



Project Title: Building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Climate Agreement (CBIT Liberia)

GEF Project ID: 9923

**GEF Agency: Conservation International (CI)
Executing Agencies: The Environmental Protection Agency (EPA) of Liberia and
CI Liberia**

**TERMINAL EVALUATION REPORT
(Final)**

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Prepared by



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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
BSC	Bachelor of Science Degree
BTR	Biennial Transparency Report
BUR/NC	Biennial Update Report/National Communications
CBIT	Capacity Building Initiative for Transparency
ccGAP	climate change Gender Action Plan
CEO	Committee and the Endorsement
CI	Conservation International
CI-GEF	Conservation International – Global Environment Facility
COP	Conference of Parties
COVID-19	Coronavirus disease 2019
CSO	Civil Society Organizations
EOP	End of Project
EPA	Environmental Protection Agency
FDA	Forestry Development Authority
FY	Fiscal Year
GCF	Green Climate Fund
GEF	Global Environmental Facility
GHG	Greenhouse Gases
GHGI	Greenhouse Gas Inventories
GoL	Government of Liberia
GRM	Government Relationship Management
IOM	International Organization for Migration
IPCC	Intergovernmental Panel on Climate Change
LASIP	Liberia Agricultural Sector Investment Plan
LCF	Liberia Conservation Fund
LEDS	Low Emissions Development Strategies
LEITI	Liberia Extractive Industries Transparency Initiative
MCC	Monrovia City Corporation
M&E	Monitoring & Evaluation
MME	Ministry of Mine & Energy
MoA	Ministry of Agriculture
MoG	Ministry of Gender
MoT	Ministry of Transportation
MoU	Memorandum of Understanding
MSP	Medium-Sized Project
MRV	Measurement, Reporting, and Verification
NAP	National Adaptation Plan
NAMA	Nationally Appropriate Mitigation Actions
NCCSC	National Climate Change Steering Committee
NDC	Nationally Determined Contributions
NFRL	National Forestry Reform Law
NGO	Non-Governmental Organization
PAPD	Pro-poor Agenda for Prosperity and Development
PIR	Project Implementation Report
PMC	Project Management Cost
PMU	Project management Unit
PPG	Project Preparation Grant
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee

PwC	PricewaterhouseCoopers
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
TACC	Transparency, Accuracy, Completeness, Comparability
tCO₂e	tonnes of Carbon Dioxide equivalent
TE	Terminal Evaluation
ToT	Training of Trainers
UL	University of Liberia
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
UNIDO	United Nations Industrial Development Organization
UNIFEC	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
USD	United State Dollars
VPA	Voluntary Partnership Agreement

EXECUTIVE SUMMARY

CI-GEF project summary information

Project Name	Building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Climate Agreement (CBIT Liberia)
Project Type	Medium-sized project
Funding Source	GEF Trust Fund
GEF Project ID	9923
Country	Liberia
Region	West Africa
GEF Focal Area	Climate change
Approval date	October 2018
Implementing Agency	Conservation International (CI-GEF)
Executing Agencies	The Environmental Protection Agency of Liberia and Conservation International Liberia
GEF total grant	US\$ 1,344,495
GEF grant utilized	US\$ 1,102,840 (as of July 1, 2021)
Expected Co-financing	US\$ 1,600,000
Co-financing total realized	US\$ 1,659,321
Implementation timeframe	01/18/2019 - 5/31/2022
Project website	https://www.conservation.org/gef/projects-list/cbit-liberia
Project objective	To build and strengthen Liberia's national capacity to implement the transparency elements of the Paris Climate Agreement
Terminal Evaluation timeframe	8/23/2021 – 5/31/2022
Evaluation team	Kalame Fobissie, Team Leader Aurelian Mbzibain, International Consultant Kevin Enongene, International Consultant John Kannah, National Consultant

Purpose of the Terminal Evaluation

The purpose of this terminal evaluation is outlined below:

- 1 To promote accountability and transparency, and to assess and disclose levels of project accomplishment.
- 2 To synthesize lessons that may help improve the selection, design, and implementation of future CIGEF projects.
- 3 To provide feedback on issues that are recurrent across the CI and GEF portfolio and need attention; and
- 4 To contribute to the GEF Evaluation Office databases for aggregation, analysis, and reporting on the effectiveness of GEF operations.

Terminal Evaluation approach and methodology

This evaluation was based on the analysis of primary and secondary data. For secondary data, a review of different project documents was conducted while primary data was collected through virtual and face-to-face interviews conducted with different project actors. A questionnaire was also sent out electronically to the project actors (staff of CI-Liberia and CI-GEF Agency, private sector actors, project executing entity, a consultant, and other project partners in Liberia) to generate quantitative data. The analyzed primary and secondary data were used to elaborate the draft evaluation report which was submitted to CI-GEF Agency for review and feedback. Comments received from the project team were addressed and a final document was submitted to CI-GEF Agency.

The Project's Theory of Change (ToC)

The project did not have a theory of change at CEO Approval. As part of the evaluation process, a theory of change was developed by the evaluation team based on the review of the project document. **Figure 2** provides a summary of the ToC.

Assessment of Project Results

The overall rating of assessment of achievement of project results is **Highly Satisfactory** which is a summed conclusion from assessing the performance of outputs and outcomes. The summary is provided below:

- 1 *Outputs*: Achievement of outputs is rated **Highly Satisfactory**. The CBIT Liberia project had a total of 13 outputs and the indicators for six (6) of these were exceeded at Terminal Evaluation while the indicators for the other seven (7) were achieved.
- 2 *Outcomes*: Achievement of outcomes is rated **Highly Satisfactory**. This rating considers the outcome achievements at terminal evaluation against its expected targets. The project performed well against its outcomes, and the targets for component 1, component 2 (outcome 2.1), and component 3 (outcome 3.1) were either achieved or exceeded. To reach this Highly Satisfactory rating, the project outcomes were assessed and rated on three dimensions: Relevance, Efficiency, and Effectiveness, and the ratings are provided below:
 - a. *Effectiveness* is rated as **Highly satisfactory** because 100% of the outcome indicator targets were achieved by the end of the project. In some cases, the project surpassed the targets.
 - b. *Efficiency* is rated **Satisfactory**. This rating was arrived at after assessing how funds were managed and tracked, value for money, and the project's ability to leverage non-GEF funding (co-financing) to support delivery.
 - c. *Relevance* is rated **Highly Satisfactory** because the project design and the results are in alignment with the country's national priorities, global and national transparency legislative frameworks, and the GEF-7 programming directions.

Sustainability

The overall Sustainability rating is **Moderately Likely**. The key factors promoting the likelihood of sustainability of project results are: A Green House Gas (GHG) data sharing Memorandum of Understanding (MoU) was signed between the Environmental Protection Agency (EPA) and six Nationally Determined Contribution's (NDCs) institutions; the direct project beneficiaries (trainees) were selected from the key institutions operating in the GHG emission sectors, and an online Measurement Reporting and Verification (MRV) system was developed by Aether¹ who was also paid a five-year subscription by the project to host the system on their cloud and support its maintenance.

The key risks that may affect the continuation of benefits after the CBIT Liberia project ends are summarized below:

- a. *Financial risks*: The project did not extensively leverage partnerships, and this may jeopardize the continuity of the project outcomes due to a lack of additional financial resources and stakeholders may not build on the project's results when implementing their ongoing or future transparency activities. Despite this risk, primary data indicated that sustainability may be ensured since the overall project and its outcomes are anchored on Liberia's Nationally Determined Contributions (NDC) and the national priorities of the country. Additionally, in its

¹ Aether website: <https://www.aether-uk.com/>

8th funding cycle, the GEF plans to fund the second phase of CBIT projects which reduces the risk of unavailability of financial resources to ensure the sustainability of this project's outcomes.

- b. *Socio-political risk*: The project faces a socio-political risk to the sustainability of its outcomes due to the Covid-19 pandemic outbreak, as it may infect and even kill some of the trained experts. Additionally, while the government is making political commitments to ensure the sustainability of the project outcomes, the lack of sufficient financial resources for the continuity of some of the project outputs may stop them from fulfilling these commitments. For instance, after the five-year subscription for the online MRV system paid by the project to Aether expires, the government will need to renew the subscription and the lack of financial resources could jeopardize the subscription renewal.
- c. *Institutional risks*: There are institutional risks related to inadequate cooperation and weak collaboration among institutions working on climate transparency in Liberia and this may hinder the sustainability of the project results. However, a Memorandum of Understanding was established between the Environmental Protection Agency (EPA) and six NDC institutions on the sharing of GHG data. The NDC institutions will likely continue to collaborate even beyond the life of the CBIT project addressing the risk of poor collaboration between institutions. The technical trainings that were undertaken are expected to help enrich Liberia's NDC long-term commitment, promote national GHG data reporting and strengthen stakeholders' capacity to fulfil Liberia's commitment to the United Nations Framework Convention on Climate Change (UNFCCC). However, staff turnover could pose a challenge/risk for the project's trained individuals to continue using their skills gained from the project in supporting Liberia's commitments to the UNFCCC. There are also institutional risks related to inadequate management of project results and poor collaboration among stakeholders. Nevertheless, the project succeeded in increasing the level and ongoing involvement of non-state actors represented in the National Climate Change Steering Committee (NCCSC) of Liberia, which will help support the sustainability of project results.

Progress to Impact

Progress to Impact is rated **Satisfactory**.

Overall, the project has contributed to creating an enabling environment for climate finance in Liberia, and an increased flow of climate finance into Liberia will in the long-term culminate in climate-resilient and low-carbon development in the country. The CBIT Project has built national capacity in the areas of Greenhouse Gas (GHG) data collection, processing, storage, analysis, and the preparation of GHG Inventories (GHGIs). National stakeholders now have technical skills, knowledge, and tools to collect, process, analyze, interpret and effectively report GHG data. This allows national stakeholders to track the progress made towards achieving Liberia's NDC and the long-term impact of this will be reduced GHG emissions, increased resilience of communities and agro-ecological systems, and green growth. Furthermore, tracking of the NDCs will enable the identification of the gaps and barriers hindering the realization of NDCs. These findings can then be used to pursue finances/grants from public and private donors.

Through the CBIT project, organizations within the GHG emission sectors demonstrated that they are committed to strengthening their technical and institutional systems. In-country ownership of the CBIT results was achieved through the high-level engagement of policymakers in the NDC roadmap, which is critical to achieving transparency over time. The project also strengthened the governance infrastructure, and policy/ legal/regulatory frameworks necessary for the implementation of Liberia's transparency commitments. It supported the establishment and operationalization of a GHG data sharing Cooperation Framework Agreement (MoU) between the Environmental Protection Agency (EPA) and 6 NDC institutions.

The CBIT project also successfully developed an integrated platform to facilitate GHG data sharing for policy decision-making. This will help ensure that the NDC sectors and hubs can easily share relevant information and that this data can then be applied in a cross-sectoral manner to make well-informed decisions for policymaking and reporting to the UNFCCC. Pertaining to informed decision-making, resulting climate-proof legislations will ensure climate change mainstreaming into the development of different sectors thereby enhancing the resilience of communities and economic sectors and generating green growth.

Assessment of Monitoring & Evaluation (M&E) Systems

The overall M&E rating is **Highly Satisfactory**. This overall M&E rating was arrived at after evaluating any gaps and weaknesses of the M&E plan at CEO Approval and assessing its implementation. The summary is provided below:

a. *M&E Design*: The rating for M&E design is **Highly Satisfactory**

From the project design phase, the CBIT project had well-designed and practical monitoring and evaluation system. The allocated budget of USD 139,326 that was set aside for M & E activities was realistic, and the project clearly showed its expected outcomes of the project as well as expected outputs and their SMART indicators to track environmental, gender, and socio-economic results, as well as project baselines for the different components. The monitoring and evaluation of the project was done through an inception workshop and report, quarterly Project Steering Committee (PSC) meetings, financial and technical quarterly reports, Project Implementation Reports (PIRs), CBIT Tracking Tool, and a final evaluation of the project.

b. *M&E Implementation* is rated **Highly Satisfactory**

During the implementation phase, the M & E plan was sufficiently budgeted, funding was adequately provided, and activities were carried out on time per the M&E plan. Data provided on the progress of the different indicators were collected and reported in the quarterly, annual, and final project reports (2019 to 2021). The Covid-19 pandemic caused some delays, which initiated a revision of the work plan and budget to adapt to this situation. The M&E plan was modified accordingly on time as a result of changing circumstances. For instance, with the advent of the Covid-19 pandemic, CI-GEF could not physically carry out the supervision mission as earlier planned, and instead were required to do frequent check-ins virtually. Despite these setbacks, annual and quarterly work plans budgets were respected, while adapting to the situation. While there were some delays, the different stakeholders also played their part in ensuring the smooth running and management of the project, and the Executing Agency respected assigned guidelines and delivery timelines for all reports. CI-Liberia assumed the M&E role and elaborated the financial and technical progress reports which were submitted to CI-GEF on time for review and validation before onward transmission to the GEF.

Assessment of Implementation and Execution

The overall quality of implementation/execution is rated **Highly Satisfactory**.

Quality of Implementation: The quality of implementation rating is **Highly Satisfactory**.

As part of its technical and financial oversight role, CIGEF supported the project implementation start-up phase by providing technical and financial guidance that would ensure compliance with GEF guidelines, safeguards requirements, and all technical and financial commitments made at CEO Approval. At project inception, CIGEF reviewed the Annual Workplan and budget and spearheaded the signing of the grant agreement with the Executing Agency. CIGEF also provided technical guidance and conducted financial management and prohibited practices training to grantees. Despite the delays and setbacks caused by the Coronavirus pandemic, the project adapted fast, achieving all the targeted results within the extended project duration. CIGEF's role contributed to these achievements through the provision of technical and financial support; review of financial and technical progress and financial reports and providing timely recommendations (including risk mitigation measures); guiding and supporting the Executing Agencies (EA) to put in place adaptive measures during the pandemic e.g.,

CIGEF extended the project duration when the effects of Covid-19 pandemic caused project delays; reviewed and approved the realigned work plan and budget and undertook frequent check-ins to guide the EA during the pandemic among others. CI-GEF identified and managed risks well within the implementation period of the project by reviewing progress reports and tracking the budget which enabled timely identification of risks and troubleshooting. With the advent of the Covid pandemic, CI-GEF identified this as a risk and put in place measures to ensure that project activities did not stop. This was achieved by approving budget and workplan realignments and supporting adaptive management which entailed the transition towards remote working and the implementation of some project activities virtually. The overall project achievements reflect the quality of implementation of the project. The targets established for components 1, 2, and 3 were all achieved, with some targets from component 1 being exceeded. CI-GEF Agency properly managed the project implementation with close follow-ups, even with covid-19 setbacks. CI-GEF could not embark on a supervision mission to Liberia, but instead held frequent virtual meetings with the CI Liberia team to follow up on project implementation.

Quality of Execution: The quality of execution rating is **Highly Satisfactory**.

Annual and quarterly work plans and budgets were prepared by CI Liberia and EPA and submitted to CIGEF for review and approval. Once approved, CI Liberia and EPA implemented project activities accordingly. Proper execution arrangements and clear descriptions of the roles and responsibilities of the participating stakeholders were established. Conservation International- Liberia co-executed the CBIT project with EPA, provided day-to-day management including administrative and technical support and ensured compliance to statutory, donor (GEF), and CI institutional policies. CI Liberia was also responsible for the timely preparation and submission of quarterly and annual technical and financial reports. The EPA's role was to guide project implementation by chairing the project steering committee. Nonetheless, for quality control, the technical reports produced by the CI Liberia CBIT Project Manager were reviewed and approved by the Technical Director. There was good coordination and communication between both agencies, and EPA provided support to other actors to ensure the success of the project results. Even with the Covid-19 pandemic, the executing agencies completed the project successfully. With the outbreak of the Covid-19 pandemic, CI Liberia adopted the CIGEF guidelines and suspended all in-person meetings, and required staff to work from home.

Assessment of Environmental and Social Safeguards (ESS)

The overall rating of the design and implementation of ESS is **Highly Satisfactory**.

Safeguards screening was conducted during the design phase of the project using CI-GEF appropriate screening forms. The screening exercise revealed three safeguards that will be triggered in the course of project implementation: gender mainstreaming; stakeholder engagement; and accountability and grievance mechanisms. It is the opinion of the evaluators that the ESS screening was well-conducted. The ESS safeguards that were triggered, implemented, monitored and indicators tracked and reported are described below:

- a. *Gender* is rated **Highly Satisfactory**. To ensure that the project meets CI-GEF Project Agency's "Gender Mainstreaming Policy #8", CI Liberia prepared a Gender Mainstreaming Plan (GMP). A gender assessment was conducted based on existing literature, and consultations at the stakeholder workshops and bilateral meetings. The gender assessment and the stakeholder consultation workshops informed the preparation of the GMP, which identified the gender mainstreaming entry points for the project. These entry points were then considered during the elaboration of project components, results, and activities. These gender issues were also mainstreamed into the project implementation by raising awareness through training and workshops to incorporate gender into project activities. The M&E process monitored the implementation of the GMP by tracking the participation of women in the project activities and this information has been reported in the quarterly and annual progress reports submitted by CI-Liberia to CI-GEF. In the course of project implementation, keen attention was given to the

participation of women in project activities, and measures were employed to achieve this including ensuring that the selection of trainees involved both men and women.

- b. *Stakeholder Engagement* is rated **Highly Satisfactory**. To ensure that the project meets CI-GEF Project Agency's "Stakeholders' Engagement Policy #9", CI Liberia also developed a Stakeholder Engagement Plan (SEP). A preliminary stakeholder list was generated and periodically updated to increase the numbers and the diversity of the participants, and an assessment of the stakeholders was also conducted. Consequently, different categories of stakeholders were involved during the project implementation. The implementation of the SEP was monitored, and the indicators were tracked and reported to CI-GEF periodically through quarterly and annual progress reports. At project completion, a total of 72 institutions participated in the project including 18 Government institutions, 2 academic institutions, 3 support organizations, and 49 private sector institutions.
- c. *Accountability and Grievance Mechanism (AGM)* is rated **Highly Satisfactory**. AGM was put in place before the start of the actual implementation of the CBIT project activities. The AGM was disclosed to stakeholders during the inception workshop. Posters for the AGM were developed and shared at the local level with stakeholders during the first year of the project, allowing the CBIT project's partners, management, and staff to recognize and value the grievance process. Interviews with project actors conducted as part of this terminal evaluation revealed that the project actors were aware of the existence of the AGM.

Other assessments

Materialization of co-financing

Both the government of Liberia and the Conservation International Foundation co-financed the project by covering parts of the salaries of the members of CI Liberia and EPA Liberia and covering office occupancy costs and office supplies. The expected project co-financing was \$USD 1,600,000. As of July 1st, 2021, the project had received a total of at least \$USD 1,659,321 USD in co-financing, representing 104% of the expected co-financing. The actual co-financing has gone over by 4% of the planned co-financing, due to the extra funding of \$USD 59,321 provided by Conservation International.

Knowledge management

Knowledge management products were produced including the GHG training plan; the GHG training manual; the GHG training reports; the 2017-2019 Liberia National GHG Inventory sectoral report; the MRV Institutional Arrangement report; MRV Pilot testing report; Greenhouse Gas Inventory (GHGI), and Monitoring, Reporting, and Verification (MRV) System operating manual; workshop reports; and consultancy reports; fact sheet for uploading GHG data into the MRV system; and south-south exchange report. In addition, a knowledge exchange visit was organized during which a team of 12 individuals (11 male and 1 female) from Liberia visited Uganda to learn from the Uganda CBIT project.

Lessons Learnt

1. **Buy-in from stakeholders creates a sense of ownership and this motivates them to participate in the project effortlessly.** The project was highly successful in mobilizing national stakeholders to engage and take part at all levels during the project cycle – from design through to implementation. To ensure full engagement of government agencies and implementing agencies, care was taken to understand the institutional and organizational structures and how they work which then informed the entry points for developing cooperation frameworks. EPA as the lead institution for all environment-related issues led in the negotiations and coordination of all stakeholders. Additionally, good analyses are critical to identifying ways in which partners can influence processes of change and can guide important

decisions such as the operationalization of the GHG data-sharing cooperation framework arrangement.

- 2. The project also ensured inclusive participation of women and the private sector** which was highly appreciated by the evaluation team and stakeholders. 49 private sector actors were engaged in the project. The key lessons to be drawn when engaging with women and the private sector is that the efforts must be deliberate and should be engaged with the understanding that it can take time and hence patience is warranted. Their needs have to be understood as well as their interests and entry points explored to secure their participation and adherence. Consequently, through the use of needs assessments, engagement, and communication plans, the project was able to deliver an inclusive project which considered the contributions of all stakeholder groups.
- 3. Adaptive management.** The COVID-19 pandemic presented significant challenges to project delivery. Delays in the implementation of some project activities in Liberia were observed following lockdowns and other precautionary measures introduced by the government. For instance, the exposure visit to Uganda was pushed from FY20 to FY21. The project team in consultation with donors and government agencies responded to the risks posed through the realignment of work plans and budgets and by securing a six-month no-cost extension. At the operational level, online meetings and trainings were introduced which alleviated the need for face-to-face meetings. Additionally, the project provided communication allowance to stakeholders to enable them to (a) purchase internet bundles and join online meetings/trainings; (b) continue to communicate amongst themselves and partners. The flexibility of the donor and the ability of the team to respond to the changing context demonstrate the need for adaptive management in the delivery of climate projects.
- 4. Swift response to grievances and feedback builds trust.** A key lesson emerging from this project was the extent to which initial project management challenges were addressed robustly. Following the emergence of a couple of grievances, the project took action to quickly replace the PMU and to install a sense of trust amongst stakeholders. Not only did the project benefit from the existence and democratization of the GRM to all stakeholders, but feedback loops were also systematically integrated into project activities to gauge the level of satisfaction of trainees and stakeholders. This active listening approach emerged as a key success factor and best practice to be replicated.
- 5. Responsive capacity strengthening and application of blended learning approaches.** As a capacity-building/strengthening initiative, several lessons can be highlighted in terms of the design, implementation, and evaluation of the learning in the project.
 - a. Firstly, capacity-building initiatives were designed and delivered based on comprehensive capacity needs assessments which informed the methodologies and approaches for evaluation of learning. Partly driven by the response to the COVID-19 pandemic, the need for blended learning and a demand-driven approach to capacity building was obvious. Future initiatives need to integrate online options in capacity-building tools in addition to the traditional face-to-face approaches while considering the challenges of internet access. The project demonstrated flexibility through the provision of internet bundles to beneficiaries to overcome the challenges of connectivity.
 - b. Secondly, participants in the evaluation valued the fact that capacity building in this project focused not only on technical subjects but also integrated soft skills and critical thinking skills in training. As mentioned earlier, respondents valued improved leadership and knowledge management skills as well as gender mainstreaming tools.

Others reported improved use of online learning and research tools which are highly transferable. Combining “hard” and “soft- transferable” skills should be systematically integrated into such projects.

- c. Thirdly, key informants also valued the use of multiple tools and approaches to the capacity building including traditional training, but also opportunities for mentoring, and coaching. Using a mix of teaching styles also enhances learning by targeting the learning styles of participants. For instance, one of the participants stated that working on actual case studies helped improve understanding and appropriation of key concepts. *Preliminary inventory presented to stakeholders halfway through compilation was a useful exercise to ensure national experts took ownership of the GHG inventory estimates and were able to answer questions about the methods and assumptions.*
- d. Lastly, the use of both international and local experts yielded positive benefits in the delivery of the project. The international experts could transfer skills to national experts through trainings and the skills set acquired by the national experts has been useful and will continue to be even beyond the life of the CBIT Liberia project.

6. Not an add-on - Gender mainstreaming is an integral part of project implementation. This project demonstrates best practices in gender mainstreaming and inclusiveness as highlighted in the section on gender. Proactively, developing and implementing a gender mainstreaming strategy is crucial in ensuring the participation of men and women in project activities. Flexibility was built to ensure that gendered roles did not constrain women from participating in the project, especially during the pandemic when most stakeholders were working from home. Recording of sessions provided further options for learners to access training and material online which ensured no one was left behind.

Recommendations

	FINDING/CHALLENGE	RECOMMENDATIONS
	Sustainability	
1.	Need for the consolidation of the results of the first phase of the project.	The government should consider pursuing CBIT Phase II so that the gains secured during this phase can be built on. Responsibility: CI-GEF and the Government of Liberia (EPA) Timeline: Future projects
2.	Financial resources required for the functioning of the hub established within the framework of the project	Following the strengthening of capacities, the government must also continue to promote the use of the systems put in place by this project as well as provide financial support for the operation of the hubs. Resources will be required to collect, analyze and report on national transparency obligations. CI Liberia can support the government to mobilize resources to continue transparency work. Responsibility: Government of Liberia (EPA) and CI Liberia Timeline: From the end date of the CBIT project onwards
3.	Inadequate incentives provided by the government to national GHGI experts	In the absence of financial rewards, the government could incentivize the national experts through professional recognition and normative support. Responsibility: Government of Liberia (EPA) Timeline: From the end date of the CBIT project onwards

	FINDING/CHALLENGE	RECOMMENDATIONS
4.	Weak long-term partnerships established within the framework of the project	<p>For future interventions of this nature, long-term partnerships need to be established as such could enhance the sustainability of the project beyond the project's life.</p> <p>Responsibility: Government of Liberia (EPA), CI-Liberia, CI-GEF Timeline: Future projects</p>
5.	Trained technicians leaving their NDC institutions with the knowledge acquired under the CBIT project	<p>Setting up a unit at EPA to coordinate or host the trained technicians is key to maintaining institutional capacity and the EPA should consider this. Due to uncontrollable factors, some of the trained individuals in the NDC institutions left their respective institutions with the knowledge they acquired.</p> <p>The MRV system was developed within the CBIT project and the workstation was equally set up for each institution for use in collecting GHG data and registering it into the MRV system. The trained technicians within each NDC sector are therefore highly encouraged to use the MRV system in registering data, otherwise, it will remain without data and less useful to the country.</p> <p>Responsibility: Government of Liberia (EPA and NDC Institutions) Timeline: From the end date of the CBIT project onwards</p>
Knowledge management		
6.	Knowledge products generated from the project are an important resource but underutilized	<p>Support could be provided to lecturers on how to transform and use the materials generated through the project for curriculum development.</p> <p>Responsibility: University of Liberia and CI-Liberia Timeline: before the end of 2022</p>
7.	Need to share the Terminal Evaluation report with senior Government officials and NDC institutions	<p>The TE report should not remain just at EPA and CI but should be shared with senior Government officials and NDC institutions. This report should also be discussed with the focal points of the five NDC sectors and a copy of the report be given to them. This is important as some of the recommendations in the document require the attention of the national government and decision-makers.</p> <p>Responsibility: EPA and CI-Liberia Timeline: before the end of 2022</p>

Terminal Evaluation summary Rating

The table below summarizes the project ratings. The rating scale is provided in Annex D.

Area	Terminal Evaluation Rating
Assessment of project results: the extent to which project objectives were achieved	<p>Overall rating of project results: Highly Satisfactory</p> <ol style="list-style-type: none"> 1. Outputs: <i>Highly Satisfactory</i> 2. Outcomes: Highly Satisfactory. The breakdown is provided below: <ol style="list-style-type: none"> a. <i>Effectiveness: Highly Satisfactory</i> b. <i>Relevance: Highly Satisfactory</i> c. <i>Efficiency: Satisfactory</i>
Sustainability	Moderately Likely
Progress to Impact	Satisfactory
Quality of Monitoring and Evaluation (M&E) system	<p>Overall rating of the quality of M&E systems: Highly Satisfactory</p> <ol style="list-style-type: none"> a. <i>M&E design: Highly Satisfactory</i> b. <i>M&E implementation: Highly Satisfactory</i>
Assessment of Implementation and Execution	<p>Overall rating of Implementation and Execution: Highly Satisfactory</p> <ol style="list-style-type: none"> a. <i>Quality of Implementation: Highly Satisfactory</i> b. <i>Quality of Execution: Highly Satisfactory</i>
Environmental and Social Safeguards (ESS)	<p>Overall rating of (ESS): Highly Satisfactory</p> <ol style="list-style-type: none"> a. <i>Gender: Highly Satisfactory</i> b. <i>Stakeholder Engagement: Highly Satisfactory</i> c. <i>Accountability and Grievance Mechanism: Highly Satisfactory</i>
Overall Project Rating	Highly Satisfactory

1. INTRODUCTION: PROJECT OVERVIEW

The project “*Building and strengthening Liberia’s national capacity to implement the transparency elements of the Paris Climate Agreement*” is a Global Environment Facility (GEF) funded Medium-Sized Project (MSP), focusing on 4 major areas: lack of institutional structure available for transparency of NDC implementation; lack of technical capacity for NDC transparency and tracking; lack of knowledge on climate change, Paris Agreement, and or NDCs; and NDC shortcomings on GHG emissions and removals strategies. This project was specifically designed to increase climate action transparency in accordance with the Paris Agreement. The GEF implementing Agency was Conservation International (CIGEF) and the Executing Agencies were Conservation International-Liberia and The Environmental Protection Agency (EPA) of Liberia.

Project start and duration

The project received GEF approval in October 2018, implementation commenced on the 18th of January 2019, designed with the expected completion time of 24 months. However, due to delays caused by the emergence of the Coronavirus, the project was initially extended to 36 months and extended a second time to 42 months with the final expected completion date of 31st of July 2022.

Project objective and components

The objective of this project was “*To build and strengthen Liberia’s national capacity to implement the transparency elements of the Paris Climate Agreement.*”

To achieve this objective the project had three components:

Component 1: Strengthen the capacity of national institutions to track NDC implementation and sustain transparency efforts over time

Outcome 1.1. Procedures to measure, track, and report mitigation and adaptation data from the land use, agriculture, energy, transport, and waste sectors transparently.

Output 1.1.1. Protocol and methodology for data collection across multiple sectors established.

Output 1.1.2. Technical guides on data transmission and communication in compliance with the Intergovernmental Panel on Climate Change (IPCC) standards developed

Outcome 1.2. NDC transparency system in place in accordance with the prescribed United Nations Framework Convention on Climate Change (UNFCCC) standard.

Output 1.2.1. Online system for collecting and managing all NDC information and data on transparency including GHG inventory in collaboration with the Liberian Environmental Protection Agency developed.

Output 1.2.2. NDC sectoral hubs strengthened to comply with NDC system requirements.

Outcome 1.3. The capacity of key ministries and stakeholders to effectively utilize the developed NDC transparency system strengthened.

Output 1.3.1. Training for at least 300 stakeholders over the life of the project to utilize the NDC transparency system and manage relevant data conducted.

Output 1.3.2. Three Training of Trainers workshops to deepen and broaden the knowledge of professionals working in climate change on the transparency requirements conducted.

Outcome 1.4. Coordination among key government agencies on NDC implementation enhanced.

Output 1.4.1. Liberia National Climate Change Steering Committee expanded and strengthened to include CSO, the Private sector, Development partners, and forest-dependent people representatives.

Output 1.4.2. NDC inter-sectoral arrangements strengthened.

Output 1.4.3. NDC sector interactions and compliance with IPCC reporting requirements strengthened.

Component 2: Provide direct technical support to harmonize land use, agriculture, energy, transport, and waste sectors collection and reporting through training and assistance

Outcome 2.1. Capacity to measure and report land use, agriculture, energy, transport, and waste sectors NDC improved.

Output 2.1.1. Processes and protocols for measuring results related to the land use, agriculture, energy, transport, and waste sectors established

Output 2.1.2. Implementation plans developed and at least 200 stakeholders trained to incorporate land use, agriculture, energy, transport, and waste sectors into the NDC.

Component 3: Integrated Platform for Data Sharing and Policy Making

Outcome 3.1. Fully developed data integration and sharing procedure for use by stakeholders as a one-stop source of information for transparency reporting.

Output 3.1.1. Data for GHG inventory and MRV systems aggregated from different sources and included in the Global CBIT Coordination Platform.

Output 3.1.2. A national inventory of greenhouse gas emissions established and made publicly available.

2. EVALUATION APPROACH AND METHODOLOGY

The CI-GEF commissioned an independent Terminal Evaluation (TE) of the CBIT Liberia project in August 2021. The evaluation was conducted by FOKABS Inc., and data collection was conducted between October to December 2021. The evaluation team comprised Kalame Fobissie, Team Leader; Aurelian Mbzibain, International Consultant; Kevin Enongene, International Consultant; and John Kannah, National Consultant. The Terms of Reference of the Consultancy are provided in Annex B and the credentials of the team members are provided in Annex C.

2.1. Purpose of the Evaluation

This terminal evaluation had the following purpose:

- 1 To promote accountability and transparency, and to assess and disclose levels of project accomplishment.
- 2 To synthesize lessons that may help improve the selection, design, and implementation of future CIGEF projects.
- 3 To provide feedback on issues that are recurrent across the CI and GEF portfolio and need attention; and
- 4 To contribute to the GEF Evaluation Office databases for aggregation, analysis, and reporting on the effectiveness of GEF operations.

The objectives of the evaluation included:

- a. Providing a comprehensive and systematic account of the performance of the project; and
- b. Assessing the project's design, implementation, and achievement of objectives.

2.2. Evaluation criteria and questions

The evaluation was guided by the following criteria: relevance, efficiency, effectiveness, Impact; Results, Monitoring, and Evaluation; Implementation & Execution; Other assessments and sustainability as presented in **Table 1**.

Table 1: Evaluation criteria considered for the CBIT Liberia Terminal Evaluation

Evaluation criteria	Scope	Evaluation questions
Relevance	Relevance assesses the extent to which the project's outcomes were consistent with the GEF climate change focal area strategies and country priorities.	<ul style="list-style-type: none"> • Were the project's outcomes consistent with the GEF climate change focal area strategies and country priorities? • To what extent are lessons from other relevant projects incorporated into the project design? • Were stakeholders thoroughly consulted? • How thoroughly were environmental and social risks – including externalities – identified, and addressed with mitigation strategies?
Efficiency	It assesses the extent to which the project implementation was cost-effective.	<ul style="list-style-type: none"> • Was the project cost-effective? • Was the project the least cost option? • Was project implementation delayed, and, if it was, did that affect cost-effectiveness? • How do current management arrangements compare with those originally outlined? • Have changes been made and are they effective? • Are reporting and responsibility lines clear?
Effectiveness	Effectiveness measures the extent to which the expected outcomes and objectives of the project have been achieved.	<ul style="list-style-type: none"> • Are the actual project outcomes commensurate with the original or modified project objectives? • By each Outcome, to what progress has been made toward the EOP targets? • What are the reasons for success in reaching/ exceeding the end of project targets? What are the reasons/ challenges for slower-than-expected progress?
Sustainability	Assesses the likelihood of sustainability of project outcomes at the end of the project.	<p>Financial risks</p> <ul style="list-style-type: none"> • Are there any financial risks that may jeopardize the sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF assistance ends? <p>Socio-political risks</p> <ul style="list-style-type: none"> • Are there any social or political risks that may jeopardize the sustainability of project outcomes? • What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained? • Do the various key stakeholders see that it is in their interest that project benefits continue to flow?

Evaluation criteria	Scope	Evaluation questions
		<ul style="list-style-type: none"> Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? <p><i>Institutional framework and governance risks</i></p> <ul style="list-style-type: none"> Do the legal frameworks, policies, governance structures, and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place? <p><i>Environmental risks</i></p> <ul style="list-style-type: none"> Are there any environmental risks that may jeopardize the sustainability of project outcomes?
Impact	Assesses the evidence on progress towards long-term impacts	<ul style="list-style-type: none"> What are some of the pieces of evidence of the long-term impact of the project? Were there unforeseen negative or positive impacts associated with the project?
Results	Assess the achievement of project outputs and outcomes	<ul style="list-style-type: none"> To which extent have the project objectives – as stated in the documents submitted at the CEO Endorsement stage – been achieved?
Implementation & Execution	Assesses the following: Quality of Implementation and Quality of Execution	<p><i>Quality of implementation</i></p> <ul style="list-style-type: none"> To what extent did the GEF implementing agency effectively discharged its role and responsibilities? <p><i>Quality of Execution</i></p> <ul style="list-style-type: none"> To what extent did the executing agency effectively discharge its role and responsibilities?
M&E	Assesses the M&E design and implementation	<p><i>M&E Design</i></p> <ul style="list-style-type: none"> Was the M&E plan at the point of CEO Endorsement practical and sufficient? Did it include baseline data? <p><i>M&E Implementation</i></p> <ul style="list-style-type: none"> Was the M&E system operated as per the M&E plan? Was the M&E plan revised in a timely manner? Was the information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner? Were appropriate methodological approaches used to analyze data? Were resources for M&E sufficient? How was the information from the M&E system used during the project implementation?
Other assessments	Assesses the need for follow-up, the materialization of co-financing, and knowledge management.	<p><i>Knowledge management</i></p> <ul style="list-style-type: none"> To what extent was the knowledge management plan included in the project document implemented?

Evaluation criteria	Scope	Evaluation questions
		<p>Materialization of co-financing</p> <ul style="list-style-type: none"> To what extent did the co-financier respect their co-financing commitment? Exceeded expectations.

2.3. Evaluation approach and data collection methods

Overall, a three-phase approach was employed during the TE as presented in Figure 1.



Figure 1: Phases of the CBIT project TE

Inception phase

The objective of this phase was to enable the project stakeholders and the consultant to have a common understanding of the objectives and scope of the assignment.

A virtual kick-off meeting:

A virtual kick-off meeting was held on 23rd August 2021 with representatives from Conservation International and FOKAB Inc. in attendance. The participants exchanged ideas, agreed on relevant documentation to share (including a contact list of stakeholders to be consulted), and reached an agreement on timelines and data collection tools. Thereafter, FOKAB Inc. prepared draft data collection tools which were submitted to Conservation International for review and approval.

A virtual terminal evaluation inception workshop:

A virtual terminal evaluation inception workshop was held on 17th September 2021 with representatives from the Environmental Protection Agency, Conservation International, and FOKAB Inc. in attendance. The meeting was attended by 12 participants (17% female and 83% Male). The evaluators presented the approach and methodology for realizing the assignment, the timelines, and the next steps. Following the workshop, an inception workshop report was prepared and submitted to Conservation International.

Data collection and analysis phase

a. Secondary data collection

Desk review and research:

The evaluation team reviewed secondary documentation thoroughly to assess the level of achievement of the project. Sources of the secondary data included Project documentation such as Project documents, quarterly progress, financial reports, annual Project Implementation Reports (PIR), Project Steering Committee (PSC) meeting proceedings, workshop reports, and other activity reports.

b. Primary data collection and Tools:

The evaluation team (national consultant) collected qualitative and quantitative data using various research tools that were administered through face-to-face meetings and/or virtual platforms (Skype, Zoom, Google Meet, and WhatsApp).

Primary data collection tools and rationale:

The data collection tools used during the TE include an interview guide and a questionnaire. The rationale for using both tools was borne out of the need to generate both qualitative and quantitative data. The interview guide was composed of open-ended questions geared at capturing the interviewee's views around the different criteria against which the project was evaluated. The questionnaire was designed to capture quantitative data and comprised of checkbox questions.

Due to the COVID-19 pandemic, a mix of approaches was employed by the evaluators for the collection of primary data:

- ✓ As per the recommendation made at the inception workshop, both the interview guide and the questionnaire were emailed to each respondent ahead of the time of appointment booking. Some respondents completed the interview guide and the questionnaire and returned both files to the evaluators; and
- ✓ Face-to-face and virtual interviews were also conducted with some stakeholders during which data was collected using the interview guide.

c. Target respondents (stakeholder groups)

The list of stakeholders consulted is presented in Annex A. This list of target respondents was provided by CI to the evaluators. This was a national project hence all the target respondents are in institutions located in Monrovia, Liberia. The stakeholder groups consulted are outlined below.

Implementing Agency:

- ✓ CI-GEF Agency

Executing Agency (EA):

- ✓ Environmental Protection Agency (EPA) of Liberia
- ✓ CI-Liberia

Key government stakeholders:

- ✓ Ministry of Transport
- ✓ Ministry of Mines & Energy
- ✓ Monrovia City Cooperation
- ✓ Forestry Development Authority

Academia:

- ✓ University of Liberia

Private Sector:

- ✓ Ecogreen

The GEF Operational Focal Point (OFP):

- ✓ The Liberia GEF OFP

Consultant:

- ✓ Aether

Respondents from some institutions were contacted for interviews by a member of the evaluation team but no responses were received from them. These include staff from the following institutions: Ministry of Agriculture, Ministry of Gender, Children and Social Protection, and Ministry of Finance and Development Planning.

Reporting phase

Following the analysis of data, the draft TE report was elaborated and submitted to Conservation International and stakeholders for review and feedback. The document was subjected to three rounds of review and the fourth draft of the document was pre-approved and circulated to project actors prior to the organization of the validation workshop. A virtual validation workshop was organized on May 26, 2022, to present the evaluation findings. Feedback and comments received from workshop participants were addressed by the consultants and a revised and final version of the evaluation report was submitted to Conservation International.

2.4. Limitations to the evaluation

Like other project evaluations, this terminal evaluation was unlikely to be conducted without challenges. Two major challenges were experienced:

- a. Unresponsiveness or unavailability of project stakeholders to participate in the interviews (primary data collection) delayed the evaluation process. Considering the fact that the CBIT project is a climate-related, and the evaluation period (September to November 2021) coincided with the preparatory period for the 26th session of the United Nations Framework Convention of Climate Change (UNFCCC) Conference of Parties (COP) that took place in November 2021, majority of the government staff targeted for interviews were unavailable as they were either preparing for the COP (including applying for Visa) or traveling to the United Kingdom for the conference.
- b. Movement restrictions due to the COVID-19 pandemic rendered face-to-face meetings (interviews) difficult. Due to the pandemic, some respondents were more comfortable responding to the interview questions virtually as they felt limiting their movement will reduce their exposure to the virus.

3. THEORY OF CHANGE

A theory of change was not developed for the CBIT Liberia project at the design phase but rather a results framework. A theory of change has been developed by the evaluators and is provided in Figure 2.

The project's goal is to strengthen the national capacity of Liberia to implement the transparency elements of the Paris Agreement. The improved national capacities will lead to better GHG data collection and sharing amongst key national institutions which will, in turn, enhance Liberia's reporting to the UNFCCC and improve transparency over time.

Climate change is causing undesirable impacts in Liberia through threats including but not limited to gradual sea-level rise, warmer days and nights, more unpredictable rains, and severe and frequent heat waves among others. These threats pose a high risk to the Liberian people and economy by virtue of the fact that the country is heavily reliant on climate-sensitive sectors such as agriculture, forestry, tourism, and energy. In addition, the country's low adaptive capacity coupled with increasing population growth and demand for construction materials, fuel wood, food, and arable land exacerbate the effects of climate change on the communities and environment.

While Liberia has made commitments at the international level to address climate change and adapt to its impacts, actors within the greenhouse gas emission sectors of the country have a low capacity to collect, analyze and report climate data in compliance with the UNFCCC standards. This may impede the monitoring of the NDC implementation progress hence preventing Liberia from meeting the requirements of Article of the Paris Agreement. On this basis, in order to achieve improved climate reporting, the CBIT Liberia project was designed to address several transparency barriers in the country. These include: (i) Absence of a robust institutional structure to manage the NDC implementation process transparently; (ii) Lack of technical capacity at institutional and individual levels to establish a

system that can measure, track and report mitigation and adaptation activities and other elements of the transparency framework; (iii) The lack of awareness and/or knowledge about the Paris Agreement, climate change, and NDCs represents a significant obstacle to successful NDC implementation in Liberia; (iv) Lack of commitment of the NDC towards GHG emissions from other sectors identified in the national communication; and (v) Inadequate implementation of environmental policies, laws, and regulations to govern the environment.

The CBIT project introduced transformative actions under three main components:

- ❖ Strengthen the capacity of national institutions to track NDC implementation and sustain transparency efforts over time;
- ❖ Provide direct technical support to harmonize land use, agriculture, energy, transport, and waste sectors data collection and reporting through training and assistance; and
- ❖ Integrated Platform for Data Sharing and Policy Making

The expected project outputs include; enhanced coordination and GHG data sharing among key stakeholders engaged in national GHGI; establishment and operationalization of an MRV and national GHGI system that aligns with the requirements of the UNFCCC; enhanced capacity of national stakeholders for GHG data collection, processing, storage, analysis. These outputs will enable Liberia to produce up to date GHG Inventories which will lead to accurate tracking and reporting on the implementation progress of the NDC. In the long term, these results will improve transparency over time and steer the country towards a low carbon pathway through climate-proofed legislation and sectors since the NDC and GHGIs will inform decision-making and policy formulation.

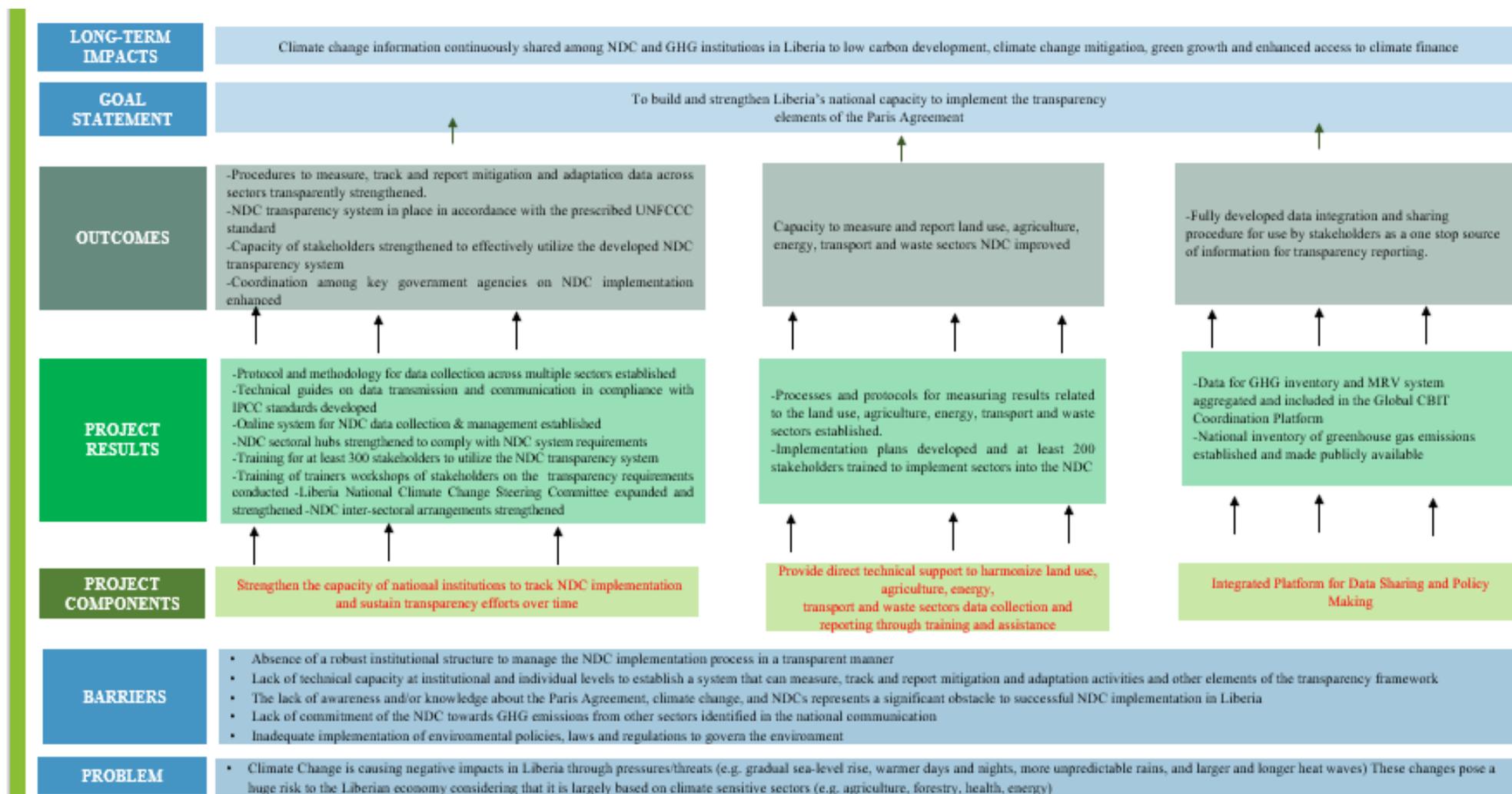


Figure 2: Theory of change of the CBIT Liberia project

4. PROGRESS TO IMPACT

Progress to impact is rated **Satisfactory**.

This project's outcomes have contributed toward creating an enabling environment for climate finance in Liberia. The long-term impact of an increased flow of climate finance into Liberia will be climate-resilient and low-carbon development in the country. The CBIT Project has built national capacity in the areas of Greenhouse Gas data collection, processing, storage, analysis, and the preparation of GHG Inventories (GHGI). National stakeholders acquired technical knowledge that they can use to collect, process, and interpret GHG data by source (emission) and removal (sink) and prepare GHG sectoral inventories. Considering the fact that capacity building is a continuous process, it is expected that the long-term effect of the project may not be felt immediately following the completion of the project but rather over time. 90 experts, grouped in GHG emission sector hubs at specific Ministries and Agencies, now have the skills, knowledge, and tools to collect, process, and analyze GHG data and hence report effectively. One respondent stated that:

“Enhancing my individual capacity on the project helped me to contribute to the reporting system of national measurement, reporting, and verification (MRV) capacity in the energy sector and ensure that Liberia reaches its mitigation targets grounded on methodologies and application of using the model (IPCC)” said by a Ministry of mines and energy respondent.

National stakeholders can therefore use what they have acquired to track the progress made towards achieving Liberia's NDC. The long-term impact of adequately tracking the NDCs will be reduced GHG emissions, increased resilience of agro-ecological systems and communities, and green growth. Also, with improved NDC tracking skills, the stakeholders will be able to identify the gaps and barriers impeding the realization of Liberia's NDC and identify the necessary areas of intervention. They can use these findings (gaps, needs, and identified interventions) to pursue finances/grants from public and private donors.

Through the CBIT project, the Climate Change Department (CCD) and institutions in the sector hubs demonstrated that they are committed to strengthening their technical and institutional systems. High-level engagement of policymakers in the NDC roadmap has resulted in in-country ownership of the CBIT results which is critical to achieving transparency over time.

The project strengthened the governance infrastructure, and policy/ legal/regulatory frameworks necessary for the implementation of Liberia's transparency commitments. It supported the establishment and operationalization of a GHG data sharing Cooperation Framework Agreement (MoU) between EPA and 6 institutions (5 NDC institutions and 1 University): namely Forestry Development Authority (FDA), Ministry of Transport (MoT), Monrovia City Cooperation (MCC), Ministry of Mines and Energy (MME), Ministry of Agriculture (MoA), and University of Liberia (UL). The Cooperation Framework Agreements (MoU) outlined commitments, responsibilities, and obligations of the NDC sector institutions and academia to GHG data collection, processing, and sharing. The CBIT project also successfully developed an integrated platform for data sharing and policymaking, which will help ensure that the NDC sectors and hubs can share relevant information easily and that this data can then be used in a cross-sectoral manner to make better, data-informed decisions for policymaking, and reporting to the UNFCCC, and potential funders. For instance, the greenhouse gas inventories will inform decision-making and formulation of climate-proof legislation across sectors hence over time, increasing adaptive capacity and reducing vulnerability. It is expected that this institutional setup will facilitate stakeholder access to trusted climate data for decision-making. The acquisition of MRV equipment, development of protocols and guidelines as well as the online platform represent the architectural elements required for sustaining project gains.

Unintended impacts

For the most part, there was scant evidence of any negative impacts arising from this project. In terms of positive unintended impacts, respondents revealed that working together on this project, improved their understanding of each other's areas of work and expertise and built trust in working together. Interestingly, some of the respondents reported that the transition to online learning was beneficial in that it allowed them to improve online skills including internet research, virtual communication, and presentation skills amongst others. In addition, the project helped to improve leadership skills through collaborative working, planning and partnership management and knowledge management skills had been improved^{2,3}.

A slight issue expressed by government officials was related to the levels of incentives received by government actors. One respondent identified the lack of incentives by the government to in-country GHGI experts and the remuneration of technicians within the NDC sectors. Another respondent proposed that government could incentivize the national experts through professional recognition and normative support in the absence of financial rewards. The lack of incentives for the GHGI experts could pose a risk that may prevent further progress toward long-term impacts as the trained experts may not be inclined to use their acquired skills from the CBIT project to the benefit of the nation.

5. ASSESSMENT OF PROJECT RESULTS

The overall rating of project results is **Highly Satisfactory**.

The project design experienced a modification in the course of the implementation. The trainings within the framework of the project were designed to be conducted through a combination of virtual and in-person modes. However, with the advent of the Covid 19 pandemic and its associated effects including but not limited to restricted movement, banned congregations, and transition towards remote working, adaptive management measures were employed, and the trainings and majority of meetings were only organized virtually.

5.1. Achievement of project outputs

Overall output rating: Highly Satisfactory

The CBIT Liberia project had a total of 13 outputs; two (2) each for components 2 and 3 and nine (9) for component 1. Of the 13 outputs, seven (7) were achieved while six (6) were exceeded. The assessments of achievements against project outputs are summarised below. A key factor that supported the attainment of the project's output is related to the flexibility and adaptive management measures employed by the project team. Amidst the Covid-19 pandemic, implementation of project activities ensued although virtually.

Component 1: Strengthen the capacity of national institutions in Liberia to track Nationally Determined Contributions (NDCs) implementation and sustain transparency efforts over time.

Results analysis of outputs under Component 1: In Component one, 67% of output indicator targets were achieved and 33% performed exceptionally well/exceeded expectations.

² Monrovia City Corporation (MCC) respondent

³ Environmental Protection Agency of Liberia respondent

Table 2: Results analysis of outputs under Component 1

Output	Output Indicators	End of project status	Rating
Output 1.1.1: Protocol and methodology for data collection across multiple sectors established	Output Indicator 1.1.1.: No. of protocols to measure, track and report mitigation and adaptation data from NDC sectors developed, tested, and certified. <i>Target: one</i>	One GHG Protocol was produced	Achieved
Output 1.1.2: Technical guide on data transmission and communication in compliance with IPCC standards developed	Output Indicator 1.1.2.: No. of technical guides developed. <i>Target: One</i>	One technical guide developed on data transmission and communication	Achieved
Output 1.2.1: Online system for collecting and managing all NDC information and data on transparency including GHG inventory in collaboration with Liberia Environmental Protection Agency developed	Output Indicator 1.2.1: Number of web-based systems for managing all NDC information and GHG data <i>Target: One</i>	One GHGI/Monitoring, Reporting, and Verification (MRV) system has been developed	Achieved
Output 1.2.2: NDC sectoral hubs strengthened to comply with NDC system requirements	Output Indicator 1.2.2 Number of NDC sectoral hubs strengthened. <i>Target: 4/5</i>	Five NDC sectoral hubs are fully compliant in reporting nationally and internationally on GHG emission data	Achieved
Output 1.3.1: Training for at least 300 stakeholders over the life of the project to utilize the NDC transparency system and manage relevant data conducted	Output Indicator 1.3.1 Number of technical staff from NDC sectors and stakeholders trained to effectively utilize the developed NDC transparency system. <i>Target: 300 (including 100 women)</i>	389 individuals (160 females) trained and equipped to use the NDC transparency system	Exceeded
Output 1.3.2. Three (3) Training of Trainers (ToT) workshops for at least 300 stakeholders over the life to deepen and broaden the knowledge of professionals working	Output Indicator 1.3.2. Number of Training of Trainers (ToT) workshops for EPA <i>Target: 3</i>	4 ToT workshops organized	Exceeded

Output	Output Indicators	End of project status	Rating
in climate change on the transparency requirements conducted.			
Output 1.4.1: Liberia National Climate Change Steering Committee (NCCSC) expanded and strengthened to include CSO, Private Sector, Development Partners and Forest-dependent people representative	Output Indicator 1.4.1. % increase in number of GHGI and MRV non-state actors (e.g. CSO, academia, private sector, Development partners and forest dependent people) represented on the NCCSC <i>Target: 30%</i>	34% increase achieved	Exceeded
Output 1.4.2: NDC inter-sectoral arrangements strengthened	Output Indicator 1.4.2. Number of NDC intersectoral arrangements on GHGI and MRV system. <i>Target: One</i>	One GHGI and MRV system Cooperative Framework Agreement (MoU)	Achieved
Output 1.4.3: NDC sector interactions and compliance with IPCC reporting requirements strengthened	Output Indicator 1.4.3. Number of NDC sectors that are 100% compliant with IPCC reporting requirements <i>Target: Four NDC sectors 100% compliant with IPCC reporting requirements</i>	Four NDC sectors are 100% compliant with the IPCC reporting requirements	Achieved

Component 2: Provide direct technical support to harmonize land use, agriculture, energy, transport, and waste sectors collection and reporting through training and assistance

Results analysis of outputs under Component 2: In Component two, 100% of output indicator targets performed exceptionally well/exceeded expectations.

Table 3: Results analysis of outputs under Component 2

Output	Output Indicators	End of project status	Rating
Output 2.1.1: Processes and protocols for measuring results related to the land use, agriculture, energy, transport, and waste sectors established	Output Indicator 2.1.1. Number of processes and protocols for measuring results related to the land use, agriculture, energy, transport, and waste sectors established <i>Target: One</i>	Two protocols for measuring results from each of the five NDC sectors were developed	Exceeded

Output	Output Indicators	End of project status	Rating
Output 2.1.2: Implementation plans developed and at least 200 stakeholders trained to incorporate land use, agriculture, energy, transport, and waste sectors into the NDC	Output Indicator 2.1.2. Number of stakeholders trained in implementing plans of NDC sectors (land use, agriculture, energy, transport, and waste) - GHG data collection, processing, and reporting <i>Target:</i> 200 (including 60 females)	256 stakeholders trained including 90 females	Exceeded

Component 3: Integrated Platform for Data Sharing and Policy Making

Results analysis of outputs under Component 3: In Component three, 100% of output indicator targets were achieved.

Table 4: Results analysis of outputs under Component 3

Output	Output Indicators	End of project status	Rating
Output 3.1.1: Data for GHG inventory and MRV system aggregated from different sources, and included in the Global CBIT Coordination Platform	Output Indicator 3.1.1. Number of operational NDC sectoral GHGI and MRV data systems <i>Target:</i> 5	Five NDC sector GHG data and MRV information is aggregated and uploaded to the Global CBIT Coordination Platform managed centrally by the EPA.	Achieved
Output 3.1.2: National inventory of greenhouse gas emissions established and made publicly available	Output Indicator 3.1.3. The Liberia national GHG inventory established and launched <i>Target:</i> one public event organized by the NCCSC for launching the national GHG inventory to the public	One Public event was organized	Achieved

5.2. Achievement of project outcomes

Overall outcome rating: Highly satisfactory

5.2.1. Effectiveness

The project's effectiveness is rated as **Highly satisfactory** because 100% of the outcome indicator targets were achieved by the end of the project.

The project delivered all its outputs and outcomes. In some cases, the project surpassed the targets. For instance, the target number of direct beneficiaries at CEO Endorsement⁴ was 885 (67% men and 33% women) meanwhile the project trained a total of 1,128 (67% men and 33% Women) people. The project's objective level indicators are summarised below.

Table 5: Results analysis of overall project outcomes

Objective indicators	End of project status	Rating
Number of NDC sectoral hubs equipped for collecting, tracking, and reporting all NDC information transparently	6 hubs (5 NDC sectoral hubs and one Academia) were equipped to collect, track and report NDC information transparently.	Achieved
Number of skilled staff and MRV implementation plans, processes, and protocols in place harmonizing land use, agriculture, energy, transport, and waste sectors collection and reporting	90 experts were trained but only 67 were certified.	Achieved
Number of NDC sector GHGI and MRV data collected, aggregated, and available for national use and on the Global CBIT Coordination platform	GHGI and MRV data from Six (6) hubs (five NDC sectors and one academic institution) were collected, aggregated, and analyzed.	Achieved

Based on stakeholders' assessment and documented evidence, the evaluators assessed the achievement of the objectives as Highly Satisfactory. These outcomes are presented below by project components.

Component 1: *Strengthen the capacity of national institutions in Liberia to track Nationally Determined Contributions (NDCs) implementation and sustain transparency efforts over time.*

With the support of a consultancy firm (Aether Ltd) the first component of the project focused on establishing a centralized NDC online transparency system at EPA consisting of the hardware, software, and technical expertise for GHG data collection and management of the land use, agriculture, energy, transport and waste sectors in compliance with the UNFCCC and national reporting requirements. To ensure compliance, a comprehensive institutional capacity needs assessment was conducted across the NDC sectors and staff were identified and trained on the basic functions of the system, data management, and reporting. A framework to enable cooperation across multiple sectors and government institutions was developed and strengthened. The project strengthened the capacity of the NCCSC to undertake its roles and responsibilities in NDC awareness creation and stakeholder inclusion.

Results analysis of Component 1: In Component one, 33% of outcome indicator targets performed exceptionally well/exceeded expectations and 67% of the outcome indicator targets were Achieved. The key indicators of component 1 are summarised in **Table 6**.

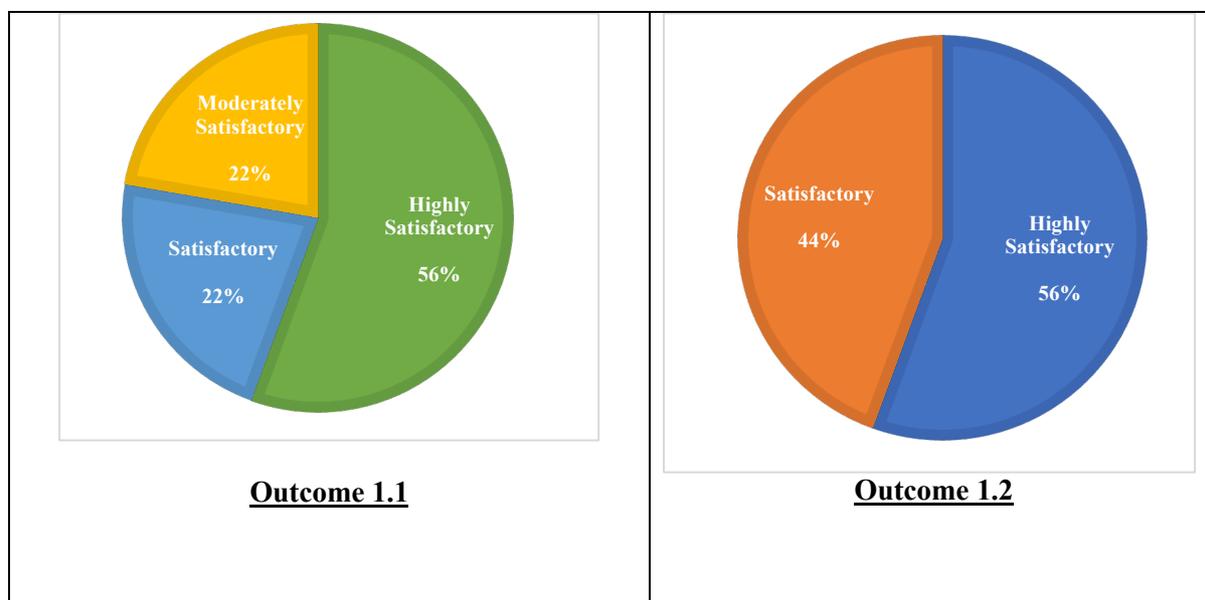
⁴ This is the target number of direct beneficiaries provided in the core indicator worksheet that was submitted at CEO Approval

Table 6: End of project target vs actual level of outcome achievement for Component 1

COMPONENT 1: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 1.1: Procedures to measure, track and report mitigation and adaptation data from the land use, agriculture, energy, transport, and waste sectors transparently.			
Indicator 1.1.1.: No. of protocols to measure, track and report mitigation and adaptation data from NDC sectors developed, tested, and certified.	At least one protocol	One GHG Protocol was produced and pre-tested by the GHG Protocol Committee	Achieved
Indicator 1.1.2.: No. of technical guides developed.	At least one technical guide developed	One technical guide on data transmission and communication in compliance with the IPCC requirement was developed	Achieved
Outcome 1.2: NDC transparency system in place in accordance with the prescribed United Nations Framework Convention on Climate Change (UNFCCC) standard.			
Indicator 1.2.1: Number of web-based systems for managing all NDC information and GHG data.	At least 1 web-based system	GHGI/Monitoring, Reporting, and Verification (MRV) system has been developed and launched	Achieved
Indicator 1.2.2 Number of NDC sectoral hubs strengthened.	At least 4/5 NDC sectoral hubs	The five NDC sectoral hubs are fully compliant in reporting nationally and internationally on GHG emission data.	Achieved
Outcome 1.3: Capacity of key ministries and stakeholders to effectively utilize the developed NDC transparency system strengthened.			
Indicator 1.3.1 Number of technical staff from NDC sectors and stakeholders trained to effectively utilize the developed NDC transparency system.	At least 300 MRV stakeholders equipped (at least 100 women)	389 (160 female and 229 male) MRV stakeholders from the five NDC sectors and the University of Liberia were trained and equipped to use the NDC transparency system (GHGI/MRV system).	Exceeded
	At least 3 Training of Trainers (ToT) workshops conducted	Four (4) Training of Trainers (ToT) workshops were conducted	Exceeded
Outcome 1.4: Coordination among key government agencies on NDC implementation enhanced.			

COMPONENT 1: Outcome indicators	End of project target	Actual project achievements	Rating
Indicator 1.4.1. % Increase in the number of GHGI and MRV non-state actors (e.g., CSO, academia, private sector, development partners, and forest-dependent people) represented on the NCCSC.	At least 30% increase in number of non-state actors represented on the NCCSC	34% increase of non-state actors represented on the National Climate Change Steering Committee (NCCSC).	Exceeded
Indicator 1.4.2.: Number of NDC intersectoral arrangements on GHGI and MRV system.	At least one GHGI and MRV system framework of cooperation (MoU) between EPA and NDC	One GHGI and MRV system Cooperative Framework Agreement (MoU) for collecting, processing, and sharing data were signed between EPA and NDC sectors.	Achieved
Indicator 1.4.3.: Number of in NDC sectors compliant with IPCC reporting requirements guidelines.	At least 4 NDC sectors 100% compliant with IPCC reporting requirements	Four NDC sectors are 100% compliant with the IPCC reporting requirements	Achieved

All outputs and indicator targets of component one were achieved or exceeded expectations. Overall, the majority of the respondents of the TE rated the achievement of outcomes 1.1, 1.2, 1.3, and 1.4 as Highly Satisfactory as presented in **Figure 3**.



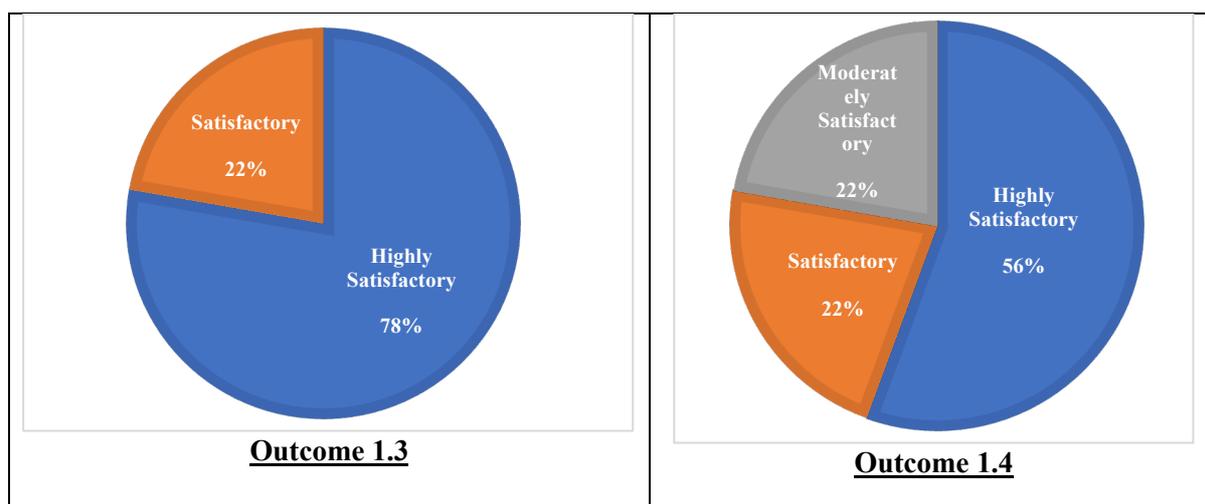


Figure 3: Perception of TE respondents on the level of achievement of outcomes 1.1, 1.2, 1.3, and 1.4 (sample size: 9)

Component 2: Provide direct technical support to harmonize land use, agriculture, energy, transport, and waste sectors collection and reporting through training and assistance.

This second component focused on capacity building activities for climate transparency

Results analysis of Component 2: In Component two, 50% of outcome indicator targets performed exceptionally well and exceeded expectations and, 50% of the outcome indicator targets were Achieved. These are presented in Table 4. This is in concordance with the views of the majority of the TE respondents who opined that the achievement of outcome 2.1 is Highly Satisfactory (**Figure 4**).

Table 7: End of project target vs actual level of outcome achievement for Component 2

COMPONENT 2: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 2.1: Capacity to measure and report land use, agriculture, energy, transport, and waste sectors NDC improved			
Indicator 2.1.1 Number of protocols for measuring results related to the land use, agriculture, energy, transport, and waste sectors effectively used by key MRV stakeholders.	At least one protocol for measuring results from each of the NDC sectors developed	Two protocols for measuring results from each of the five NDC sectors were developed. These protocols were used in GHG pilot testing and development of Liberia’s National GHG inventory 2017 – 2019 sectoral reports. Details of these protocols and reports are on the CBIT global website.	Achieved
Indicator 2.1.2.: Number of technical staff trained in NDC sectors (land use, agriculture, energy, transport, and waste) and involved in GHG data collection, processing, and reporting.	At least 200 stakeholders trained and involved in implementing NDC plans (at least 60 women)	258 (168 male and 90 female) stakeholders were trained and involved in implementing NDC plans. The target number at CEO Approval was 200 stakeholders	Exceeded

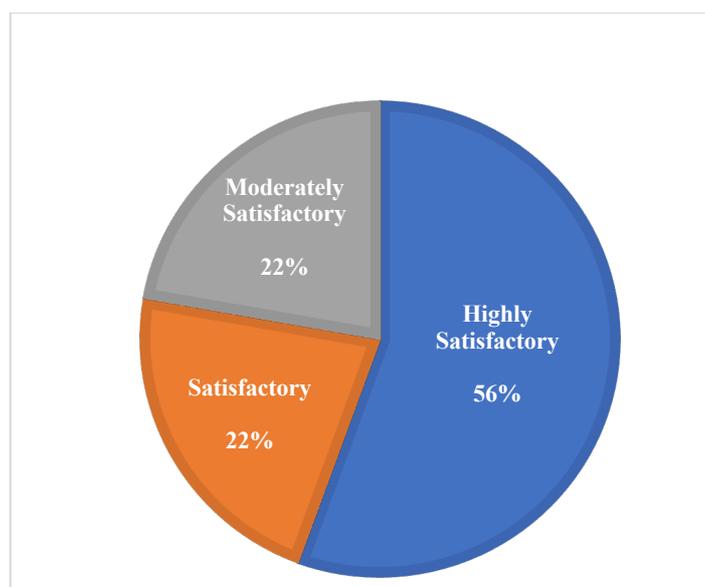


Figure 4: Perception of TE respondents on the level of achievement of outcome 2.1 (Sample size: 9)

Component 3: Integrated Platform for Data Sharing and Policy Making.

Activities of component 3 of the project were geared towards supporting the development of a mechanism for online aggregation of GHG inventory data from different sources into an NDC transparency system to transition from tier 1 to tier 2 reporting. The expected outcome of the component was a fully developed data integration and sharing procedure for use by stakeholders as a one-stop source of information for transparency reporting.

Results analysis of Component 3: In Component three, 50% of outcome indicator targets performed exceptionally well and exceeded expectations and, 50% of the outcome indicator targets were Achieved. These results are presented in **Table 8**. Respondents were also of the opinion that the achievement of outcome 3.1 of the project is Highly Satisfactory as presented in Figure 5.

Table 8: End of project target vs actual level of outcome achievement for Component 3

COMPONENT: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 3.1: Fully developed data integration and sharing procedure for use by stakeholders as a one-stop source of information for transparency reporting.			
Indicator 3.1.1: Number of operational NDC sectoral GHGI and MRV data systems.	At least 5 NDC sector GHG data and MRV information is aggregated and uploaded to the Global CBIT Coordination Platform managed centrally by the EPA	GHG data and MRV information of the five NDC sectors have been aggregated and uploaded into the Global CBIT Coordination Platform by the CBIT National Focal Point	Achieved
Indicator 3.1.2: The Liberia national GHG	At least one public event organized by the NCCSC for	One Public event – the National conference on Environment and Climate	Exceeded

COMPONENT: Outcome indicators	End of project target	Actual project achievements	Rating
inventory established and launched.	launching the national GHG inventory to the public	Change was organized by NCCSC to launch Liberia's MRV System.	

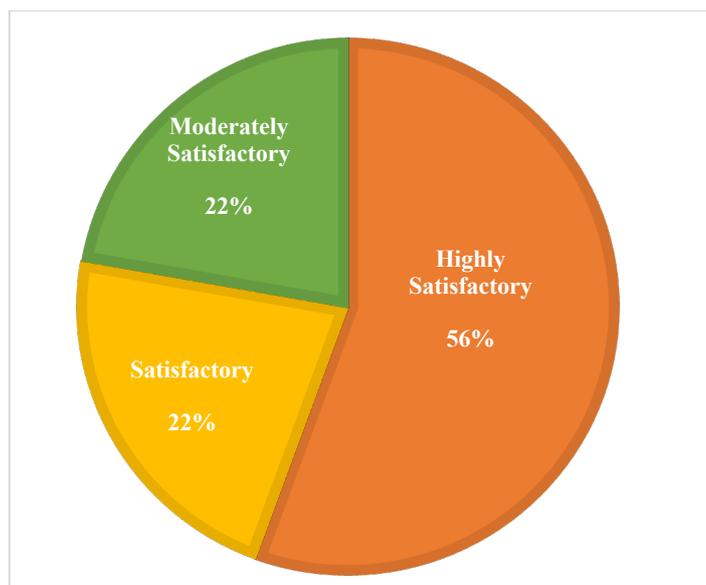


Figure 5: Perception of TE respondents on the level of achievements of outcome 3.1 (Sample size: 9)

Success factors

The key enabling factors for the overall achievement of project outcomes are described below:

1. The project design was comprehensive and built on experience and baseline projects in the country. This strengthened the project design and avoided duplication of activities.
2. The ProDoc and results framework were comprehensive and depicted a logical link between outputs and outcomes. The interventions that were proposed at the design stage were still relevant during the implementation phase though the advent of COVID-19 meant that adaptive management was applied. For instance, *the trainings were designed to be conducted through a combination of in-person and virtual avenues however, restricted movement, banned congregations, and remote working due to the coronavirus pandemic resulted in adaptive project management where the trainings and majority of meetings were shifted to virtual platforms.*⁵
3. According to project staff and implementing partners, the high sense of buy-in and appropriation of the action by stakeholders fostered strong participation at all levels. Stakeholder analysis and mapping were conducted during the design and implementation of the CBIT project. Several engagements with project partners and stakeholders were held to solicit their views and garner their buy-in through physical interactions in form of face-to-face meetings, stakeholder workshops were conducted, and regular communication was registered through electronic mediums such as

⁵ CIGEF project team respondent

telephone, skype, and email communications. This was in some cases facilitated, by the allocation of communication support to actors to overcome the challenges of accessing internet services.

4. The use of MoUs was crucial in delineating the roles and responsibilities of different partners and timelines for the delivery of actions. Through regular monitoring of commitments, any gaps were rapidly addressed. The GHG data sharing framework that was established by this project will ensure continuous collaboration and sharing of information and GHG data between the institutions that signed the MoU even beyond the life of the CBIT project.
5. The parties also materialized and exceeded the co-financing contributions to the project which ensured that planned activities were delivered.
6. Adopting a multistakeholder approach was also reported severally by respondents as one of the key success factors. This included for instance strategic partnerships with non-state actors and, collaboration and cooperation with the different agencies relevant to the NDC system. By so doing, stakeholders argued that the expertise and experience of different actors were valorized, and their viewpoints are taken into consideration. For instance, University respondents stated that their involvement ensured the future sustainability of the project results since learning through the project will inform future curriculum and training on climate governance.
7. Evaluation participants appreciated the role of CI in driving the implementation of the project the competence and skill of the project management unit and the role of the steering committee. Participants acknowledged the fact that feedback from project participants was taken into consideration and adaptive management applied. For instance, the project respondent swiftly to allegations emerging from the project's grievance mechanism related to possible misconduct of the project management unit by terminating the contracts of four PMU staff after investigations were concluded. This swift action-built stakeholder confidence and trust between the project and stakeholders.

Factors that affected outcome achievement during project implementation

- a. Some in-person trainings could not take place due to movement restrictions resulting from the effects of the Coronavirus pandemic. Virtual training conducted included the GHGI training on data collection on the IPCC software and the management and uploading of GHG emission data to the portal. Stakeholders appreciate the virtual trainings but noted that for long-term impact, they would prefer if the mode of training was a combination of physical and virtual platforms.
- b. While virtual training is a viable alternative to the traditional face-to-face approach, it may not have a long-term impact due to frequent disruptions resulting from internet connection challenges. For instance, out of the 90 GHG experts who were selected to be trained, only 67 completed all the courses and were certified. The pandemic led to the realization of the importance of always blending virtual trainings with in-person trainings post-pandemic.
- c. Stakeholder engagement was challenging due to poor internet connectivity and difficulty in accessing stakeholders who were working remotely during the Coronavirus pandemic. Some stakeholders could not complete the courses due to internet connection problems.
- d. Due to remote working, decision-making in government was slowed. This resulted in delays to realize the target outputs.
- e. Gaps in GHG data and/or lack of sectoral data constrained the achievement of the principle of Transparency, Accuracy, Completeness, and Comparability (TACC). For instance, GHG data from non-state actors especially the private sector is not readily available (unreported) and where it is

available (reported), the data is not standardized and lacks some key GHG indices, thus, not aligned with IPCC methodologies.

- f. Mainstreaming gender during the lockdown and remote working was challenging due to competing gender roles. It became more challenging to ensure women's involvement in the project due to competing household responsibilities due to remote working during the pandemic. Despite this challenge, the project managed to mainstream gender and ensure women's involvement during project implementation. *The key positive lesson learnt is: It is possible to mainstream gender in projects as long as there is a will and intentional effort is made towards this action*⁶.

5.2.2. Relevance

The project is rated **Highly Satisfactory**

Relevance to Liberian national priorities

The CBIT project was in line with Liberian national priorities and related plans listed below. The project's alignment with national policies is described in detail in the Project Document.:

- Vision 2030
- Pro-poor Agenda for prosperity and development (PADP)
- Pro-poor Agenda/Agenda for Transformation (Liberia's PRSP)
- The Economic Stabilization and Recovery Plan 2015
- Liberia's Nationally Determined Contribution
- Liberia's 1st National Communication
- National Climate Change Policy
- National Adaptation Plan (NAP) Roadmap
- Liberia's Low Emissions Development Strategies (LEDS), NAMAs and MRVs
- National REDD+ Strategy
- The Liberia Extractive Industries Transparency Initiative (LEITI) Act
- The Freedom of Information Act was ratified in 2010
- Liberia Agricultural Sector Investment Plan (LASIP II) 018-2022 (draft)
- National Integrated Water Resources Management Policy
- Voluntary Partnership Agreement (VPA)
- The National Strategy for decentralization and Local Governance
- Liberia's climate change Gender Action Plan (ccGAP)

Relevance to GEF Focal Area and/operational program strategies

The CBIT Liberia project aligns well with the GEF-7 programming directions, specifically CBIT and climate change mitigation. The CBIT is an integral part of the GEF's climate change support in GEF-7 and represents one of the ways in which the GEF is supporting the successful implementation of the Paris Agreement and its key pillars of transparency and accountability. The CBIT Liberia project aimed to strengthen the institutional and technical capacities of Liberian institutions to meet the enhanced transparency requirements in the Paris Agreement. Hence, a strong link exists between the project and the GEF-7 programming directions.

Appropriateness of project design in delivering the expected outcomes

The project document and the results framework were comprehensive, establishing a logical link between the project outputs and outcomes. The project interventions as proposed during the project design phase were still relevant in the course of the project implementation and this corroborates the

⁶ CIGEF project team

level of achievement of the project outputs and outcomes indicators, some of whose end of project targets were exceeded.

Moreso, in the design of the project, a stakeholder mapping and analysis was conducted during which period the buy-in and views of several actors were sought through meetings and workshops. This enabled the views of an array of stakeholders to be taken into consideration in the project’s design and implementation. The project was designed to involve the participation and collaboration of relevant NDC agencies in the country and this is important for the delivery of the project. Furthermore, the project delineated the roles and responsibilities of the different institutions involved, ensuring coordinated implementation of project activities and avoidance of duplication of roles/responsibilities.

Relevance to CI Institutional Priorities

CI’s work is guided by the “Southern Cross” which consists of four interlinked priority areas; (1) Nature for Climate; (2) Sustainable Landscapes and Seascapes; (3) Ocean Conservation at Scale and (4) Innovation in Science and Finance. This Project falls under Priority one - Nature for Climate however, its outcomes indirectly yield co-benefits for priorities 2, 3, and 4.

Overall, respondents opined that the project was satisfactorily and highly satisfactorily relevant as presented in Figure 6.

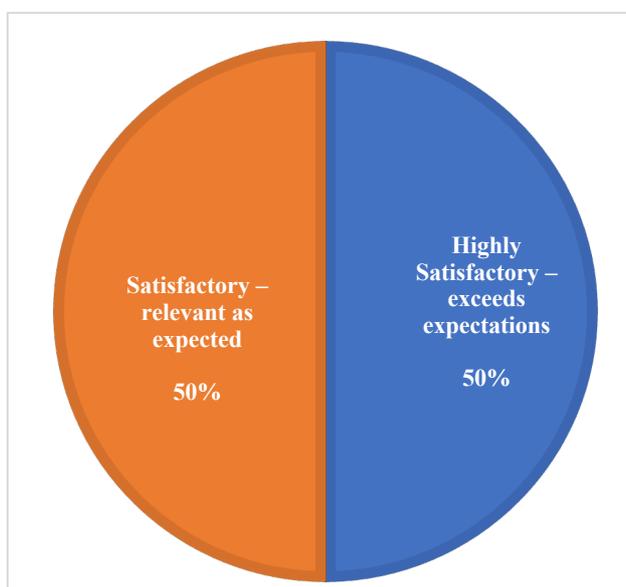


Figure 6: Perception of TE respondents on the relevance of the project (Sample size: 12)

5.2.3. Efficiency

Efficiency is rated *Satisfactory*

Project Financing

The overall budget was 2,944,495 USD as presented in Table 9.

Table 9: CBIT project budget

Agency	Amount (USD)
GEF grant	1,344,495
Government of Liberia (in kind)	1,500,000
Conservation International	100,000
Total	2,944,495

Analysis of GEF funds by project components

In terms of budget distribution, funding from GEF was utilized across the three project components and project management while in-kind contributions from the government and CI were allocated for project monitoring, office space, and transportation for the duration of the project.

[GEF Budget contribution]

	Amount (USD)	%
Component 1	605,023	45
Component 2	195,369	15
Component 3	421,876	31
PMC	122,227	9

Chart: Fokabs Inc • Source: Prodoc • Created with Datawrapper

Figure 7: Disaggregation of CBIT project budget by Components

Financial Management

CI Liberia uses an Enterprise Resource Planning system to plan and monitor the budget. An agreement was established between CI-GEF Agency and CI-Liberia and as part of this agreement, CI-Liberia was obliged to respect the procurement policies of CI. During the inception phase of the project, CI-GEF trained CI Liberia on prohibited practices, financial management, procurement & reporting requirements. The project followed strict CI procurement policies during implementation ensuring that value for money and transparency in resource procurement and management was ensured⁷. CI-Liberia prepared financial and technical reports which were submitted to CI-GEF for review and approval. Comments raised by CI-GEF on the submitted reports were transmitted to CI-Liberia to be addressed after which a revised version is submitted to CI-GEF.

This project represents good value for money considering the level of achievement of its project outcomes and the multistakeholder approach adopted. The project built on existing national structures to establish the hubs and drew on national expertise for the delivery of the action while using competitive procurement processes to secure the services of external consultants. By training national experts to deliver on the transparency agenda, the project ensured that the benefits achieved could be scaled up at the country level after the project ended. This implies that the trained national experts who are government staff could continue conducting transparency-related activities beyond the life of the project as opposed to relying on the services of international consultants or national consultants who will need to be paid for services rendered.

The establishment of the framework of cooperation between the NDC sectors and EPA, and with NCCSC as an oversight organ reduced the cost for enhanced measurement, verification, and reporting. As opposed to each institution working in silos which could culminate in duplication of efforts and consequently, cost ineffectiveness, working jointly promotes cost-efficiency as a result of complementarities and avoidance of duplication of tasks. The role and contribution of the NDC sector institutions and others such as academia and the private sector were streamlined and effective because of the project intervention.

The operationalization of the NDC transparency system was a value-add to the ongoing UNFCCC rigorous reporting requirements, building on the past and ongoing capacity-building efforts. Significant

⁷ CI-GEF Agency respondent

capacity relevant to the transparency system was developed in several government agencies coordinated by EPA. The benefits in terms of improved monitoring and reporting to meet enhanced transparency requirements under EPA are, therefore, at a lower cost. The Government now has institutionalized processes for reporting, which were built on existing resources and structures to reduce costs and time to ensure more sustainable systems.

Efficiency was also demonstrated in the timely resolution of feedback and comments from project stakeholders. This included, for instance, the dissolution of the initial PMU due to issues that arose from an effective grievance mechanism. Though this could have slowed down the project, the new team put in place understood that project implementation and management should not be compromised by issues of misconduct.

The project management structures were appropriate for the size of the actions with clear roles and responsibilities. Evaluation respondents also testified that they felt that the lines of communication between CI and EPA were operational and that communication between CI and EPA on project activities was adequate. This fluid communication between CI and EPA enabled both organizations to be on the same page regarding the implementation of planned project activities, leading to their efficient implementation.

With the emergence of the COVID-19 pandemic, CI GEF Agency, and EPA, CI Liberia sought a six-month no-cost extension and budget re-alignment to take into consideration the delays caused by COVID-19 where months of lockdown restrictions hindered project activities. Also, the budget for face-to-face meetings was re-allocated to buy internet data for participants to enable them to participate in virtual workshops, meetings, and trainings.

6. ASSESSMENT OF PROJECT SUSTAINABILITY

Project Sustainability is rated **Moderately Likely**. The risks to the sustainability of project results are discussed below.

1. Financial risk

Primary data indicated that financial sustainability is ensured since the project is anchored on the NDC and the national priorities of the country. Country ownership was also ensured by the participation of stakeholders from the government throughout the implementation of the project. It is expected that the project outputs and outcomes will contribute towards strengthening the capacity both institutional and technical of the selected institutions and stakeholders as well. GEF plans to provide a second phase to help continue CBIT projects which reduces the risk of financial resources not being available to ensure the sustainability of the project outcomes.

“Sustainability is ensured because the project is anchored on national priorities (specifically the NDC). Additionally, key stakeholders from the government were involved throughout project implementation hence ownership of the results. Lastly, the project outputs and outcomes will contribute towards strengthening the institutional and technical capacity of the selected institutions, and stakeholders. The main reason why there are moderate risks to sustainability is that the project did not extensively leverage partnerships which would ensure further continuity”⁸.

An interviewee stated that the CBIT project supported the development of the national GHG inventory and there is a need for funding to provide further support for the inventory. She had this to say on financial risks to sustainability:

“Support for the development of the GHG inventory is likely to be available through other funding mechanisms that support the development of the national BUR (BTR) and NC. This regular funding, if

⁸ CIGEF Agency respondent

used appropriately by agencies, provides a steady financial resource to support the continual development of national GHG inventory experts. The MRV platform has funding secured for a number of years so will continue to be used and available to national experts after the GEF assistance ends.”⁹ excerpts from the interview.

However, the project did not extensively leverage partnerships, and this may jeopardize the continuity of the project – an identified risk. The establishment of partnerships could ensure the availability of finances that will ensure the continuous utilization of some of the project outputs. While the project has secured a five-year subscription for the online MRV platform, it is unlikely what the situation will look like after the current subscription comes to an end. In the event of the unavailability of adequate financial resources, the MRV platform could be inaccessible to national experts if the country fails to renew its subscription.

It can therefore be concluded that financial risks are low and rated **Moderately Likely**.

2. Socio-political risk

The project faces a socio-political risk to the sustainability of its outcomes due to the Covid-19 pandemic outbreak, as it may infect and even kill some of the trained experts. *“We took along with us some technicians to Uganda and unfortunately, some technicians from the Ministry of Transport who went to Uganda and were trained under the project died from Covid 19. However, a mechanism is being set up to promote continuity through ensuring that knowledge gained by the trained individuals is transferred to other technicians”*, reported a staff of CI-Liberia¹⁰.

The Socio-political risks for the CBIT project can be rated **Moderately Likely**.

3. Institutional risk

The rating of institutional risk to sustaining the long-term results of the CBIT project is Moderately Likely. State actors, as well as non-state actors such as CSOs, the private sector, and academia, have participated actively during the project implementation and this is expected to continue beyond the lifespan of the project. Component 1 which strengthened the capacity of national institutions to track NDC implementation and sustain transparency efforts over time, will provide the institutional capacity to support the sustainability of the project results, even after the project has been completed. There are institutional risks related to inadequate management of project activities and poor collaboration among stakeholders that may hinder the sustainability of the project. However, a memorandum of understanding was established between the Environmental Protection Agency (EPA) and six NDC institutions on the sharing of GHG data. The NDC institutions will likely continue to collaborate even beyond the life of the CBIT project addressing the risk of poor collaboration between institutions. Significant capacity-building activities were implemented as part of this project. It is expected that the knowledge, skills, and tools acquired by stakeholders in the different NDC sectors, as well as the training workshops on GHG data collection, transmission GHG data collection, and the operation and maintenance of the Greenhouse Gas Inventory / Measuring, Reporting, and Verification (GHGI / MRV) system, will continue to be applied beyond the project initial duration.

The project succeeded in increasing the level of involvement of non-state actors such as the private sector, academia and CSOs represented in the National Climate Change Steering Committee (NCCSC) of Liberia. At project inception, NCCSC has a total of 14 members including four non-state actors. Thanks to the project, the NCCSC by the end of 2021 had witnessed a 34% increase in its membership occupied by non-state actors in Liberia, in addition to government institutions, CSOs, an academic institution, and a private sector institution. This is expected to continue beyond the life of the project implementation period, thus supporting the sustainability of project results. Strategies for emission reductions that were identified during sector meetings held as part of the project are expected to continue in helping the country reduce its GHG emission levels, even when the project has ended. The different

⁹ Aether Limited respondent

¹⁰ During the virtual TE validation workshop held on the 26th of May 2022

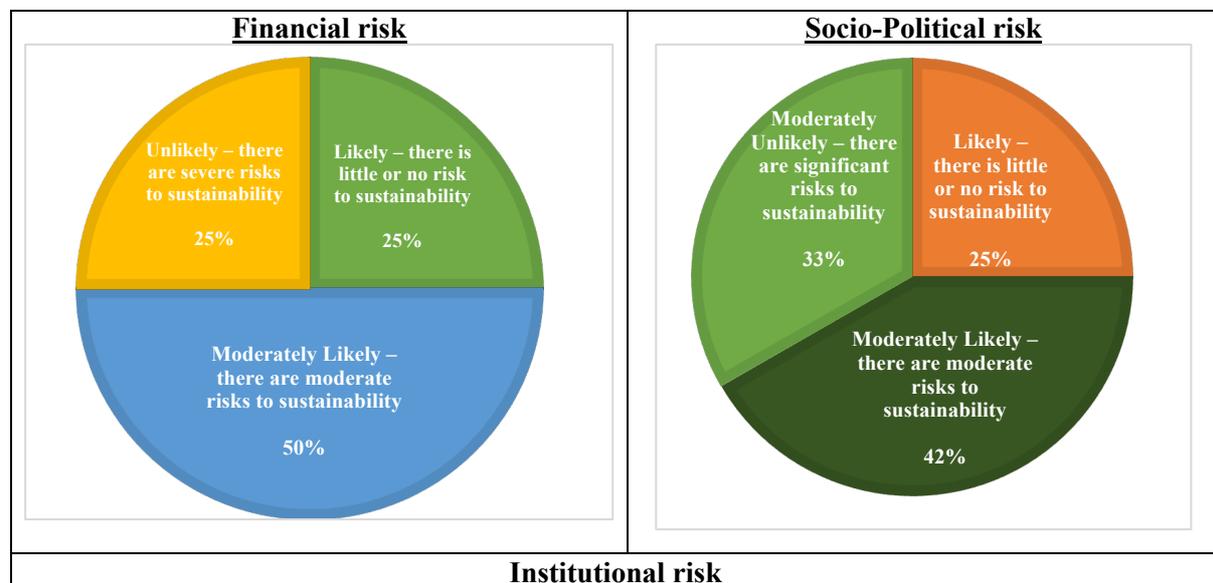
trainings carried out to incorporate land use, agriculture, energy, transport, and waste sectors into Liberia’s NDC are expected to help enrich it long-term, promote national data reporting, and strengthen stakeholders’ capacity to fulfill Liberia’s commitment to the UNFCCC. One respondent rated institutional risks Moderately Likely and had this to confirm the rating:

“The project is intended to promote and enforce national regulations for data reporting by data providers, (both public and private sector operators). Furthermore, the institutions with a mandate to collect data and exercise authority have signed MoUs with data providers. This legal framework will support Liberia’s commitment to the UNFCCC for sustainable mitigation...”¹¹.

NDC sector interactions and compliance with IPCC reporting guidelines have been strengthened through the project in the different sectors, which is expected to produce sustainable results even after the project ends. A staff of CI Liberia indicated that there is a low chance of institutional risks as the CBIT project served to address institutional limitations that could affect project sustainability. *“For instance, the CBIT Project put in place a formal inter-institutional GHG data coordination and sharing framework between the Environmental Protection Agency (EPA) and 6 institutions (5 NDC sector institutions and 1 university). This improved communication and coordination amongst the institutions and will: prevent duplication of project interventions since all the stakeholders will be up to date about ongoing initiatives; enhance knowledge sharing; build/strengthen institutional partnerships and leveraging financial and technical resources¹².”*

While the project has trained a couple of individuals, staff turnover could pose a challenge/risk for the trained individuals to continue using their skills gained from the project in supporting Liberia to meet up with her commitments to the UNFCCC. *“The project trained 52 individuals, but without the legal frameworks, policies and governance structures to stabilize the technical experts in this field, it is possible that the project benefits might not be maintained in the long-term¹³”.*

The majority of the TE respondents were of the opinion that financial/economic, social/political, and institutional risk to sustainability was Moderately Likely (**Figure 8**).



¹¹ Monrovia City Corporation respondent

¹² Feedback from a staff of CI Liberia

¹³ Aether Limited respondent

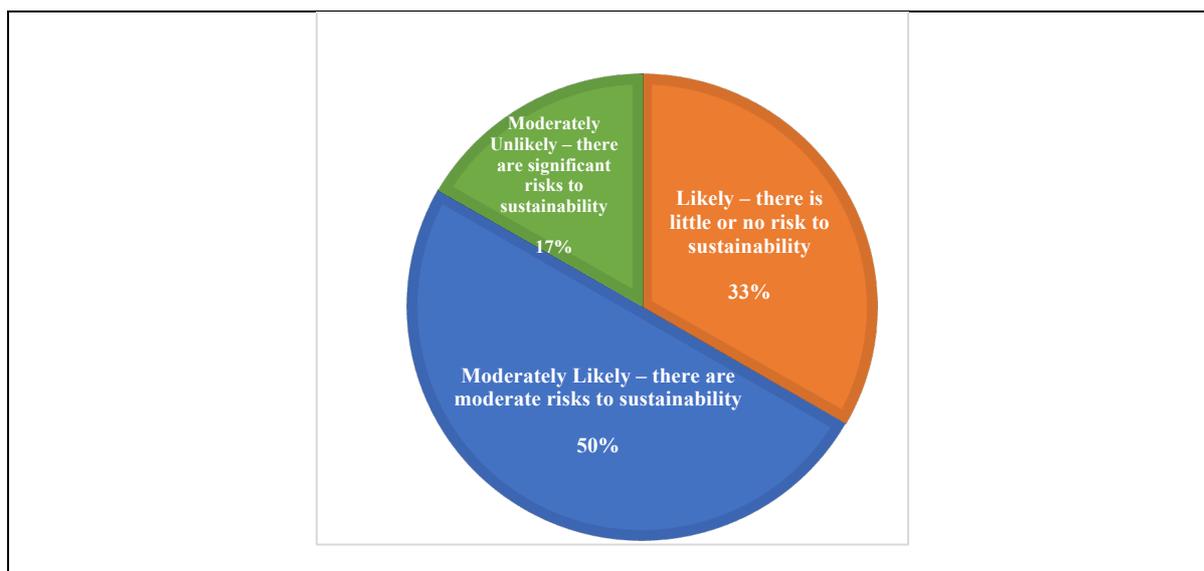


Figure 8: Perception of TE respondents on the project's sustainability risks (Sample size: 12)

Table 10: Sustainability rating

Sustainability dimension	Rating
Financial risk	Moderately Likely
Socio-political risk	Likely
Institutional risk	Moderately Likely
Overall Sustainability ranking	Moderately Likely

7. ASSESSMENT OF PROJECT MONITORING & EVALUATION SYSTEMS

The overall M&E system is rated **Highly Satisfactory**.

7.1. M&E design

The rating for M&E design is **Highly Satisfactory**.

The CBIT project had a practical, well-designed monitoring and evaluation system from the project design phase. The project log frame had clear objectives and SMART indicators to track environmental, gender, and socio-economic results. It also showed expected outcomes of the project as well as expected outputs and their indicators, targets, and project baselines for the different components. The allocated budget of \$USD 139,326 (One Hundred Thirty-Nine Thousand, Three Hundred Twenty-Six)¹⁴ set aside for M & E activities were realistic. Monitoring and evaluation of the project was done through the following:

- Inception workshop and report
- Project Steering Committee (PSC) meetings (quarterly)
- Financial and technical quarterly reports (quarterly)
- Project Implementation Reports (PIRs) (Annual)
- CBIT Tracking Tool (End of the project)
- Final evaluation of the project.

¹⁴ GEF-6 Request for Project Endorsement/Approval, 2018

The majority of the TE respondents rated the quality of the M&E design of the project as Satisfactory while a few felt it was Moderately Unsatisfactory (**Figure 9**) and unfortunately did not provide justifications for their opinions. With the advent of the Covid-19 pandemic, the M&E system was modified accordingly to suit the changing times and without such adaptive management measures, the M&E would not have been effective as planned. It is the opinion of the evaluators that the M&E design of the project was Highly Satisfactory.

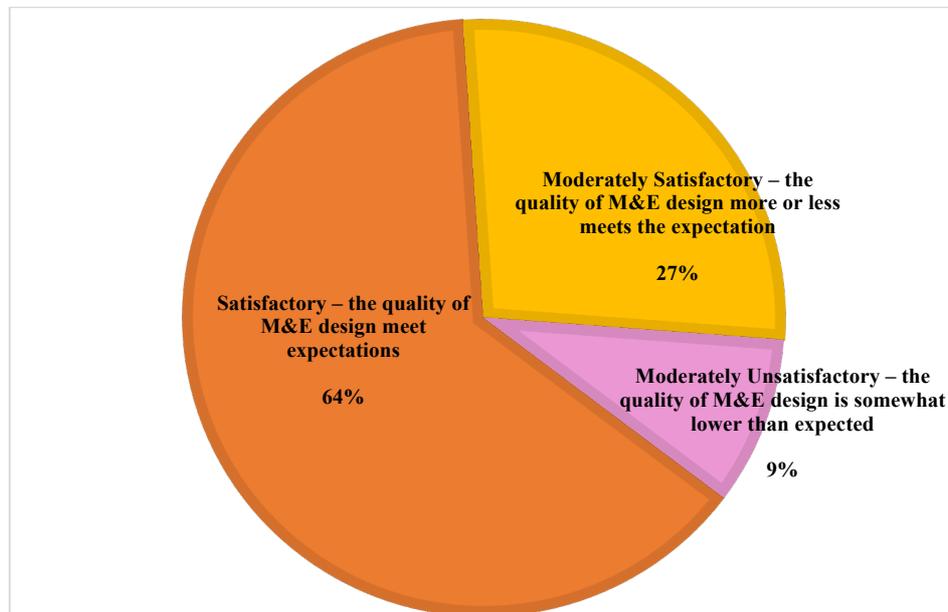


Figure 9: Perception of TE respondents on the quality of the M&E design of the project Sample size: 11)

7.2. M&E implementation

The M & E implementation for the CBIT project is rated as **Highly Satisfactory**

The M & E plan was sufficiently budgeted, and funding was provided adequately at the different stages of the project to ensure planned M & E activities are carried out as required and in a timely manner. The budget included funding for a Terminal Evaluation (TE). Data provided on the progress of the different indicators were collected and reported in the quarterly, annual, and final project reports (2019 to 2021). There were some delays caused by the COVID-19 pandemic which necessitated a revision of the work plan and budget to adapt to the situation at hand. For example, a communication allowance had to be provided to allow training participants to take part virtually and an extension was granted to the project, because of the COVID-19 lockdown. The pandemic also negatively affected the project monitoring because the CI-GEF could not physically carry out the supervision mission but had to do check-ins and quarterly reports virtually¹⁵. An interview respondent from CIGEF had this to say regarding the effect of COVID-19 on the M & E plan of the project:

*“Due to COVID travel restrictions, CIGEF was unable to conduct a supervision mission to Liberia but maintained frequent virtual check-ins, reviewing the financial and technical quarterly reports; reviewing the annual work plan, and budget”.*¹⁶

In the opinion of the respondent, the M & E plan was well implemented despite the coronavirus pandemic which caused delays, given that a virtual inception meeting took place to kickstart the project,

¹⁵ Feedback from a staff of CIGEF Agency

¹⁶ Feedback from a staff of CIGEF Agency

quarterly technical and financial reports and PIRs were submitted as required, work plans and budgets prepared as expected.

Another respondent thinks that the M & E plan was implemented as planned, and summarizes it thus:

“The system operated as per the M&E plan as indicated below:

The project inception workshop was held with stakeholders within the first three months of project start and an inception workshop report was produced within one month of the inception workshop; GEF core indicators were tracked and reported upon throughout project implementation; Project Steering Committee (PSC) meetings were held quarterly to review and approve quarterly and annual project budget and work plans, discuss implementation issues and identify solutions, and to increase coordination and communication between key project partners; agency conducted annual visits to CI Liberia and participated in the review and approval of financial and technical quarterly and annual project progress reports”¹⁷. Excerpts from the interview.

Despite the setbacks resulting from the COVID-19 pandemic outbreak, project reports and documents show that the revised annual work plans and budgets were respected while adapting to the situation. The different stakeholders also played their part in ensuring the smooth running and management of the project, though with delays. The Executing Agency respected assigned guidelines and delivery timelines for all reports, as expected. There is little evidence of any management issues during the implementation period. CI-GEF conducted annual visits to CI Liberia and produced PIRs annually to monitor progress made in the project, while lessons learned were documented and shared accordingly. The respondents of the TE rated the execution, monitoring, and reporting of the M&E system as Moderately to Highly Satisfactory, with the majority of the respondents opining that it is Satisfactory (Figure 10).

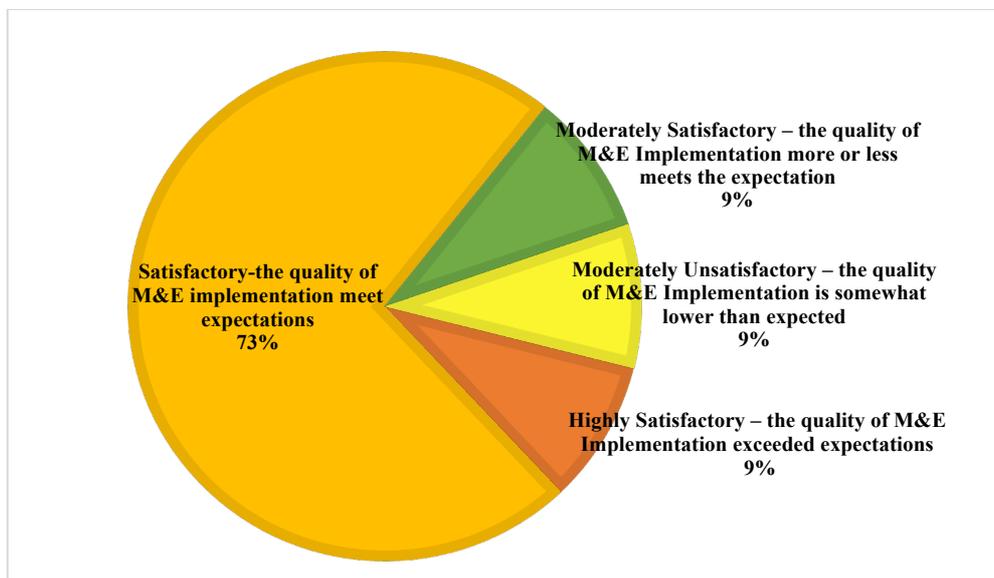


Figure 10: Perception of TE respondents on the quality of the M&E implementation of the project (Sample size: 11)

¹⁷ Feedback from a staff of CI Liberia

Table 11: M&E design and implementation rating

Monitoring and Evaluation	Rating
M & E Design	Highly Satisfactory
M & E Implementation	Highly Satisfactory
Overall M & E	Highly Satisfactory

8. ASSESSMENT OF PROJECT IMPLEMENTATION AND EXECUTION

The quality of implementation and execution is rated as **Highly Satisfactory**.

8.1. Quality of Implementation

Quality of Implementation: The quality of implementation rating is **Highly Satisfactory**.

Despite the delays and setbacks caused by the Coronavirus pandemic, the project adapted fast, achieving all the targeted results within the extended project duration. The achievements realized pertaining to the targets for the different components of the project reflect the quality of implementation of the project.

CI-GEF Agency managed the implementation of the project well and followed-up project implementation closely. As part of its technical and financial oversight role, CIGEF supported the project implementation start-up phase by providing technical and financial guidance that would ensure compliance with GEF guidelines, safeguards requirements, and all technical and financial commitments made at CEO Approval. At project inception, CIGEF reviewed the Annual Workplan and budget and spearheaded the signing of the grant agreement with the Executing Agency. CIGEF also provided technical guidance and conducted financial management and prohibited practices training to grantees.

CIGEF's oversight role contributed to these project's achievements through the provision of technical and financial support; review of financial and technical progress and financial reports and providing timely recommendations (including risk mitigation measures); guiding and supporting the Executing Agencies (EA) to put in place adaptive measures during the pandemic e.g., CIGEF extended the project duration when the effects of Covid-19 pandemic caused project delays; reviewed and approved the realigned work plan and budget and undertook frequent check-ins to guide the EA during the pandemic among others.

With the outbreak of the COVID-19 pandemic, CI-GEF could not embark on a supervision mission to Liberia but held frequent virtual meetings with the CI Liberia team in order to track project execution

¹⁸

In the course of project implementation, risks were identified continuously. A major unforeseen risk that was identified by CI-GEF is the Coronavirus pandemic. Like other countries, the Government of Liberia imposed measures to contain the spread of the virus including declaring a health emergency, restricting the movements of people, and social distancing. These measures retarded the implementation of field activities and undermined the timely completion of some deliverables as per the established deadlines. Consequently, activities that involved face-to-face meetings were suspended, and staff had to work from home. CI-GEF managed this risk well by encouraging the project team to adopt virtual tools to ensure the continuous implementation of project activities that could be done remotely. In addition, the work plan and budget were revised, and a no-cost extension was requested as an adaptive management measure.

¹⁸ CIGEF respondent

The TE respondents rated the quality of implementation of the CBIT project from Moderately Unsatisfactory to Highly Satisfactory (**Figure 11**). The respondents who rated the quality of implementation as Moderately Unsatisfactory did not provide justifications for their opinions.

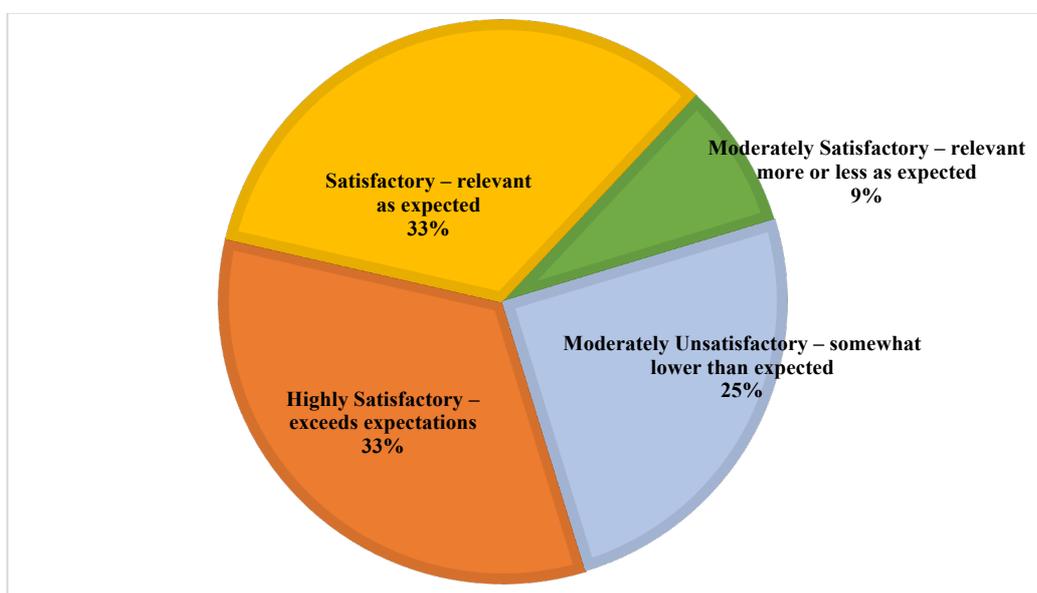


Figure 11: Perception of TE respondents on the quality of implementation of the project (Sample size: 12)

8.2. Quality of Execution

Quality of Execution: The quality of execution rating is **Highly Satisfactory**.

A Project Steering Committee was established within the framework of the project that served as the governance body of the project, meeting quarterly to monitor the execution of the project and provide timely feedback and guidance to the Project Management Unit. CI Liberia and EPA prepared annual work plans and budgets which were submitted to CIGEF for review and approval. Once approved, CI Liberia and EPA implemented project activities accordingly as per the work plans and budgets.

Proper execution arrangements and a clear delineation of the roles and responsibilities of the different institutions and structures engaged in the project were put in place. EPA was charged with the provision of overall guidance to project execution through chairing the Project Steering Committee while CI Liberia took charge of the project reporting from a technical and financial stance.

There was good coordination and communication between CI Liberia and EPA. The project’s focal person at the EPA provided support to other actors and worked well with them for the successful delivery of the project¹⁹. The executing agencies successfully executed the project to completion amidst the COVID-19 pandemic. CI Liberia adopted the CIGEF guidelines suspended all in-person meetings and required staff to work from home. Restrictions on the face-to-face meeting were circumvented by the adoption of virtual tools to complete project activities. The transition was not without its fair share of difficulties, as poor internet connections and the lack of knowledge on virtual meetings and working remotely deterred some stakeholders from participating.

¹⁹ Aether Limited respondent

Respondents had diverse views pertaining to the rating of the quality of execution of the project – Moderately Unsatisfactory to Highly Satisfactory (Figure 12) unfortunately, the respondents who rated Moderately Unsatisfactory did not provide an explanation for their low rating.

As per the evaluator's judgment, the quality of execution is rated as **Highly Satisfactory**.

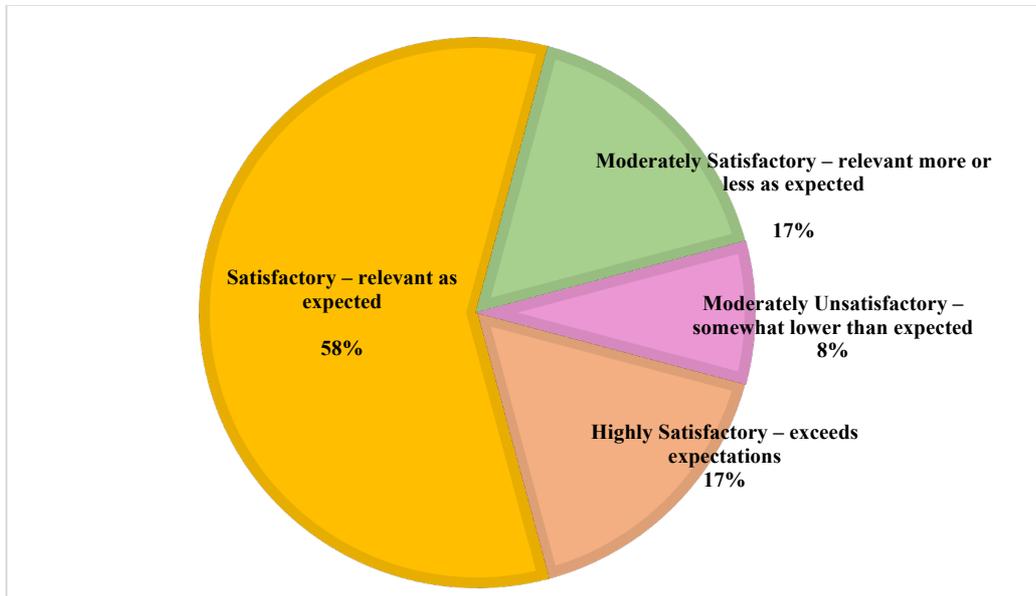


Figure 12: Perception of TE respondents on the quality of execution of the project (Sample size: 12)

Financial Management and procurement:

The executing agency (CI Liberia) uses an Enterprise Resource Planning system for the planning and monitoring of the budget which permits analysis when required²⁰. Through the system, all contracts are managed through Business World, allowing for real-time tracking of invoices and deliverables. Flexibility was exhibited in the utilization of project budgets in order to cater to emerging needs. For instance, with the advent of the COVID-19, communication allowance was provided to the participants to enable them to participate in the virtual trainings²¹ which were not earlier budgeted for.

Quality control checks were also put in place to ensure quality financial reporting. The executing agencies submitted quarterly financial reports to CI-GEF for review and approval, which in turn were reported in the PIRs that were submitted to the GEF.

As part of the grant agreement established between CI-GEF and CI-Liberia, the latter is obliged to comply with CI's Procurement Policy for all goods, works, and/or services within the entire life of the CBIT project. This ensures that the utilization of project funds complies with GEF's guidelines. Failure of the CI-Liberia to respect the procurement policy will result in the disallowance of the procurement cost.

²⁰ CI Liberia respondent

²¹ CI-GEF Agency respondent

9. ASSESSMENT OF THE ENVIRONMENTAL AND SOCIAL SAFEGUARDS

9.1. Overall Environmental Safeguards Rating

Overall Environmental and Social Safeguard rating is **Highly Satisfactory**.

During the project design phase, a safeguard screening process was initiated by Conservation International, and safeguard screening forms were prepared and guided by the CI-GEF Environmental and Social Management Framework and the Safeguards Templates. Following the screening, only three (3) of the nine (9) safeguards were identified to be triggered by the project including gender mainstreaming; stakeholder engagement; and accountability and grievance mechanisms.

The evaluators find the results of the safeguard screening to be appropriate since the CBIT project is more oriented towards capacity building and does not involve the implementation of activities in the natural environment. In order to address the identified safeguards during project implementation, the executing agency developed the following:

- An Accountability and Grievance Mechanism that ensures people affected by the project can bring their grievances to the Executing Agency for consideration and redress.
- Gender Mainstreaming Plan; and
- Stakeholder Engagement Plan

The TE respondents provided an environmental safeguard rating of Moderately Satisfactory and Satisfactory, with the majority of respondents going for the Satisfactory rating (Figure 13). While a total of 19 respondents were consulted as part of the evaluation, not all questions were posed to all respondents. Some questions were reserved just for respondents who had a detailed knowledge of the project. For instance, views on the safeguard-related questions were solicited from 12 of the 19 respondents, accounting for the sample size of 12 mentioned in the caption of Figure 13. Based on the analysis of the gender, stakeholder engagement, and grievance mechanism-related achievements of the project, the evaluators rate the environmental safeguards as **Highly Satisfactory**.

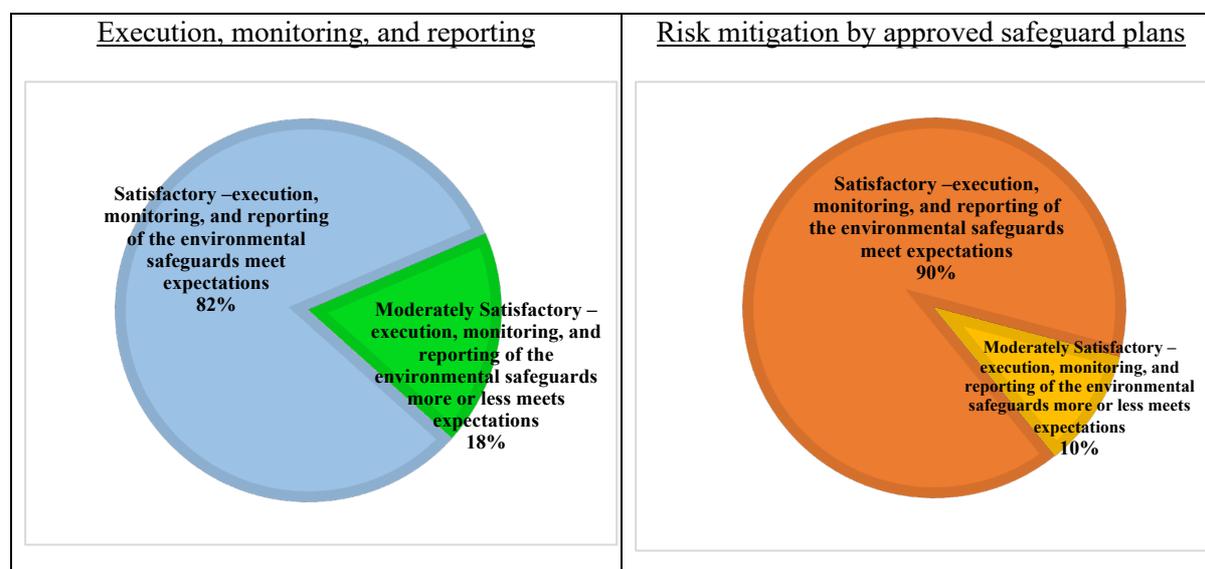


Figure 13: Perception of TE respondents on the environmental safeguard rating (Sample size: 12)

9.2. Gender

Gender is rated **Highly Satisfactory**

The CBIT Liberia project team paid significant attention to gender-related issues in its design and implementation. Per the ProDoc, to ensure that the project met CI-GEF Project Agency's "Gender Mainstreaming Policy #8", the Executing Agency prepared a Gender Mainstreaming Plan. In addition, the Executing Agency monitored and reported on the following minimum gender indicators:

- Number of men and women that participated in project activities (e.g., meetings, workshops, consultations)
- Number of men and women that received benefits (e.g., training, employment, income-generating activities, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project; and if relevant.
- The number of strategies, plans (e.g., management plans and land use plans), and policies derived from the project include gender considerations.

The M&E process tracked the participation of women in the project activities and this information has been reported in the quarterly and annual progress reports. In the implementation of project activities, keen attention was given to the participation of women, and strategies were employed accordingly to favor the participation of women. Measures taken to encourage the participation of women includes:

- ❖ The selection of trainees ensured both men and women were included;
- ❖ Communication allowance was an incentive for stakeholders (men and women) to join the virtual trainings;
- ❖ An effort was made to ensure meetings/trainings were scheduled at a time and day convenient for both men and women, particularly during a remote working period where there were competing priorities at home; and
- ❖ The reward for completing the course was a credible certificate. This incentivized participants (men and women).

A gender assessment was conducted based on existing literature, and consultations at the stakeholder workshops conducted in Monrovia and the bilateral meetings. The assessment and the stakeholder workshop informed the preparation of the Gender Mainstreaming Plan. This plan identified the gender mainstreaming entry points for the project. These entry points were considered during the elaboration of project components, results, and activities during the design phase. A Gender Action Plan was prepared which provided the performance indicators for the project and reporting responsibilities. These gender indicators were captured in the Project Results Framework. Below are these indicators:

1. Outcome 1.3: The capacity of key ministries and stakeholders to effectively utilize the developed NDC transparency system strengthened
Indicator 1.3.1: Number of technical staff from NDC sectors and stakeholders trained to effectively utilize the developed NDC transparency system. Target: At least 300 MRV stakeholders equipped to use the established NDC transparency system (at least 100 women)
Indicator 1.3.2: Number of ToT workshops for EPA. Target: At least 3 ToT workshops conducted, for at least 300 stakeholders (at least 100 women)
2. Outcome 2.1: Capacity to measure and report land use, agriculture, energy, transport, and waste sectors NDC improved
Indicator 2.1.2: The number of stakeholders trained in implementing plans of NDC sectors (land use, agriculture, energy, transport, and waste) - GHG data collection, processing, and reporting.

Target: At least 200 stakeholders (at least 60 women) trained and involved in implementing NDC plans

Gender issues were mainstreamed into the project implementation by raising awareness through training and workshops to incorporate gender into project activities. For instance, training workshops, meetings, and media workshops took into account the participation of both men and women permitting project benefits for both women. The accessibility of the training sessions was flexible. Online training sessions were recorded and could be viewed by trainees at any time of the day.

A workshop was held in the first year of the project to develop a guideline for gender mainstreaming on GHG and MRV with a total of 51 participants, (57% women and 43% men) from key Government Ministries and Agencies, National Youth and Student Organizations, Civil Society Organizations, Academia, Private Sectors, NGOs, Forest Dependent People, and Development Partners. In the course of the PSC meeting in 2021, females were nominated as alternates to the Joint Project Steering Committee. In addition, during the second year of the project, a gender workshop was conducted exclusively for women on GHG emissions, and the use of IPCC software was held with 60 females from the Ministry of Agriculture, Ministry of Gender, Ministry of Mines & Energy, Ministry of Transport, Forestry Development Authority, Monrovia City Corporation, Liberia Electricity Corporation, Rural Renewable Energy Agency, and the University of Liberia. A communication strategy was developed which considered gender issues. For instance, a gender specific meeting with the Female Journalists Association of Liberia was organised as part of the consultation process for the elaboration of the project’s communication strategy and information on participants for the other consultation meetings was disaggregated by gender. Relevant gender-related concerns were tracked through the project M&E and sex-disaggregated data was collected throughout project implementation. These two aspects were possible because the GEF minimum gender indicators were used to determine the performance indicators across the 3 components of the CBIT Liberia project.

The following data was collected and reported:

Table 12: Assessment of the performance of gender indicators

Minimum safeguards indicator	Project target	End of project status	Rating
Number of men and women that participated in project activities (e.g., meetings, workshops, consultations);	20 women of 100 participants (annually)	1,555 (71% male and 29% female) participants were involved in project implementation.	Exceeded
Number of men and women that received benefits (e.g., training, employment, income-generating activities, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project; and if relevant	30% of women and 70% of men	A total of 1,128 people (758 males constituting 67% and 370 females representing 32%) received benefits through participation in the GHG inventory training, the IPCC software training, gender workshop on GHG inventory, and the energy refresher training workshop.	Achieved

The number of strategies, plans (e.g., management plans and land use plans), and policies derived from the project include gender considerations.	One (1)	One gender mainstreaming roll-out action plan was developed.	Achieved
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The key lesson learned from this is that deliberate/targeted/specific actions (as indicated above) are needed to ensure the participation of men and women in project activities. The integration of gender consideration in the design and implementation of the project culminated in successful project delivery as the gender targets set for the different project outputs were attained. In the Covid-19 era, remote working was encouraged, and achieving gender mainstreaming in virtual events was challenging due to competing gender roles encountered by women working from home. However, the project ensured gender mainstreaming and women’s involvement during project implementation.

9.3. Stakeholder Engagement

Stakeholder Engagement is rated **Highly Satisfactory**

To ensure that the project meets CI-GEF Project Agency’s “Stakeholders’ Engagement Policy #9”, the Executing Agency developed a Stakeholder Engagement Plan during the design phase. The SEP was elaborate and included different categories of actors (state actors, private sector, academia, NGOs, and grassroots organizations) alongside the following information:

- Stakeholder interest in the project.
- Stakeholder influence on the project.
- Effects of the project on stakeholders.
- Mode of engagement of stakeholders; and
- Project components in which stakeholders will be involved.

In addition, the Executing Agency monitored and reported on the following minimum stakeholder engagement indicators:

- The number of government agencies, civil society organizations, private sector, Forest Dependent peoples, and other stakeholder groups that have been involved in the project implementation phase on an annual basis.
- Number of persons (sex-disaggregated) that have been involved in the project implementation phase (on an annual basis); and
- The number of engagements (e.g., meetings, workshops, and consultations) with stakeholders.

Five categories of stakeholders’ groups²² were effectively involved during the project implementation. The identification of stakeholders started right from the PPG phase. In consultation with the EPA and CI, a preliminary stakeholder list was generated and periodically updated to increase the numbers and the diversity of the participants. An assessment of the stakeholders was conducted to inform the preparation of the SEP. The information was also used to determine the stakeholder engagement modes for the PPG stage (for example who to participate in the two consultation workshops and the bilateral meetings) and involvement in project implementation. The implementation of the stakeholder engagement plan was monitored, and the indicators were tracked and reported to CI-GEF periodically through quarterly and annual progress reports.

²² Government, CSOs, Academia, Private Sector, support organizations (Refer to the FY21 PIR)

Overall, 18 Government institutions participated in the project implementation²³:

- 1 EPA
- 2 Forestry Development Authority (FDA)
- 3 Ministry of Transport (MOT)
- 4 Ministry of Agriculture (MOA)
- 5 Monrovia City Cooperation (MCC)
- 6 University of Liberia
- 7 Ministry of Lands, Mines, and Energy (MME)
- 8 Ministry of Finance and Development Planning (MFDP)
- 9 Liberia Institute of Statistics and Geo-Information Services (LISGIS)
- 10 Ministry of Gender, Children and Social Protection (MGCSP)
- 11 Liberia Land Authority (LLA)
- 12 Liberia Maritime Authority (LMA)
- 13 National Fisheries and Aquaculture Authority (NaFAA)
- 14 Liberia Petroleum Refinery Corporation (LPRC)
- 15 Liberia Broadcasting Corporation
- 16 Rural Renewal Energy Agency
- 17 Ministry of Youth and Sport
- 18 Liberia Refugee Repatriation Resettlement Commission.

Table 13: Assessment of the performance of stakeholder engagement indicators

Minimum safeguards indicator	Project target	End of project status	Rating
Number of government agencies, civil society organizations, private sector, Forest Dependent peoples, and other stakeholder groups that have been involved in the project implementation phase on an annual basis	Target was not set	72 institutions participated in the project made up of a total of 18 Government institutions, 2 academic institutions, 3 support organizations, and 49 private sector institutions.	Achieved
Number of persons (sex-disaggregated) that have been involved in the project implementation phase (on an annual basis)	Target was not set	1,555 (29% Female and 71% Male) participants involved in project implementation.	Exceeded
Number of engagements (e.g., meetings, workshops, and consultations) with stakeholders	33 (22 meetings and 11 workshops)	34 engagements (25 meetings and 9 workshops) were held.	Exceeded

When asked the extent to which their views and concerns were taken into account in the project, stakeholders rated the level at which their concerns and views were taken into account to be Moderately Satisfactory to Highly Satisfactory, with the majority of the stakeholders opining that it was Moderately Satisfactory (40%) and Highly Satisfactory (40%).

²³Six (6) NDC sector hubs were established in FY20Q1 with ToR developed and approved. The sector institutions were the FDA, MME, MoA, MCC, MoT) and the University of Liberia

9.4. Accountability and Grievance Mechanism

The project's Accountability and Grievance Mechanism (AGM) is rated **Highly Satisfactory**

An accountability and grievance mechanism was in place before the start of the CBIT project activities. The following minimum accountability and grievance indicators were monitored and reported during the implementation phase:

- Number of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism; and
- Percentage of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism that have been addressed.

To best suit the local context, posters for this accountability and Grievance Mechanism were developed and shared with stakeholders during the first year of the project. The AGM was also disclosed to stakeholders during the inception workshop. Consequently, the CBIT project's partners, management, and staff recognize and value the grievance process as a means of strengthening public administration, improving public relations, and enhancing accountability and transparency. During the implementation of the project, the grievance mechanism was functional. All (02) grievances/complaints were channeled through the Project Steering Committee for investigation, and they were resolved on time. Interviews with project actors conducted as part of this terminal evaluation revealed that the project actors were aware of the existence of the AGM.

The project team requested feedback (with the opportunity for it to be anonymous) after each training session. This feedback was assessed by the project team, discussed with EPA as required, and then used to improve future activities. The feedback approach was effective because the feedback was categorized by sector and thus fed straight through to the sector mentors/trainers for them to react to immediately and during the project.

10. OTHER ASSESSMENTS

10.1. Materialization of co-financing

Both the government of Liberia and the Conservation International Foundation co-financed the project by covering parts of the salaries of the members of CI Liberia and EPA Liberia and covering office occupancy costs and office supplies. During the first year of the project, the Government of Liberia funded \$USD 300,000 in in-kind co-financing for the period of January 18, 2019, to June 30, 2019, to support costs associated with component 1 of the project. Then during the second year of the project, the Government of Liberia funded \$USD 1,000,000 in-kind co-financing for the period of July 1, 2019, to June 30, 2020, to support costs associated with all three components of the project. The government of Liberia then funded another \$USD 200,000 of in-kind co-financing for the last year of the project (July 1, 2020, to June 30, 2021) to again support costs associated with all three components of the project. During the first year of the project, CI Liberia also co-financed the project by contributing \$USD 57,877.70 in cash for the period January 18, 2019, to June 30, 2019. Again, this funding supported costs associated with component 1 of the project. CI Liberia then contributed another \$USD 101,443.49 of funding for the period of July 1, 2019, to June 30, 2020, to support the project management cost component for the second year of the project.

The expected project co-financing was \$USD 1,600,000, from two co-financing partners. Table 3 below shows planned and materialized co-financing. According to data provided by the project team, the project had received a total of at least \$USD 1,659,321 USD in co-financing as of July 1st, 2021. This is 104% of the expected co-financing. The actual co-financing has gone over 4% of the planned co-financing, due to the extra funding of \$USD 59,321 provided by Conservation International.

Table 14: Planned and Actual co-financing received, as of July 1st, 2021(USD)

#	Type	Source	Name of Co-financier	Total proposed co-financing USD	Amount Contributed (USD)	Percent Materialized
1	In-Kind	CI-GEF Agency	Conservation International Liberia	100,000	159,321	159%
2	Grants	Government of Liberia	Environmental Protection Agency of Liberia	1,500,000	1,500,000	100%
Co-financing Totals:				1,600,000	1,659,321	104%

10.2. Knowledge Management

The Knowledge Management Plan as included in the Project Document was implemented. For instance, the project used direct and indirect communication mediums across the different components. As a way of communicating the project at the local level, the project developed and implemented a comprehensive communication strategy. A consultant worked closely with CI and EPA to determine communication requirements, assessed the communication capacities of all stakeholders including the NDC hubs and sectors; and identified approaches for fulfilling the communication requirements in a comprehensive and coordinated strategy for the project.

There were several knowledge management products produced including the GHG training plan; the GHG training manual; the GHG training reports; the 2017-2019 Liberia National GHG Inventory sectoral report; the MRV Institutional Arrangement report; MRV Pilot testing report; Greenhouse Gas Inventory (GHGI), and Monitoring, Reporting, and Verification (MRV) System operating manual; workshop reports; and consultancy reports; fact sheet for uploading GHG data into the MRV system; and south-south exchange report. Knowledge products were uploaded on the following platforms:

- The CBIT Global Platform: <https://www.cbitplatform.org/projects/10>
- The EPA website:
 - https://www.epa.gov.lr/sites/default/files/Report%20South_South%20Exchange%20Visit%20Uganda.pdf
 - <https://thekpataweepost.com/conservation-international-concludes-first-phase-of-capacity-building-project/>
- The CI-GEF Website: <https://www.conservation.org/gef/projects-list/cbit-liberia>
- CIGEF CBIT WhatsApp knowledge sharing and exchange Group. This group comprised active CBIT projects implemented by CIGEF namely: Liberia, Uganda, Rwanda, and Madagascar.
- Other media pages:
 - <https://liberiapublicradio.com/2020/12/16/epa-ci-conduct-training-for-technicians-in-energy-sector/>
 - <https://www.independentprobe.com/epa-holds-rehearsal-training-for-greenhouse-gases-technicians/>
 - <https://fortunetvliberia.com/conservation-international-liberia-and-partners-launch-efforts-to-reduce-green-house-gas-emissions/>
 - <https://newspublictrust.com/conservation-international-gives-office-equipment-to-agriculture-ministry/>
 - <https://liberianewsagency.com/2021/04/10/mme-calls-for-accelerated-global-collaboration-in-combating-climate-change/>

- <https://liberianewsagency.com/2021/04/10/mme-calls-for-accelerated-global-collaboration-in-combating-climate-change/>
- <http://www.faapa.info/blog/epa-partners-present-ghg-inventory-expert-certificate-to-govt-technicians/>
- <https://allafrica.com/stories/202106040222.html>
- <https://frontpageafricaonline.com/news/liberia-conservation-international-epa-partners-certificate-over-fifty-government-technicians-as-green-house-gas-inventory-experts/>

The above knowledge management actions permitted knowledge sharing with other countries through the CBIT Global Coordination Platform. In addition, soft copies of the quarterly reports were shared with all the stakeholders. There was also a knowledge exchange visit during which a team of 12 individuals (11 male and 1 female) from Liberia visited Uganda to gain knowledge from the Uganda CBIT project and on the management of the MRV system, which could then be applied to the Liberia MRV system.

11. LESSONS LEARNT AND RECOMMENDATIONS

11.1. Lessons learnt

1. **Buy-in from stakeholders creates a sense of ownership and this motivates them to participate in the project effortlessly.** The project was highly successful in mobilizing national stakeholders to engage and take part at all levels during the project cycle – from design through to implementation, thanks to the project’s stakeholder engagement plan. To ensure full engagement of government agencies and implementing agencies, care was taken to understand the institutional and organizational structures and how they work which then informed the entry points for developing cooperation frameworks. EPA as the lead institution for all environment-related issues led in the negotiations and coordination of all stakeholders. Additionally, good analyses are critical to identifying ways in which partners can influence processes of change and can guide important decisions such as the operationalization of the GHG data-sharing cooperation framework arrangement.
2. **The project also ensured inclusive participation of women and the private sector** which was highly appreciated by the evaluation team and stakeholders. 49 private sector actors were engaged in the project. The key lessons to be drawn when engaging with women and the private sector is that the efforts must be deliberate and should be engaged with the understanding that it can take time and hence patience is warranted. Their needs have to be understood as well as their interests and entry points explored to secure their participation and adherence. Consequently, through the use of needs assessments, engagement, and communication plans, the project was able to deliver an inclusive project which considered the contributions of all stakeholder groups.
3. **Adaptive management.** The COVID-19 pandemic presented significant challenges to project delivery. Delays in the implementation of some project activities in Liberia were observed following lockdowns and other precautionary measures introduced by the government. For instance, the exposure visit to Uganda was pushed from FY20 to FY21. The project team in consultation with donors and government agencies responded to the risks posed through the realignment of work plans and budgets and by securing a six-month no-cost extension. At the operational level, online meetings and trainings were introduced which alleviated the need for face-to-face meetings. Additionally, the project provided communication allowance to

stakeholders to enable them to (a) purchase internet bundles and join online meetings/trainings; (b) continue to communicate amongst themselves and partners. The flexibility of the donor and the ability of the team to respond to the changing context demonstrate the need for adaptive management in the delivery of climate projects.

4. **Swift response to grievances and feedback builds trust.** A key lesson emerging from this project was the extent to which initial project management challenges were addressed robustly. Following the emergence of a couple of grievances, the project took action to quickly replace the PMU and to install a sense of trust amongst stakeholders. Not only did the project benefit from the existence and democratization of the GRM to all stakeholders, but feedback loops were also systematically integrated into project activities to gauge the level of satisfaction of trainees and stakeholders. This active listening approach emerged as a key success factor and best practice to be replicated.
5. **Responsive capacity strengthening and application of blended learning approaches.** As a capacity-building/strengthening initiative, several lessons can be highlighted in terms of the design, implementation, and evaluation of the learning in the project.
 - a. Firstly, capacity-building initiatives were designed and delivered based on comprehensive capacity needs assessments which informed the methodologies and approaches for evaluation of learning. Partly driven by the response to the COVID-19 pandemic, the need for blended learning and a demand-driven approach to capacity building was obvious. Future initiatives need to integrate online options in capacity-building tools in addition to the traditional face-to-face approaches while considering the challenges of internet access. The project demonstrated flexibility through the provision of internet bundles to beneficiaries to overcome the challenges of connectivity.
 - b. Secondly, participants in the evaluation valued the fact that capacity building in this project focused not only on technical subjects but also integrated soft skills and critical thinking skills in training. As mentioned earlier, respondents valued improved leadership and knowledge management skills as well as gender mainstreaming tools. Others reported improved use of online learning and research tools which are highly transferable. Combining “hard” and “soft-transferable” skills should be systematically integrated into such projects.
 - c. Thirdly, key informants also valued the use of multiple tools and approaches to the capacity building including traditional training, but also opportunities for mentoring, and coaching. Using a mix of teaching styles also enhances learning by targeting the learning styles of participants. For instance, one of the participants stated that working on actual case studies helped improve understanding and appropriation of key concepts. *Preliminary inventory presented to stakeholders halfway through compilation was a useful exercise to ensure national experts took ownership of the GHG inventory estimates and were able to answer questions about the methods and assumptions.*
 - d. Lastly, the use of both international and local experts yielded positive benefits in the delivery of the project. The international experts could transfer skills to national experts through trainings and the skills set acquired by the national experts has been useful and will continue to be even beyond the life of the CBIT Liberia project.

6. **Not an add-on - Gender mainstreaming is an integral part of project implementation.** This project demonstrates best practices in gender mainstreaming and inclusiveness as highlighted in the section on gender. Proactively, developing and implementing a gender mainstreaming strategy is crucial in ensuring the participation of men and women in project activities. For instance, the CBIT Liberia developed and implemented a gender mainstreaming strategy that led to a total of 1,555 people (29% Female and 71% Male) from the Government, CSOs, Private sector, and Academic Institutions participating in project activities, out of which, a total of 1,128 (67% men and 33% women) people directly benefitted from the project. Flexibility was built to ensure that gendered roles did not constrain women from participating in the project, especially during the pandemic when most stakeholders were working from home. Recording of sessions provided further options for learners to access training and material online which ensured no one was left behind.

11.2. Recommendations

To the government of Liberia

Following the end of the project, it is highly recommended that the government should pursue a follow-up CBIT phase two project. This will ensure that the gains secured during phase one are effectively consolidated and the transparency system implemented to achieve the government's goals under the Paris Climate Agreement but also its other national development priorities. The government demonstrated its ability to mobilize its promised in-kind contributions under this project. This should give donors the right signals about the government's commitments to low carbon sustainable development.

With capacities strengthened, the government must also continue to promote the use of the systems put in place as well as provide financial support for the operation of the hubs. Resources will be required to collect, analyze and report on national transparency obligations. The government also needs to continue to sensitize national stakeholders on the availability of trusted data that they can access for their decision-making. Targeted climate information products could be developed for specific stakeholders including farmers, forest sector actors, civil society, and the private sector which would further boost demand for information and strengthen the credibility and legitimacy of the national transparency apparatus.

A slight issue expressed by government officials was related to the levels of incentives received by government actors. In the course of the TE, the lack of incentives by the government to in-country GHGI experts and the remuneration of technicians within the NDC sectors were identified. In the absence of financial rewards, the government could incentivize the national experts through professional recognition and normative support.

To CI-GEF and CI Liberia

Most participants in the evaluation evoked the need for phase II of the programme. As with the recommendations to the government, work together to develop and fundraise for a future phase of the project. Considering that phase one was a high capacity strengthening dimension, a future phase would focus on implementation, and support of national reporting under the country's obligations to UNFCCC, and biennial reports amongst others. This will also provide the opportunity to monitor the level of application of knowledge by the 90 trained GHG experts and address any continuous professional development needs. The future phase could also step-up lesson learning and engagement of project partners with regional and international actors to foster learning and experience sharing which has been constrained by the COVID-19 pandemic.

University of Liberia (UL)

The knowledge products and experiences generated through this project represent a huge national resource. Students and researchers would benefit from these materials being converted into curricular and research agendas for the country. Upgrading or improving the academic curriculum is crucial to achieving sustainable development goals and securing the contribution of higher education to these goals. Further support could be provided to lecturers on how to transform and use the materials generated through the project for curriculum development including the production of case studies, handouts, and reading material amongst others.

Other engagement from academia could include the establishment of a workstation at the UL Fendall campus to support the University of Liberia, Department of Environmental Studies, and Climate Change GHG Management BSC Program²⁴.

National stakeholders

National stakeholders now have access to a one-stop-shop of climate information for their decision-making. All actors involved in the project must continue to play their role in line with the collaborative agreements signed during project implementation. It is also the responsibility of leaders of various hubs, to identify any ongoing needs for improvement and find internal or external resources to address gaps and needs as they emerge post-project phase.

Sectorial coordination in terms of data collection, and support for collecting and reporting GHG data for the National MRV system remains crucial for its survival and all actors must play their part²⁵.

National civil society has a role to play in holding government officials to account and ensuring that transparency commitments made as part of this project are upheld and implemented. Civil society could carry out assessments and report on progress towards achievement of transparency goals and carry out advocacy actions to push for change where there are shortcomings.

Table 15: Summary of recommendations and action points

	FINDING/CHALLENGE	RECOMMENDATIONS
	Sustainability	
1.	Need for the consolidation of the results of the first phase of the project.	The government should consider pursuing CBIT Phase II so that the gains secured during this phase can be built on. Responsibility: CI-GEF and the Government of Liberia Timeline: Future projects
2.	Financial resources required for the functioning of the hub established within the framework of the project	Following the strengthening of capacities, the government must also continue to promote the use of the systems put in place by this project as well as provide financial support for the operation of the hubs. Resources will be required to collect, analyze and report on national transparency obligations. CI Liberia can support the government to mobilize resources to continue transparency work. Responsibility: Government of Liberia and CI Liberia Timeline: From the end date of the CBIT project onwards

²⁴ University of Liberia

²⁵ Ministry of Mines and Energy

	FINDING/CHALLENGE	RECOMMENDATIONS
3.	Inadequate incentives provided by the government to national GHGI experts	In the absence of financial rewards, the government could incentivize the national experts through professional recognition and normative support. Responsibility: Government of Liberia Timeline: From the end date of the CBIT project onwards
4.	Weak long-term partnerships established within the framework of the project	For future interventions of this nature, long-term partnerships need to be established as such could enhance the sustainability of the project beyond the project's life. Responsibility: Government of Liberia, CI-Liberia, CI-GEF Timeline: Future projects
5.	Trained technicians leaving their NDC institutions with the knowledge acquired under the CBIT project	Setting up a unit at EPA to coordinate or host the trained technicians is key to maintaining institutional capacity and the EPA should consider this. Due to uncontrollable factors, some of the trained individuals in the NDC institutions left their respective institutions with the knowledge they acquired. The MRV system was developed within the CBIT project and the workstation was equally set up for each institution for use in collecting GHG data and registering it into the MRV system. The trained technicians within each NDC sector are therefore highly encouraged to use the MRV system in registering data, otherwise, it will remain without data and less useful to the country. Responsibility: Government of Liberia (EPA and NDC Institutions) Timeline: From the end date of the CBIT project onwards
Knowledge management		
6.	Knowledge products generated from the project are an important resource but underutilized	Support could be provided to lecturers on how to transform and use the materials generated through the project for curriculum development. Responsibility: University of Liberia and CI-Liberia Timeline: before the end of 2022
7.	Need to share the Terminal Evaluation report with senior Government officials and NDC institutions	The TE report should not remain just at EPA and CI but should be shared with senior Government officials and NDC institutions. This report should also be discussed with the focal points of the five NDC sectors and a copy of the report be given to them. This is important as some of the recommendations in the document require the attention of the national government and decision-makers. Responsibility: EPA and CI-Liberia Timeline: before the end of 2022

ANNEXES

ANNEX A: Stakeholders consulted

S/N	Name	Organization	Email Address
1.	Mr. Arthur R. M. Becker	Environmental Protection Agency (EPA)	abecker@epa.gov.lr
2.	Jefferson Nyandibo	Environmental Protection Agency (EPA)	jnyandibo@epa.gov.lr
3.	Lovetee Vico Jolo	Environmental Protection Agency (EPA)	vicojolo19@gmail.com
4.	Ujay Vah	Environmental Protection Agency (EPA)	vahujay@epa.gov.lr
5.	Shannon Wiecks	Conservation International-GEF Agency (CI-GEF)	swiecks@conservation.org
6.	Charity Nalyanya	Conservation International-GEF Agency (CI-GEF)	cnalyanya@conservation.org
7.	Prince C. Wilson	Ministry of Mines & Energy	bongliberia@yahoo.com
8.	Dr. James MCclain	University of Liberia	mcclajam@gmail.com
9.	Albert T. Sherman	Ministry of Transport	albertsherman50@yahoo.com
10.	Sane Carlos III	Monrovia City Corporation	carlosiii@yahoo.com
11.	Konikay Nimely	Forestry Development Authority	konikaya.nimely@yahoo.com
12.	Peter Mulbah	Conservation International Liberia	pmulbah@conservation.org
13.	Nelson Jallah	Conservation International Liberia	njallah@conservation.org
14.	George Ilebo	Conservation International Liberia	gilebo@conservation.org
15.	Steven Acire	Conservation International Liberia	sacire@conservation.org
16.	Emma Salisbury	Aether	emma.salisbury@aether-uk.com
17.	Biomah P. Masselly	Ecogreen – Private Sector	pboimah@yahoo.com / ecogreenlib1847@gmail.com
18.	Hon. William Thompson	Ministry of Mines	telebothompson@gmail.com
19.	Prof. Wilson Tarpeh	GEF OFP – Liberia	bongliberia@yahoo.com

ANNEX B: Evaluation Terms of Reference

April 23rd, 2021

RFP No. CI GEF TE-BSLNC-003

Conservation International Foundation (hereinafter referred to as “CI”) under Global Environmental Facility (GEF-Agency), is issuing a Request for Proposal (RFP) for **Terminal Evaluation (TE)** for the “ *Building and strengthening Liberia’s national capacity to implement the transparency elements of the Paris Climate Agreement*” program.

The successful offeror shall have the human resources to perform the evaluation in Liberia.

The award will be in the form of a Firm Fixed Price Contract (hereinafter referred to as “the contract”). The successful offeror(s) shall be required to adhere to the code of ethics, statement of work, and the terms and conditions of the contract. A Firm-Fixed-Price Contract provides for a price that is not subject to any adjustment on the basis of the contractor’s cost experience in performing the contract.

Interested offerors should indicate their interest in submitting a proposal for the anticipated agreement by sending an email indicating their intention to ciprocurement@conservation.org by **5:00 PM (EST) on May 17th, 2021.**

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting, and if selected, eventually carrying out the specified work in accordance with CI’s Code of Ethics, Eligibility, and Environmental and Social Responsibility.

Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

COVID 19 Guidelines

The service Provider shall adhere to all applicable international, national, or local regulations and advisories governing travel, including safety, health, and security measures in effect throughout the Period of Performance.

It is expected that CI and the Offeror will take into consideration and plan around the international, national, or local regulations and advisories governing travel, including safety, health, and security measures in effect in the countries that the consultant is expected to visit. Virtual consultations are possible and expected where in-person fieldwork is not possible

TERMS OF REFERENCE

Terminal Review

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for full-sized projects and encourages TEs for medium-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs are primarily a monitoring tool to identify challenges and outline corrective actions to ensure that a project is on track to achieve maximum results by its completion. **All reports that are submitted must be in English.**

I. Scope of Work:

1. Based on an approved work plan, the evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals, and Systems, etc.).
2. The evaluator will host a workshop (in-person/virtual) with the Executing Agencies to clarify their understanding of the objectives and methods of the Terminal Evaluation.
3. The conclusion of the workshop will be summarized in a Terminal Evaluation Workshop Report with the following information:
 - a. Identification of the subject of the review, and relevant context
 - b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
 - c. Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)
 - d. Scope: What aspects of the project will be covered, and not covered, by the evaluation
 - e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)
 - f. Key evaluation questions
 - g. Methodology including an approach for data collection and analysis, and stakeholder engagement
 - h. The rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)
 - i. System for data management and maintenance of records
 - j. Intended products and reporting procedures
 - k. Potential limitations of the evaluation
4. The evaluator will undertake the evaluation of the project, including any interviews and in-country site visits.
5. Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.
6. The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

II. Guidelines for the Evaluator(s):

- Evaluators will be independent of project design, approval, implementation, and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.
- Evaluators will take the perspectives of all relevant stakeholders (including the GEF Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.
- Evaluators will be impartial and will present a balanced account consistent with the evidence.
- Evaluators will apply the rating scales provided in these guidelines in Annex 2.
- Evaluators will abide by the GEF Evaluation Office Ethical Guidelines.
-

III. Expected Outputs and Deliverables:

DELIVERY SCHEDULE

#	Activities	Deliverable	Acceptance Criteria	Due Date
1	Introductory call	Work plan for evaluation	Consultant to present a work plan to CI during an introductory call.	August 23, 2021
	Conduct desk review of all relevant project documents	Key informant questionnaires	The Deliverable must have all elements outlined in Terms of Reference Section I (a). The submitted documents will be in relevant formatting.	September 8, 2021
2	Host Terminal Evaluation Inception workshop with Executing Agencies (virtual/in person)	Terminal Inception workshop Report	Deliverable must have all elements outlined in Terms of Reference Section I (b and c). The submitted documents will be in relevant formatting	September 16, 2021
3	Terminal evaluation of project via interviews and site visits (virtual /in-person) Draft Terminal Evaluation Report Presentation of initial findings to the Executing Agency, CI's General Counsel's Office (GCO),	Terminal Evaluation Final Report (Draft)	The Deliverable must have all elements outlined in Terms of Reference Section I (d). Deliverable must have all elements outlined in Terms of Reference Section I (e) and Annex 1. The submitted documents will be in relevant formatting	January 03, 2022

#	Activities	Deliverable	Acceptance Criteria	Due Date
	and CI-GEF Agency at the end of TE mission	Present Evaluation data during validation meeting	Deliverable must have all elements outlined in the evaluation draft report	March 28, 2022
4	Revised report incorporating comments including annexed audit trail detailing how all received comments have (and have not) been addressed in the final terminal evaluation report	Final Terminal Evaluation Report (word and PDF), including document showing how comments/questions were incorporated	Deliverable must have all elements outlined in Terms of Reference Section I (f) and Annex 1. The submitted documents will be in relevant formatting	March 31, 2022

Amended Delivery schedule

The contract end date was amended from **December 15, 2021**, to **31st May 2022**. The deliverable schedule was amended as outlined below (details above).

Deliverable	Original Due Dates	Due Dates
Submission of Zero Draft TE Report	20 October 2021	3 rd January 2022
Submission of revised TE Report (all comments addressed)	20 October 2021	11 th March 2022
Findings Presentation	28 October 2021	28 th March 2022
Submission of Final TE Report	29 November 2021	31 st March 2022

ANNEX C: Composition of the Evaluation Team

Prof. Kalame Fobissie (Team Leader, Canada)

Fobissie is the CEO of Fokabs Inc. He has experience in 60+ countries in Africa, Europe, Asia, and the Americas in the areas of climate change vulnerability, adaptation, mitigation, policy, and finance. He has led and provided climate change advisory services to 35+ African countries and to organizations such as the World Bank, AfDB, GCF, EY, PwC, and UN (UNDP, IOM, UNIDO, UNECA, UNEP, UNFF, UNICEF, UNOPS).

Since 2007, he is actively engaged in international climate policy as a resource person and a negotiator for the African Group of Negotiators. During the drafting of the Paris Climate Agreement, he led some of the negotiations for Africa. He has supported the development, implementation, and revision of NDCs of 19+ African countries.

He is currently the Director of a “Certificate Climate Finance Course” in Canada and Leads a “Climate Finance and Green Investment Lab” in Canada, supported by the Canadian Government. He has evaluated over 13 projects including global programmes.

Fobissie is a Professor at the School of International Development, University of Ottawa-Canada, and a Professor of Tropical Forest Management, University of Helsinki-Finland. He holds a Ph.D. in Agriculture, Forestry, and Climate Change, and a master's degree in Natural Resource Management from the University of Helsinki. He holds an Executive MBA from the University of Ottawa, Canada.

Prof. Aurelian Mbazibain (International Consultant, United Kingdom)

Aurelian Mbazibain is a Professor of International Development with over 15 years of experience in project management and evaluation. His areas of focus include civil society, forest and wildlife governance, and climate change. His publications are in World Development, Forest Policy, and Economics, Energy Policy amongst others. He has led several research projects, reviews, and evaluations on various topics ranging from climate change, conflict and resilience, NDCs, capacity building, youth and civil society effectiveness amongst others

Kevin Enongene (International Consultant, Canada)

Kevin is a Senior Manager, of Climate Finance and Green Investment at FOKABS. He has over 11 years of experience in the field of climate change and natural resource management. He has managed and coordinated the execution of consultancy assignments for diverse clients: the Green Climate Fund (GCF), UNDP, UNESCO, World Bank, WWF, GIZ, UNICEF, and Japanese Forest Technology Association (JAFTA) among others. Kevin has been involved in the evaluation of over fifteen complex regional and multi-country projects for different donors that cut across diverse fields: climate change, green economy, COVID-19 forestry, and civil society capacity strengthening.

Kevin holds three master’s degrees in Carbon Management from the United Kingdom, Renewable Energy from New Zealand, and Natural Resource Management from Cameroon.

John Kannah (National Consultant, Liberia)

John Forkpa Kannah has a background in Marine Ecosystem Based-Management and Climate Change from Nha Trang University in Vietnam. His first degree is in General Forestry from the University Of Liberia Department Of General Forestry. He lectures on the following subjects: Introduction to Forest Ecology, Forest Products & Industries, Principles of Silviculture, Forest Management II, Non-Timber Forest Products, Introduction to Research Method I, Research Method II (Research Project), and Ecological Basic for Sustainable Land Use, and Research Seminar at the University of Liberia in the Department of General Forestry. He has worked with both local and international non-governmental organizations in Liberia both on Climate Change related projects, Biodiversity Conservation, and research. He has also been involved in the development of Liberia’s Technology Needs Assessment

and Liberia's climate Risks and Vulnerability assessment in the Agriculture, Fisheries, and Forestry Sectors. Currently, he is serving as Liberia's NDC In-Country Facilitator for the revision of Liberia's NDC. He co-authored the paper on Abundance, Distribution, and Diversity of Seagrass Species in Lagoonal Reefs on the Coast of Kenya (American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS): John Is a full-time Instructor in the Department of General Forestry, College of Agriculture and Forestry, University.

ANNEX D: Standard GEF Rating Scale

Outcome	
Highly satisfactory (HS):	Level of outcomes achieved clearly exceeds expectations and/or there were no short comings
Satisfactory (S):	Level of outcomes achieved was as expected and/or there were no or minor short comings
Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings
Moderately Unsatisfactory (MU):	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
Unsatisfactory (U):	Level of outcomes achieved substantially lower than expected and/or there were major short comings.
Highly Unsatisfactory (HU):	Only a negligible level of outcomes achieved and/or there were severe short comings.
Unable to Assess (UA):	The available information does not allow an assessment of the level of outcome achievements
Sustainability Ratings	
Likely (L):	There is little or no risk to sustainability
Moderately Likely (ML):	There are moderate risks to sustainability
Moderately Unlikely (MU):	There are significant risks to sustainability
Unlikely (U):	There are severe risks to sustainability
Unable to Assess (UA):	Unable to assess the expected incidence and magnitude of risks to sustainability
Project M&E Ratings	
Highly satisfactory (HS):	There were no short comings and quality of M&E design / implementation exceeded expectations
Satisfactory (S):	There were no or minor short comings and quality of M&E design / implementation meets expectations
Moderately Satisfactory (MS):	There were some short comings and quality of M&E design/implementation more or less meets expectations.
Moderately Unsatisfactory (MU):	There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected
Unsatisfactory (U):	There were major short comings and quality of M&E design/implementation substantially lower than expected.
Highly Unsatisfactory (HU):	There were severe short comings in M&E design/ implementation.
Unable to Assess (UA):	The available information does not allow an assessment of the quality of M&E design/implementation.
Implementation and Execution Rating:	
Highly satisfactory (HS):	There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
Satisfactory (S):	There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations
Moderately Satisfactory (MS):	There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
Moderately Unsatisfactory (MU):	There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.

Unsatisfactory (U):	There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
Highly Unsatisfactory (HU):	There were severe short comings in quality of environmental and social safeguard plans design/implementation
Unable to Assess (UA):	The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation
Environmental and Social Safeguards	
Highly satisfactory (HS):	There were no short comings and quality of implementation / execution exceeded expectations
Satisfactory (S):	There were no or minor short comings and quality of implementation / execution meets expectations.
Moderately Satisfactory (MS):	There were some short comings and quality of implementation / execution more or less meets expectations.
Moderately Unsatisfactory (MU):	There were significant shortcomings and quality of implementation / execution somewhat lower than expected
Unsatisfactory (U):	There were major short comings and quality of implementation / execution substantially lower than expected
Highly Unsatisfactory (HU):	There were severe short comings in quality of implementation / execution.
Unable to Assess (UA):	The available information does not allow an assessment of the quality of implementation / execution.

ANNEX E: References

CI 2020 FY20 Project Implementation Report

CI 2021 FY21 Project Implementation Report

CI-GEF Agency 2021, Quarterly Financial Report, Q3

GEF 2016, Request for Project Endorsement / Approval

CI-GEF Project Agency 2018, GEF Project Document

EPA and FDA 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA and MCC 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA and MME 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA and MOA 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA and MOT 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA and UL 2019, Cooperative Framework Agreement for Greenhouse Gases (GHG) Data sharing and Management to Support Liberia's Nationally Determined Contributions (NDC) implementation

EPA 2021, Co-financing support for building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Agreement

EPA 2020, Co-financing support for building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Agreement

Conservation International 2020, Co-financing support for "building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Agreement" project in Liberia

EPA 2019, Co-financing support for building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Agreement

Conservation International 2019, Co-financing support for "building and strengthening Liberia's national capacity to implement the transparency elements of the Paris Agreement" project in Liberia