amount of information, experience and lessons, for the reduction of coastal vulnerabilities and the development of adaptive practices. However, there are some aspects of the project which could be improved and obstacles which need to be overcome.

- Additional resources are needed to expand the project to other communities as water is gaining on land on each side of the rocks: not only GCF but also other donors funding should be mobilized.
- The project should be replicated in West Point and other coastal counties of Liberia especially, Greenville, Sinoe County.
- A mini-pier for fishermen should be constructed and the project extended towards the North with latrines built.
- A fence should be installed at the level of the D. Tweh High School for additional protection.
- The use of expertise from in country of young coastal engineers for next project Implementation are welcomed.
- The establishment of a future resort center should be considered and erected at the project site which will attract tourist and income generated used for maintenance purposes.

### 5.2. RECOMMENDATIONS FOR THE PROJECT IMPLEMENTATION PARTNER

- Increase capacity building and awareness raising activities, both at the level of the MME and other ministries and at the local level (by organizing training sessions in the intervention zones, for municipal councils soon to be elected).
- Capitalize on the results obtained, given the strategic nature of the project. It is recommended to capitalize on the activities launched by the project at national level to strengthen the role of all the involved agencies (MME, MPW, EPA) on ICZM strategy, considering adaptation in coastal areas, in Monrovia and other vulnerable areas.

### 5.3. RECOMMENDATIONS FOR UNDP

- Continue supporting the GoL on coastal zones adaptation. The role of the UNDP is significant to guarantee the cohesion between the different stakeholders at both national and local level; whilst drawing from and fully utilizing the good practices and lessons learned during the project implementation.

## 6. ANNEXES

### 6.1. INITIAL WORKPLAN

Schedule & Calendar of Work		
Activity	Description	Timeline
<b>Preparation</b>		
Desk review (3 days)	Collection and reading and analysis of all project related documents (reports, proposal/contract, meeting minutes and presentations, etc.)	August 12 -14, 2019
Development of startup report (2 days)	Otherwise known as the inception report, the startup report for Liberia provides roadmap for the evaluation mission and provides detailed description of the entire work	August 15 - 16, 2019
<b>Evaluation Mission (9 days)</b>		
Field visit	Data collection, meetings and other forms evaluation information gathering within border or catchment communities (women, men and youths)	September 16 to 23
<b>Draft Report (4 Days)</b>		
Synthesis	Data entry, analysis, interpretation leads to development of provisional report.	September 16 to 23
<b>Final Report (2 days)</b>		
Validation of report	Draft/provisional report is validated with project stakeholders commenting	September 24 to October 14, 2019

## 6.2. EVALUATION CRITERIA & QUESTIONS

The evaluation will purposefully apply the OECD/DAC evaluation criteria that speak to: relevance, effectiveness, efficiency, impact, sustainability and address cross-cutting issue such as Gender Equality in order to achieve its objectives. The consulting team has developed guiding questions, which are embedded within the framework of the evaluation criteria as indicated below: -

<b>RELEVANCE</b> – <i>The extent to which the project relates to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels,</i>	
<b>Primary Question</b>	How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?
<b>Secondary Questions</b>	<ol style="list-style-type: none"> <li>1. How appropriate for the context is the range of substantive areas in which the project is engaged</li> <li>2. If the substantive areas are deemed appropriate for the context, how appropriate are they for the project to undertake?</li> <li>3. How does project reflect and align to Liberia’s strategic climate policy documents?</li> <li>4. Were the programmatic strategies appropriate to address the identified needs of project communities?</li> <li>5. What capacities and skills should be prioritized to further develop greater coherence and relevance to programme’s interventions in resilience building of the coastal communities?</li> </ol>
<b>EFFECTIVENESS</b> - <i>To what extent have the expected outcomes and objectives of the project been achieved or are expected/ likely to be achieved.</i>	
<b>Primary Question</b>	To what extent have the expected outcomes and objectives of the project been achieved?
<b>Secondary Question</b>	<ol style="list-style-type: none"> <li>1. What evidence is there that the project has contributed towards an improvement in resilience of Montserrado coastal communities?</li> <li>2. What has been the progress made towards achievement of the expected outcomes and results; (results achieved, the reasons for the achievement or non-achievement of the project results)?</li> <li>3. What have been the project’s greatest accomplishments/contributions and value-added to enhancing resilience in Montserrado County?</li> <li>4. Is UNDP perceived by stakeholders as a strong advocate for improving policy and knowledge for climate resilient within the project communities?</li> <li>5. Does the Programme have effective monitoring mechanisms in place to measure progress towards results?</li> </ol>
<b>EFFICIENCY</b> - <i>A measure of how economically resources / inputs (funds, expertise, time, etc.) were converted to results</i>	
<b>Primary Question</b>	Was the project implemented efficiently, in-line with international and national norms and standards?
<b>Secondary Questions</b>	<ol style="list-style-type: none"> <li>1. To what extent has the project’s selected method of delivery in Liberia been appropriate to its objectives and the development context?</li> <li>2. Were the working modalities effective?</li> <li>3. To what extent were relevant stakeholders and actors included in the programming and implementation processes?</li> </ol>

	<ol style="list-style-type: none"> <li>4. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes? Is the Programme and its components cost-effective?</li> <li>5. What measures have been taken during planning and implementation to ensure that resources are efficiently used?</li> <li>6. Have the project resources been well utilized for the attainment of the project objectives?</li> <li>7. Was the staffing adequate for the implementation of the project?</li> <li>8. Were project activities carried out on time and at the appropriate location?</li> </ol>
<b>IMPACT</b> - Indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? Positive and negative, primary and secondary long-term effects produced by the project directly or indirectly, intended or unintended.	
<b>Primary Question</b>	Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status
<b>Secondary Questions</b>	<ol style="list-style-type: none"> <li>1. To what extent has the project had an impact on the vulnerability of the populations?</li> <li>2. What socio-economic impact has the project had on the local economy?</li> </ol>
<b>SUSTAINABILITY</b> - The likelihood of a continuation of benefits from a development intervention after the intervention is completed. To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?	
<b>Primary Question</b>	To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
<b>Secondary Questions</b>	<ol style="list-style-type: none"> <li>1. Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?</li> <li>2. What capacity of national partners, both technical and operational, has been strengthened?</li> <li>3. To what extent have the project's exit strategies been well planned and successful?</li> </ol>
<b>GENDER EQUALITY</b> – An extent to which gender main streaming has been factored into the project.	
<b>Primary Question</b>	To what extent has gender been addressed in the design, implementation and monitoring of the project?
<b>Secondary Questions</b>	<ol style="list-style-type: none"> <li>1. To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?</li> <li>2. What might be the impact of women's participation on the issues of coastal communities?</li> <li>3. How has this project contributed to the social capital of women in communities as actors in the consolidation of adaptation?</li> </ol>

ANNEX 6.3 EVALUATION MATRIX						
Relevant evaluation Criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
RELEVANCE	<ul style="list-style-type: none"><li>How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</li></ul>	<ul style="list-style-type: none"><li>How appropriate for the context is the range of substantive areas in which the project is engaged.</li><li>If the substantive areas are deemed appropriate for the context, how appropriate are they for the project to undertake?</li><li>How does project reflect and align to Liberia’s strategic climate policy documents?</li><li>Were the programmatic strategies appropriate to address the identified needs of project communities?</li><li>What capacities and skills should be prioritized to further develop greater coherence and relevance to the Programme’s interventions in resilience building of the coastal communities?</li><li>What evidence is there that the project has contributed towards an improvement in resilience of Montserrado coastal communities?</li></ul>	<p>Pro-doc and documents; other related documents, (AWPs, annual quarterly reports) interview &amp; FGD, interaction with target beneficiaries</p> <p>RGC policy and strategic papers, Reports</p> <p>KII with government partners, organizations working on the subject (including CSOs)</p> <p>Consultations notes</p>	<p>Desk study and interview</p> <p>Desk review, reports &amp; Field interviews</p> <p>Review of relevant policy and strategic papers, Reports</p> <p>KII, FDG Questionnaires</p>	<p>-Level of matching intervention of regional initiatives.</p> <p>-Inclusion of the government in the formulation process</p> <p>-Differences between UNDP strategy and national priorities / similarities.</p> <p>-Level of integration of lessons learned on UNDP strengths and weaknesses in the programming process.</p> <p>-Extent of Resilient techniques and best practices.</p> <p>-Adequacy of the strategy with needs indicators available</p> <p>- Rate of beach erosion and associated flooding at key sites in Montserrado.</p> <p>-Existence of capacity assessment / capacity development plans.</p> <p>-Capacity index (disaggregated by gender) for maintaining coastal protection infrastructures built by the project.</p>	<p>Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on Environment and vulnerable groups</p> <p>Review of Consultations notes, Focus Group Discussions &amp; key Informant Interviews, etc.</p>
		<ul style="list-style-type: none"><li>To what extent have the expected outcomes and objectives of the project been achieved?</li></ul>	<ul style="list-style-type: none"><li>What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?</li><li>Is UNDP perceived by stakeholders as a strong advocate for improving policy and knowledge for climate resilient within the project communities?</li></ul>	<p>Pro-doc and documents; other related documents, (AWPs, annual quarterly reports) interview &amp; FGD, interaction with target beneficiaries</p> <p>Consultations notes &amp; key Informant Interviews</p>	<p>Desk study, interview &amp; consultation</p> <p>Consultation –Field interviews</p> <p>KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>-Consistency between the different levels of expected results.</p> <p>-Extend or level of compiling and Listing of results.</p> <p>-Number of mapping achievements against expectations.</p> <p>-Linkage of other stakeholders’ intervention with government priorities</p> <p>-Context analysis and inclusion of the context in risk monitoring.</p> <p>-Existence of needs assessment</p>

		<ul style="list-style-type: none"> <li>Does the Programme have effective monitoring mechanisms in place to measure progress towards results?</li> </ul>			<ul style="list-style-type: none"> <li>-Extent of the gaps in needs analysis (coverage of the assessments, methodological limitations)</li> <li>-Risk monitoring documents</li> <li>-Existence of follow up of partners implementation as compared to strategies</li> <li>Possible / necessary gaps with strategy depending on partners ' / areas / sectors, etc.</li> </ul>	
<b>EFFICIENCY</b>	<b>Key questions</b> <ul style="list-style-type: none"> <li>Was the project implemented efficiently, in-line with international and national norms and standards?</li> </ul>	<b>Specific Sub question</b> <ul style="list-style-type: none"> <li>To what extent has the project's selected method of delivery in Liberia been appropriate to its objectives and the development context?</li> <li>Were the working modalities effective?</li> <li>To what extent were relevant stakeholders and actors included in the programming and implementation processes?</li> <li>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes? Is the Programme and its components cost-effective?</li> <li>What measures have been taken during planning and implementation to ensure that resources are efficiently used?</li> </ul>	<b>Data Sources</b> <p>Desk review, technical report, partners reports.</p> <p>Key Informant Interview (KII), Focus group discussion (FGD)</p> <p>Target Beneficiaries and other stakeholders</p>	<b>Data Collection/tools</b> <p>Desk study, interview &amp; consultation</p> <p>Consultation –Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<b>Indicator success standards</b> <ul style="list-style-type: none"> <li>-Level of matching intervention of similar initiatives.</li> <li>-Existence of an analysis of various delivery results.</li> <li>- Existence of UNDP's NIM framework</li> <li>-Level of stakeholders' involvement in the project locally</li> <li>-Level of Cost effectively associated with output and outcomes.</li> <li>-Number of staff and R-mobilization strategy.</li> <li>-Evolution of cost effectiveness ratio (if calculable, staff / partners / interventions costs); Gaps between planned timeframe and actual implementation</li> <li>-Average cost by beneficiary</li> <li>-HR required for implementation of the different activities.</li> </ul>	<b>Methods for data analysis</b> <p>Desk review (project reports, reports of the partners, prospective reports on security, donors strategy in the country)</p> <p>Desk review (technical report, partners reports, capacity assessment) KII Focus group discussion</p>



IMPACT	<ul style="list-style-type: none"> <li>Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</li> </ul>	What socio-economic impact has the project had on the local economy?	<p>Pro-doc and documents; other related documents, (AWPs, annual quarterly reports) interview &amp; FGD, interaction with target beneficiaries</p> <p>Consultations notes &amp; key Informant Interviews</p>	<p>Desk study, interview &amp; consultation</p> <p>Consultation –Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>- Ability of beneficiaries to raise their voices during the project activities and to access the project outputs and basic services.</p> <p>-Existence of needs assessment.</p> <p>-Adequacy of the strategy with needs indicators available.</p> <p>-Extent of the gaps in needs analysis.</p> <p>-Increased level of vulnerability and risk perception index (disaggregated by gender) in the communities of Kru Town and Hotel Africa. -Economic analysis of the status of Beneficiaries in targeted project areas.</p>	<p>Desk review (AWP, results framework, technical and financial reports, MoU, minutes of meetings.</p> <p>Performance and capacity assessments, partnership and communication strategies, reports on other environment programmes)</p> <p>Consultation notes and Key Informant Interviews</p> <p>Focus group discussions with target beneficiaries.</p>
	<ul style="list-style-type: none"> <li>To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</li> </ul>	<ul style="list-style-type: none"> <li>Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?</li> <li>What capacity of national partners, both technical and operational, has been strengthened?</li> <li>To what extent have the project's exit strategies been well planned and successful?</li> </ul>	<p>Pro-doc and documents; other related documents, (AWPs, annual quarterly reports) interview &amp; FGD, interaction with target beneficiaries</p> <p>Consultations notes &amp; key Informant Interviews</p>	<p>Desk study, interview &amp; consultation</p> <p>Consultation –Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>-Extent of Inclusion in the local planning process.</p> <p>-Process used to foster national ownership and capacity development</p> <p>-Ability to replicate the practices gained during the interventions</p> <p>-Existence of mechanisms to ensure institutionalization, capitalization and replication of the intervention &amp; results of the project.</p> <p>-Steps taken by the project to transfer capacities to MoT, MLME, MIA-NDRC, MOA, LMA NPA, MOH MFDP, etc.?</p> <p>- Action Plan or Exit Strategy.</p>	<p>Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country), etc.</p> <p>KII</p> <p>Focus Group Discussion</p>

<b>GENDER EQUALITY</b>	<ul style="list-style-type: none"> <li>To what extent has gender been integrated into the programmed design and implementation?</li> </ul>	<ul style="list-style-type: none"> <li>To what extent has the project promoted positive changes in gender equality? Were there any unintended effects.</li> <li>What might be the impact of women's participation on the issues of coastal communities?</li> <li>How has this project contributed to the social capital of women in communities as actors in the consolidation of adaptation?</li> </ul>	<p>Pro-doc and documents; other related documents, (AWPs, annual quarterly reports) interview &amp; FGD, interaction with target beneficiaries/ Women</p> <p>Consultations notes &amp; key Informant Interviews.</p>	<p>Desk study, interview &amp; consultation</p> <p>Consultation –Field interviews KII, FGD</p> <p>KII, FDG Questionnaires</p>	<p>-Ability of women to raise their voice during the project activities and t access the project outputs and basic services</p> <p>-Geographical and sectorial coverage of the project</p> <p>- Specificities of the HR and target beneficiaries of the project and their social capital supported at local level.</p> <p>-Existence of ethnical / demographic / cultural bias in the project implementation.</p> <p>-Data dis-aggregated by gender.</p> <p>-Number of women participating at the various stages of the program.</p> <p>-Extent of climate risk management capacity index (disaggregated by gender) in Montserrado County.</p>	<p>Desk review (project reports, reports of the partners, prospective reports on security, donor's strategy in the country)</p> <p>KII</p> <p>Focus Group discussion</p>
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## 6.4 LOGICAL FRAMEWORK

### Strategic Results Framework

<b>This project will contribute to achieving the following Country Programme Outcome as defined in CPD:</b> Inclusive and sustainable economic transformation informed by evidenced-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management
<b>Country Programme Outcome Indicators:</b>
<b>Primary applicable Key Environment and Sustainable Development Key Result Area:</b> Promote climate change adaptation
<b>Applicable GEF Strategic Objective and Program:</b> Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level
<b>Applicable GEF Expected Outcomes:</b> <u>1.1:</u> Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas <u>1.2:</u> Reduce vulnerability in development sectors
<b>Applicable GEF Outcome Indicators:</b> <u>1.1.1:</u> Adaptation actions implemented in national/sub-regional development frameworks (no. and type) <u>Indicator 1.2.14:</u> Vulnerability and risk perception index (Score) – Disaggregated by gender

Objective/Outcome	Indicators	Baseline	End of Project target	Source of Information	Risks and assumptions
<b>Objective – To</b> reduce vulnerability and build resilience of local communities and socio-economic sectors to the threats of climate change in Liberia's coastal County of Montserrado .	1. The vulnerability and risk perception index (disaggregated by gender) in the communities of Kru Town and Hotel Africa has increased from 1 to 3 (Baseline: 1, extreme vulnerability and target at EOP: 3, medium vulnerability)	1 - currently, the people are extremely vulnerable to flooding, erosion, loss of property	The vulnerability of communities is reduced to medium vulnerability	Risk perception index survey in the communities of Kru Town and Hotel Africa	Assumption: that peaceful situation prevails across Liberia. Assumption: international funding for climate change adaption is forthcoming Assumption: Government maintains commitment.

Objective/Outcome	Indicators	Baseline	End of Project target	Source of Information	Risks and assumptions
<b>Outcome 1</b> – Capacity of the climate change secretariat enhanced to drive policy coordination in the coastal county of Montserrat to plan and respond to climate change.	<p>1. The County Development Agendas address climate change</p> <p>2. The climate risk management capacity index (disaggregated by gender) in Montserrat County government and key ministries representatives</p>	<p>The CDA do not mention climate change</p> <p>No capacity is built (Capacity index 1)</p>	<p>The next CDA take in account climate change risks and allocate resources to CC-adaptation actions.</p> <p>Substantial training in climate risks for coastal management carried out (Capacity index: 3)</p>	<p>CDA, 2014-2018</p> <p>Project reports</p> <p>ICMU reports</p> <p>Capacity index surveys</p>	<p>Decentralization process continues.</p> <p>Good working relationships are maintained between national level and the three counties.</p> <p>Good working relationship with all in Energy and Environment sector, as well as with the Ministry of finance and development planning and President office</p>
<b>Outcome 2</b> – At the sites of Hotel Africa and Kru Town, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated.	<p>1. Rate of beach erosion and associated flooding at key sites in Montserrat.</p> <p>2. At the 2 sites, the capacity index (disaggregated by gender) for maintaining coastal protection infrastructures built by the project</p>	<p>The key sites currently experience 3-5m of beach loss/year (to be confirmed after project starts).</p> <p>no capacity to maintain the coastal protection infrastructures (capacity index 1)</p>	<p>At least for 400m of coastline the erosion rate per year is reduced to 0m.</p> <p>Substantial trainings in maintenance of coastal protection infrastructures have been done (Capacity index 3)</p>	<p>ICMU reports</p> <p>Project reports</p> <p>ICMU reports</p> <p>Capacity index surveys</p>	<p>Local Commitment is maintained.</p> <p>Good inter-agency working relationships are maintained at county level.</p>

Output	Activities
1.1. Raised awareness of senior county officials, decision-makers and stakeholders.	<p>1.1.1 Conduct a study on gender-based vulnerability assessments to be used in raising awareness activities and inform the policy mainstreaming process</p> <p>1.1.2. Collect or produce documents or videos on level of climate induced coastal erosion and its impacts on communities' livelihoods and services infrastructures to be used as communication material;</p> <p>1.1.3. Arrange a series of meetings and workshops to inform key stakeholders in the county.</p>
1.2 Capacity of the National Climate Change Secretariat (NCCS) is strengthened,	<p>1.2.1 Provide training on management of climate induced coastal erosion and technical support (hire 1 coastal erosion specialist,) to support the National Climate Change Secretariat;</p> <p>1.2.2 provide technical and operational support to the NCCS (24 Month salary and functioning material) to support the mainstreaming of climate induced coastal degradation concerns in the national and Montserrado County development agenda</p>
1.3 A county coastal protection unit is established, staffed and equipped.	<p>1.2.1 Identify technicians responsible for coastal protection at the county level from diverse agencies with a gender balanced perspective;</p> <p>1.2.1 Identify training needs;</p> <p>1.2.3 Provide one-month training for 15 persons (including if possible, at least 7 women) in county agencies on how to: measure beach movement; measure wave dynamics; design gabions and revetments; monitor construction of gabions and revetments; monitor the impact of gabions/revetments.</p> <p>12.4 Provide basic equipment necessary to monitor coastal erosion, facilitate integrated coastal area planning, monitor beach processes, design coastal protection, etc.;</p>
1.3 Semi-skilled workers able to prepare, build and maintain gabions and revetments etc.	<p>1.3.1 Train 10 trainers on rock crushing and gabion basket construction;</p> <p>1.3.2 Run a 1-week training Programme for local people on rock crushing for gabions in the county;</p> <p>1.3.3 Run a 2-week training Programme for local people on how to construct and maintain gabion baskets in the county.</p>
1.4 A system for monitoring the maintenance of coastal protection measures is established	<p>1.4.1 In the county, the county administration appoints an officer to be responsible for monitoring;</p> <p>1.4.2 Responsible officer undertake daily inspection of gabions and revetment and prepare report;</p>
1.5. County Development Agenda that fully addresses climate change prepared and approved.	<p>1.5.1 Support the National Climate Change Secretariat to deliver a training program for country and county agencies on how to mainstream climate change in the CDA and other county development strategies and programs</p>

	<p>1.5.2 Provide technical and financial support to National Climate Change Secretariat for the mainstreaming of climate induced coastal concerns in the preparation of the 2013-2017 County Development Agenda;;</p> <p>1.5.3 Support the National Climate Change Secretariat to collect and the codification of the climate data and forecasts and risks impacts and their feeding into county development planning;</p> <p>1.5.4 County Development Agenda, 2013-2017 identifies a series of options for preventing and addressing climate induced coastal issues with budget;</p> <p>1.5.5 Collect and document experience and lessons learnt from the mainstreaming of climate induced coastal concerns in the Montserrado CDA for sharing with the other coastal counties and through UNDP-GEF ALM</p>
<b>Outcome 2 - At two sites, sustainable and affordable measures to protect coastal areas against climate change impacts are demonstrated.</b>	
<b>Output</b>	<b>Activities</b>
2.3 Hotel Africa and New Kru Town communities protected from climate change impacts.	<p>2.3.1 Local planning and consultation process to determine project approach and objectives;</p> <p>2.3.2 Issue behaviour rules for local community in pilot beach area;</p> <p>2.3.3 Feasibility study including cost-benefit analysis and detailed design of gabions and revetments;</p> <p>2.3.4 Training for local entrepreneurs on break waters/gabions and revetment building and maintenance;</p> <p>2.3.5 Construction of 500 m of break waters/T-Groynes and 25,000m<sup>2</sup> of revetments;</p> <p>2.3.6 Monitoring of impacts and maintenance of break waters/gabions and revetments.</p> <p>2.3.7 Document successful experience and lessons on coastal protection for sharing with the other coastal counties and through UNDP-GEF ALM</p>

## 6.5 LIST OF DOCUMENTS REVIEWED

This list presents a non-exhaustive list of the documents received and/or review (included in a ews.zip file):

1. 8015 Project Logical Framework
2. 3rd Quarter Project Board meeting minutes
3. 5550 Liberia LDCF II\_ Project Document
4. CAP Add-on 1st Quarter Report-2019
5. CAP Add-On 2019 AWP-Q2
6. CAP Add-On -Project FINAL Report 2019
7. Gender Participatory FGDs for MMCRP
8. New Kru Town CAP ESIA FINAL REPORT
9. LPAC for Coastal Add-on
10. E&E 1<sup>st</sup> Quarter AWP 2018
11. Core 3<sup>rd</sup> Quarter CDR 2018
12. Cap 2<sup>nd</sup> Quarter 2016 CDR
13. Cap 3<sup>rd</sup> Quarter Report 2016
14. CAP 2<sup>nd</sup> Quarter Report 2017
15. CAP Add on CDR 2018
16. Project Annual Work Plan 2016
17. Project Annual Work Plan 2017
18. Project Board Meeting Minutes 2016
19. Agenda for Transformation (AFT)
20. Liberia's Vision 2030
21. Pro-Poor Agenda for Prosperity & Development
22. Gender & Social Impact for Climate Change in Liberia
23. E&E Policy Papers
24. UNDP Strategic Plan
25. Environment Impact Assessment Act No. 86,
26. National Environmental Policy
27. National Disasters Risk Management Unit (NDRMU) Control Law Cap 46 of 2012
28. The Ministry of Mines & Energy (MME) Act., 2007

## 6.6 LIST OF KEY INFORMANTS INTERVIEWED

NAME/CONTACT	POSITION/ADDRESS	TELEPHONE NUMBER
Chantal Ekambi	UNDP – Gender Specialist	0770003965
K. Ignatius Abedu-Bentsi	UNDP – Head of Programme Support Unit	0770004026
Willie Davies	UNDP - SET Pillar	0770003795
Dorsla Farcarthy	UNDP-Team Leader, SET Pillar	0886552668
Moses Massa	UNDP-P. Specialist E&E Unit	0770003787
Sheku Davowa	UNDP-E & E Unit, Project Mgr.	0776313330
Robert Dorlae	UNDP - SET Pillar	0770003792
Amara Konneh	UNDP-M & E Consultant	0776454972
Salimatu Lamin-Gilayeneh	EPA-E&E Focal Point	0777588284
Johnson S. Willabo, Jr.	M Mines Energy, Asst. Minister	0775191393
Randall M. Dobayou II	EPA-Deputy Executive Director	0778777578
Edwin S. Nagbe	DTwe High School-Principle	0777049420
Wrobeh Cyrenius	DTwe High School-New Kru TN	0777518734
Moses Doe Wleah	Vice Governor, New Kru Town	0776260412
Alice B. Weah	Governor, New Kru Town	0770197231
Abraham T. Tumbey, Jr.	UNDP-Prog. Mgr E & E Unit	0770004241



## 6.7 TERMS OF REFERENCE

### INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project title “Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks”. (PIMS #5550).

The essentials of the project to be evaluated are as follows:

<b>PROJECT SUMMARY TABLE</b> Project Title:				Enhancing Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks					
GEF Project ID:		00093013		at endorsement (Million US\$)		at completion (Million US\$)			
UNDP Project ID:		00093013		GEF financing:		USD2,000,000		USD2,000,000	
Country:		Liberia		IA/EA own:		USD			
Region:		West Africa		Government:		Government of Liberia			
Focal Area:			Climate Change				Other:		
FA Objectives, (OP/SP):		Total co-financing:		USD			USD		
Executing Agency:		UNDP		Total Project Cost:		USD2,000,000		USD2,000,000	
Other Partners involved:		Ministry of Mines and Energy		Prodoc Signature (date project began):			May 2011		
(Operational) Closing Date:			Proposed:				Actual: June2019		

### OBJECTIVE AND SCOPE

The project was designed to: Enhance Resilience of Liberia Montserrado County Vulnerable Coastal Areas to Climate Change Risks.

The Goal of the project is to promote climate-resilient development in the coastal areas of Montserrado, particularly New Kru Town Community.

The Objective of the project is to reduce vulnerability and build resilience of local communities and socio-economic sectors to the threats of climate change in the Montserrado County coastal areas. This will notably be achieved in one community, New Kru Town Community.

In order to achieve this Objective, two Outcomes will be delivered:

- i) Strengthen the capacity of the Montserrado coastal County and the County coastal protection unit (CCPU) to plan and respond to climate change, and key staff of the Ministry of Lands, Mines and Energy (MLME), of the Ministry of Public Works (MPW), National Climate Change Secretariat (NCCS) to make them able to include in the national development process the climate induced coastal concerns; and
- ii) Implement at the pilot sites of Hotel Africa and Kru Town, sustainable and affordable measures including the construction of 500m of breakwater (T-Groynes) and 25,000 M<sup>2</sup> of coastal revetment to protect 0.4 km of coastal areas against climate change impacts.

The terminal evaluation (TE) will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidelines.

The objective of the evaluation is to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

## EVALUATION APPROACH AND METHOD

An overall approach and method<sup>1</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact through a gender and human rights-based approach as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A template covering each criterion has been added (See Annex B). The evaluators are expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to New Kru Town, Montserrado County.

Interviews will be held with the following organizations and individuals at a minimum:

- Ministry of Lands, Mines and Energy
- Ministry of Public Works
- Environmental Protection Agency
- New Kru Town Borough Authority

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex A of this Terms of Reference.

## EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework<sup>2</sup>, which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex C.

### Evaluation Ratings:

1. Monitoring and Evaluation	rating	2. IA & EA Execution	rating
M&E design at entry		Quality of UNDP Implementation – Implementing Agency (IA)	
M&E Plan Implementation		Quality of Execution - Executing Agency (EA)	

Overall quality of M&E		Overall quality of Implementation / Execution	
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>rating</b>
Relevance		Financial resources	
Effectiveness		Socio-political	
Efficiency		Institutional framework and governance	
Overall Project Outcome Rating		Environmental	
Overall likelihood of sustainability			

### PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

### MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Co-financing (type/source)		UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants									
Loans/Concessions									
• In-kind support									
• Other									
Totals									

### IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>3</sup>

### CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

### IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Liberia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

### EVALUATION TIMEFRAME

The total duration of the evaluation will be 21 days over a time period of 3 weeks ( <i>recommended: 10-12</i> ) according to the following plan: <b>Activity</b>	Timing	Completion Date
<b>Preparation</b>	5 days	TBD
<b>Evaluation Mission</b>	9 days	TBD
<b>Draft Evaluation Report</b>	4 days	TBD
<b>Final Report</b>	2 days	TBD

### EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following: Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission:	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission:	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission:	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft:	Sent to CO for uploading to UNDP ERC.

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. See Annex G for an audit trail template.

### TEAM COMPOSITION

The evaluation team will be composed of 1-international and 1-national. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international consultant will be the team leader and will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 7 years of relevant professional experience;
- Knowledge of and/or experience with UNDP and/or GEF;
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area of Climate change and impacts on agriculture sector development.
- Additional skills based on project particulars:

#### Education

- Master in natural sciences; social sciences with a specialization in environment, biodiversity, climate change or any other closely related field; PhD would be a plus.

#### Experience:

- At least 7 years' experience with GEF related project evaluation
- Experience in UN/international organizations project monitoring and evaluation, preferably UNDP-GEF experience, is an advantage
- Proven ability to work with governments and local communities in an agricultural settings
- Demonstrated experience in Mid-term and terminal evaluations

#### EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

#### PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At submission and approval of inception report
20%	Following the presentation of initial findings
30%	Following submission and approval of the final draft terminal evaluation report
40%	Following submission and approval of the final terminal evaluation report

## 6.8 PROFILES OF THE EXPERTS

The Terminal Evaluation (TE) Team comprises of the International Consultant – Dr. Alexandre Borde and the Senior National Consultant, with complementary expertise in climate change adaptation and monitoring & evaluation.

**Dr Alexandre Borde – International Consultant:** Dr. Borde is a senior expert with more than 15 years of sound professional experience, among others at the Agriculture Department of the World Bank and at the Food and Agriculture Organization (FAO) of the UN. Since 2004, he is the Managing Director of Carbonium, a consulting company specialized in climate change adaptation and mitigation.

Dr. Borde holds a PhD in economics with a specialization in environment and natural resources management. On a regular basis, he is consulted to evaluate UNDP and EuropAid projects.

**Angelance Browne – Senior National Consultant** with 10 years of experience working as an Independent Consultant at the United Nations including UNDP, UN Women, EU Aid and other International organization grant based desirable programmes where she has engaged in consultancy and other services to include the evaluation of climate change, gender-responsive and other development programmes in unstable contexts for INGOs, NGOs, UN bodies and Corporate Sectors. She has vast experience in conducting evaluations some of which include:- MTE & TE Evaluation of Liberia Decentralization Support Programme, LDSP, Joint Programme (UN Women, FAO, WFP) Rural Women Economic Empowerment (JPRWEE), TE GEF Project “Enhancing Resilience to Climate Change” Evaluation outcomes of both UNDP’s Governance and the Sustainable Economic Transformation (SET) Pillars, Mid-Term Evaluation of the UNDP’s Country Programme Document (CPD), UN & World Bank Joint Flagship Study: Preventing Violent Conflict Cost-saving of Women Led Conflict Prevention Mechanisms in Liberia, etc.

Mrs. Browne holds a MS degree in Regional Planning and BS degree in Economics, University of Liberia, Diploma-Advanced Studies Development Banking and Financial Management, Strathclyde University, Glasgow, UK, Certificates Project Management, Villanova University, Florida, USA, Microfinance Management, Turin, Italy and Corporate Credit Risk Portfolio Management and Bank Operations, Citibank School of Banking, New York, USA.

## 6.9 PHOTOGRAPHS

Project site visit - Principle, Teachers-DTweh High School venue affected by SLR



*Consultants discussing with principle, Teacher and Deputy Governor, New Kru Town*





Visit to the project site by President of Liberia, Weah along with EPA, Ministers of Mines & Energy, Public Works, etc.





*Consultants A. Borde & A. Browne at Project Site*



Above: Student of DTweh High school in class engaging the Consultants on their mission  
Below: structure affected by the SLR



*DTweh High School, New Kru Town*



*Erosion areas in New Kru Town, Bushrod Island Monrovia*