



**United Nations Development Programme
PROJECT DOCUMENT**



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Project Title: Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities		
Country: Liberia	Implementing Partner: Environmental Protection Agency (EPA)	Management Arrangements: National Implementation Modality (NIM)
<p>UNDAF and Country Programme Outcome 2: Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management.</p> <p>UNDAF and Country Programme Outcome 4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels.</p>		
UNDP Strategic Plan Output: 1: Growth and development are inclusive and sustainable, transforming productive capacities that create employment and livelihoods for the poor and excluded		
UNDP Social and Environmental Screening Category: Low Risk	UNDP Gender Marker: 2	
Atlas Project ID/Award ID number: TBD	Atlas Output ID/Project ID number: TBD	
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Brief project description: This project is in line with the GEF-6 CCCD Strategy objective 1, 3, and 5 which call for countries to: a) integrate global environmental needs into management information systems and monitoring, b) integrate MEA provisions into national policy, legislative, and regulatory frameworks, and c) update NCSAs, respectively. The goal of this project is for Liberia to make better decisions to meet and sustain global environmental obligations. This requires the country to have the capacity to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, *the objective of this project is to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.* The project will be carried out via four linked components. Component 1 calls for the establishment of an integrated environmental knowledge management system to meet global environment and sustainable development priorities. Component 2 focuses on enhanced institutional and technical capacities to mainstream, develop, and utilize policies for implementation of the three Rio Conventions. Component 3 works to improved environmental attitudes and values for the global environment. Component 4 is the updating of the National Capacity Self-Assessment. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

Financing Plan

GEF Trust Fund or LDCF or SCCF or other vertical fund	US\$ 1,500,000
UNDP TRAC FUNDS	US\$ 500,000
Cash co-financing to be administered by UNDP	US\$ 0
(1) Total Budget administered by UNDP	US\$ 1,700,000
Co-financing	
Government	US\$ 1,300,000
(2) MFDP Co-financing in-kind	US\$ 1,300,000
(3) Grand-Total Project Financing (1)+(2)	US\$ 3,000,000

Signatures

Signature: 	Agreed by Government	Date/Month/Year: 16-01-18
Ministry of Finance and Development Planning		
Signature: 	Agreed by Implementing Partner	Date/Month/Year: 7/21/2018
UNDP Resident Representative Liberia		
Signature: 	Agreed by Responsible Party	Date/Month/Year: 11/12/17
Environmental Protection Agency		

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Handwritten notes:
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Acronyms and Abbreviations

APR	Annual Progress Report
CBD	United Nations Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CCD	United Nations Convention to Combat Desertification and Drought
EKMS	Environmental Knowledge Management System
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization
FCCC	United Nations Framework Convention on Climate Change
GEF	Global Environment Facility
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
M&E	Monitoring and Evaluation
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NPD	National Project Director
PMU	Project Management Unit
PSA	Public Service Announcement
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP/CO	UNDP Country Office

A. DEVELOPMENT CHALLENGE

A.1 Global Environmental Challenges

1. Liberia is located on the southwest coast of Africa, and borders the Ivory Coast, Guinea, and Sierra Leone. Liberia is divided into 15 counties, which are subdivided into 90 districts. Although Liberia is a rather small country, it has significant biodiversity. There are 600 bird species, 150 mammals, 75 reptiles and over 2000 flowering plants. Some notable species in Liberia include western chimpanzees, forest elephants, and leopards. Liberia also has rich forests; around 42% of the Upper Guinea Forest of West Africa is contained within Liberia (Republic of Liberia, 2014; Republic of Liberia, 2004). Liberia also has numerous natural resources such as timber, rubber, gold diamonds, and iron ore. Economically, the forestry and agriculture sectors are two of the most important sectors in Liberia. Agriculture accounts for over 70% of livelihoods (Dorlaie, 2012).

2. Liberia faces numerous environmental challenges including land degradation, fragmentation, deforestation, soil erosion, and pollution. The dependence on forestry presents a unique environmental risk as Liberia's forest is part of the West African Hotspot. This (once) rich ecosystem has faced severe deforestation; only ten percent of the original forest remains, of which around 40% lies in Liberia. Unfortunately, this remaining forest is at risk serious risk of deforestation. Over the past two centuries, Liberia has lost over 60% of its forest cover (Republic of Liberia, 2004) and deforestation rates have increased since 2000. Increases in deforestation and land degradation are largely due to displaced people clearing land. Also contributing to deforestation, biodiversity loss, and land degradation is unsustainable farming practices, mining, charcoal production, invasive species, hunting, and unregulated timber extraction. Poaching is also rampant and mitigation measures are lacking; the draft Wildlife Management and Protected Areas Act remains in draft form (Dorlaie, 2012).

3. Climate change also poses a real threat to Liberia. Among other threats, Liberia's economy and human health could be threatened by rising temperatures and water scarcity. Currently, the country does not have strong capacities for mitigation and adaptation; Liberia has no institutions that offer climate change education or research programs (although, the University of Liberia does offer programs on the environment). Additionally, there are no organized or coordinated programs for meteorological, hydrological, or climate research and observation. Currently, only fragmented services are available. Along with a lack of observation networks, government bodies are hindered by inadequately-trained staff (Environmental Protection Agency of Liberia, 2013).

4. Although aware of the environmental situation, Liberia has struggled to address these environmental issues. The civil wars, which lasted for more than 10 years, served to exacerbate the situation. Poverty also presents a serious challenge; causing degradation and drawing attention and resources from environmental concerns. Over 60% of Liberians live in poverty. Of these, over 40% of citizens live in extreme poverty (Dorlaie, 2012). The outbreak of Ebola in 2014 also threatened Liberia's progress, as the crisis became a priority for the government and stretched already limited resources. Fortunately in January 2016 the outbreak was declared resolved. Overall, there has been slow progress in sustainable development and meeting obligations under the Rio Conventions.

Root Causes

5. There are a few key root causes of environmental degradation in Liberia. The most critical include: human settlements and population pressures; shifting cultivation; timber exploitation; and rubber plantations. More generally, root causes are related to over-exploitation of biological resources; poverty; political instability and wars; education; and inadequate law enforcement (Republic of Liberia, 2004). From a reporting perspective, one root cause of Liberia's development challenges is the fact that Focal Points are located in different agencies, which thereby limits coordination and collaboration between them.

A.2 Capacity Barriers¹

6. Liberia has undertaken numerous initiatives to address environmental issues. Despite the achievements Liberia made, Liberia continues to face important challenges to meeting environmental goals. As a Rio Convention mainstreaming project, the proposed strategy sets out to meet barriers identified in Liberia's 2006 National Capacity Self-Assessment (NCSA), which was undertaken through a consultative process and participatory approach that involved numerous stakeholders from various sectors. Through the inclusive and consultative process of the NCSA, stakeholders identified a number of areas that explain the difficulty in fulfilling the obligations of the Rio Conventions. The NCSA identified the following barriers that cut across the three Rio Conventions:

- Inadequate public awareness and education/training
- Inadequate institutions and institutional frameworks
- Inadequate political commitment
- Inadequate planning skills and resources, as well as incomplete structures at all levels of policy implementation
- Inadequate financial resources and economic framework
- Inadequate strategic plans and implementation
- Inadequate access to information
- inadequate policies and legal frameworks
- Low level of involvement of civil society
- Inadequate natural resources management systems
- Lack of institutional capacities
- Lack of effective mechanism for information processing and sharing
- Poor governance

7. Liberia's Agenda for Transformation 2012-2017 confirmed many of the barriers identified in the NCSA. Specifically, the agenda noted the following barriers:

- Weak technical, administrative and managerial capacities;
- Weak institutional coordination;
- Ineffect policies and mechanisms to enable effective participation by especially non-state actors; at the national and local levels;
- Limited stakeholder participation in planning and decision-making processes;
- Limited dissemination of key information (Republic of Liberia, 2013).

Barriers were also reaffirmed in the Liberia Constraints Analysis (Government of Liberia, 2013).

A.3 Consistency with National Priorities

8. The country has demonstrated a desire to improve the environmental policy framework with the preparation of multiple new policies including the National Environmental Protection and Management Law (2003), the National Environmental Policy (2003), the establishment of an Environmental Protection Agency in 2003, the National Environmental Policy (2003), the National Environmental and Planning Laws (2000).

9. In the first Poverty Reduction Strategy, the environment was considered a cross-cutting issue. Some achievements made during implementation of this strategy include passage of the Community

¹ Whereas the global environmental challenges refer to the environmental issues such as climate change, habitation degradation, loss of loss of endemic species, and land degradation, capacity barriers refer to underlying causes of global environment degradation, such as a lack of awareness of the value of the environment.

Rights Law, which established a system for community harvesting of forests. Efforts were also undertaken to improve protected areas management and increase the size/number of protected areas. In Liberia's medium-term Poverty Reduction Strategy II (2012-2018) there is a fifth pillar: Cross-Cutting Issues which includes the environment. Additionally, environmental issues have been integrated into other pillars of the strategy specifically the economic pillar.

10. During the Liberia Rio +20 National Consultative Workshop, Liberia identified five issues that are essential for accomplishing its development goals and objectives. Additionally, Liberia has also developed a National Capacity Development Strategy (2010), which calls for investing in areas needed to achieve development goals.

11. The project will assist the Government of Liberia to achieve the national priorities it has set in *Liberia RISING 2030*. The aim of this is to transform Liberia through a new development strategy, which was launched in December 2012. The overall objective is to turn Liberia into a middle income country by 2030.

12. The project is also in line with Liberia's National Biodiversity Strategy and Action Plan II (NBSAP) which aims to, as part of Liberia's commitment to the Millennium Development Goals, and in line with the National Environmental Policy of Liberia, assist the people of Liberia to acknowledge and exercise responsible stewardship over biological resources to meet the needs of the present without ~~undermining the ability of future generations to meet their own needs.~~ Some of the goals are to protect critical ecosystems, create biodiversity awareness, and increase commitment to sustainable use of biological diversity (Republic of Liberia, 2017).

13. Liberia's 2008 National Adaptation Plan of Action (NAPA), as a response to the impacts of climate change, aligns with National Environmental Policy which calls for the sustainable management of Liberia's environment and natural resources. The NAPA also aims to establish ~~cooperation between~~ adaptation and national development plans, such as the National Reconstruction and Development Plan, Millennium Development Goals, and the National Biodiversity and Strategy Action Plan. The NAPA identifies key adaptation needs and list priority actions, such as ~~enhancing~~ ~~resilience to increasing~~ ~~climate~~ variability through agriculture, to address the needs.

14. This project is also in line with Liberia's UNDAF 2013-2017. The UN Country Team decided that the new UNDAF would also take into account the requirements of Delivering as One. Thus, in addition to the Strategic Framework and Results Matrix, the UNDAF is accompanied by a detailed Costed Action Plan. Together they constitute the One Programme. The four pillars of the One UN Programme are:

- Peace, Security, Rule of Law
- Sustainable Economic Transformation
- Human Development
- Inclusive Governance and Public Institutions

15. The UNDAF (One Programme) also aligns with Liberia's National medium-term strategy, known as the Agenda for Transformation. The Agenda for Transformation is based on five pillars:

- Peace, Security and Rule of Law
- Economic Transformation
- Human Development
- Governance and Public Institutions
- Cross-cutting issues

16. The Agenda contains a specific goal to improve management of the environment to safeguard sustained economic development and growth. Specific actions called for in this agenda include: a) developing environmental quality standards and regulatory tools; b) harmonizing environmental laws and

policies to ensure improved environmental management; c) undertake a gap analysis of sectoral environmental laws and policies; d) create environmental awareness; e) create training and education programmes; f) develop a public awareness strategy and campaign; g) train professionals in effective environmental management; strengthen environmental units in ministries through training and improved coordination; and h) develop a system to collect and disseminate environmental information/data.

17. The design and implementation of the proposed CCCD project would also take into account the development plans of other bilateral and multilateral donors in Liberia to ensure appropriate alignment as well as to leverage the necessary co-financing.

A.4 Baseline Scenario and Associated Baseline Projects

18. Liberia is struggling to fulfill many of the objectives set forth in the Rio Conventions. Many of the developed frameworks and plans for action face limited implementation due to limited government resources, limited human capacity, and a lack of appropriate technologies. Liberia struggles with an inadequate system for information and knowledge management and the poor information sharing between or within sectors. Additionally, the country's degraded and limited infrastructure combined with a low technical and institutional capacity severely limit Liberia's environmental governance framework and thus its potential to conserve the natural environment, let alone secure long-term benefits from it. The civil war only exacerbated the situation, leading to displacement of individuals and unprecedented numbers of human settlements. Although Liberia is recovering from the war, 63% of the population still lives below the international poverty line. Liberia's HDI (2014) is 0.430, ranking the country 177 out of 188 (UNDP, 2015).

19. Multilateral donor agencies specifically in the field of natural resource management currently working in Liberia now include the African Development Bank, GEF, IFAD, UNDP, and the World Bank. Bilateral donor agencies are also very important development partners from Norway and the United States (USAID), as well as other inter-governmental organizations such as the CARE International, Conservation International, and the Society for the Conservation of Nature in Liberia.

20. National environmental NGOs, with assistance from Conservation International, organized themselves into the Alliance for Conservation in Liberia. The goal of this body is to ensure that all local NGOs who are or would like to be involved in conservation of biodiversity can do so without overlapping efforts or functions.

21. Liberia has made significant progress since the end of the civil war by investing in infrastructure, revising existing policies and laws, and reviewing the mandates of political institutions to reduce duplication. One area of progress is updating the mandates and restructuring Government ministries and agencies to improve effectiveness and efficiency. Liberia has also established new agencies like the Rural and Renewable Energy Agency to promote the sustainable development strategy. Reforms in Liberia have been undertaken on an institution-by-institution basis and have not been considered on a holistic basis, nor have they increased coordination and harmonization.

22. Between 2010 and 2012, UNEP implemented a global project, entitled **Piloting Integrated Processes and Approaches to Facilitate National Reporting to Rio Conventions** that included Liberia as a beneficiary country. This project focused on helping Liberia (among other countries) to organize modalities for accessing and preparing their national reports. Notwithstanding the capacities developed, a number of important capacities remained to be developed, such as the standardization of data collection and information analysis, improved coordination and collaboration to facilitate streamlined national reporting, and increased awareness and stakeholder engagement in the national reporting process. During the project implementation, activities under component 4 will undertake an updated assessment of the systemic, institutional, and individual capacities that remain a priority to be developed in order to meet and sustain Rio Convention obligations.

23. A description of on-going projects that this project will coordinate with appears in section C.4 Partnerships. Relevant completed UNDP GEF projects that form the baseline of this project include:

Associated Baseline Projects

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

II. STRATEGY

B.1 Alternative Strategies

24. During the conceptualization of the present cross-cutting capacity development project, a number of alternative approaches were considered, taking into account the current set of interventions currently underway and planned for Liberia. An important starting point was the findings and recommendations of the National Capacity Self-Assessment, followed by a consideration of the lessons learned from other projects, such as a review of the Final Evaluation of the Mainstreaming and Capacity Building for Sustainable Land Management project². A review of the recommendations contained in the more recent Rio Convention reports was also considered, such as the 2016 National Biodiversity Strategy and Action Plan.

25. The single most common cross-cutting capacity development constraint that was recurring in the various assessments and action plans was the significantly low institutional capacity for managing data and information for improved planning and decision-making to meet and sustain Rio Convention obligations. Taking into account the GEF-6 Cross-Cutting Capacity Development priority of strengthening mainstreaming capacities as a strategy to meet the duality of national development and global environmental priorities, this project's objective was formulated.

26. From an implementation perspective, a number of alternative approaches were considered to meet the stated objective. One was for Liberia to continue the same approach of implementing focal area projects, and to strengthen the key set of systemic, institutional, and individual capacities through focal area projects. However, this approach will not address the capacity development gaps nor result in creating synergies. Another aspect considered was to have different components executed by different agencies. The challenge with this approach is the lack of coordination among government ministries and agencies – indeed an important capacity development need that the project would help address. A related issue was the government's keen desire to use the project to strengthen national capacity of the Environmental Protection Agency.

² This medium-size project was implemented by UNDP between 2008 and 2014, the aim of which was to strengthen the country's institutional and human resource capacity on sustainable land management planning and implementation. A particular feature of the project was to facilitate the wider adoption of sustainable land management practices across sectors.

27. The selected strategy was based on the real need to strengthen meaningful capacities that can be successfully institutionalized. The key here is not for the project to take on more than the Environmental Protection Agency can absorb, but rather, through the process of project execution, learn how to formulate better plans and make better decisions regarding the global environment within the framework of their institutional mandates. That is, this project places a premium on address institutional sustainability by emphasizing the execution of the project through a wide range of learning-by-doing exercises by the EPA. This will require that they reach out of other government ministries and agencies to meet complementary and shared mandates as well as to effectively negotiate resolution of real or perceived conflicts of interests that come about through Rio Convention mainstreaming.

B.2 Selected Scenario

28. This project is in line with the GEF-6 CCCD Strategy objective 1, 3, and 5 which call for countries to: a) integrate global environmental needs into management information systems and monitoring, b) integrate MEA provisions into national policy, legislative, and regulatory frameworks, and c) update NCSAs, respectively.

29. The uniqueness of this project is centered on its cross-cutting nature. Other projects currently under implementation focus on strengthening targeted capacities under one of the three Rio Conventions, and thus have a relatively narrower system boundary than the CCCD programme approach. In the absence of the CCCD project, these findings indicate that Liberia would not realize its full potential for sustainable development due to limited coordination and decentralization. Additionally, it is likely that environmental management in Liberia would continue to focus on traditionally narrow constructs.

B.3 Theory of Change

30. This project will lead to change by addressing the barriers that limit Liberia's ability to meet obligations under the three Rio Conventions and other MEAs. By systematically targeting the key barriers, the project will help Liberia make incremental improvements. These short-term changes will in turn lead to long-term improvements; while the project develops capacities, it also lays groundwork for improved systems and frameworks to sustain outcomes.

31. More specifically, this project will address specific cross-cutting capacity development priorities identified in the NCSA in order to catalyze Liberia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Capacity development is an essential component of development effectiveness (Organisation for Economic Co-operation, 2006). Additionally, as local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits.

32. Notwithstanding the important activities currently underway in Liberia to address these important priorities, this CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into national, county, and district information systems, development policies, and planning frameworks. The project is also designed to help Liberia sustain these outcomes and realize long-term change. Specifically, the project will transform how Liberia pursues socio-economic development that integrates global environmental objectives and structures national decision-making and improved knowledge management. The project will also contribute to change by catalyzing Liberia's road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

33. This project aligns with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. This project includes numerous stakeholders (including the government and the private sector) to mitigate the risk of crowding out and to help build ownership (Greijn, 2013). The project design also benefited from lessons learned

from previous phases of the GEF and CCCD projects, and includes many good practices such as a SWOT and gap analysis, and an entire component focused on awareness building (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, & Twining-Ward, 2015; United Nations, 2011).

34. The project makes the assumption that project stakeholders will in the short-term directly benefit through improved capacities through the learning-by-doing trainings. The public and stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements. The theory of change is also based on the assumption that learning-by-doing will translate into a greater mobilization of efforts and resources, and that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration (Hill, Rife, & Twining-Ward, 2015), which will in turn lead to long-term change.

35. The project approach is the best one at this point in time as it meets the primary objective of CCCD projects; it responds directly to the programme strategy. Additionally, this project approach will build on the government's strong commitment to strengthening sustainable development. Finally, the strategy garners support from the fact that currently other development partners are supporting similar development work in the country.

B.4 Knowledge Management

36. This project is part of a portfolio of capacity building interventions in Liberia that encourages regional cooperation and knowledge and information exchanges. Partnerships and collaboration will also catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programmes and the knowledge management system). This project also contains specific activities to improve the way you sharing of knowledge, and to strengthen critical thinking in understanding the implications of the global environment towards the pursuit of sustainable development. These include a series of learning-by-doing workshops and public dialogue among a diverse set of stakeholders. Components will include: (i) establishing a system for collecting and sharing information and data between the institutions for better environmental management and the fulfilment of the obligations of the Rio Conventions (an EKMS).

37. The system that the project will strengthen is the ideal platform to share lessons learned and experiences with the main stakeholders of environmental information and knowledge. Universities and research centers will be at the center of the information and knowledge management and will ensure the integration of innovative scientific and technical information into the project setup and into other baseline initiatives.

38. The project's approach to knowledge management is consistent with the International Resource Panel Report on Policy Coherence of the Sustainable Development Goals which emphasizes the need for developing widespread awareness and creating and disseminating decision support tools.

B.5 Innovativeness

39. The innovativeness of this project stems from its strategy of engaging stakeholders from the national level to build and sustain the country's underlying capacities to meet Rio Conventions obligations. This project will develop innovative approaches for knowledge management, mainstreaming, and capacity self-assessments that may be useful for other LDC to learn from. While the project's outputs may not necessarily be innovative when compared to the portfolio of GEF-funded projects in other countries, these will be innovative for the Liberia. The project will therefore review and assess the extent to which better and best practices to mainstream Rio Conventions through strengthened coordination and decentralization are innovative and transformative for the Liberia.

B.6 Potential for Replication

40. As a medium-size project, this initiative has certain limitations, namely in being able to reconcile and undertake all the necessary institutional reforms identified as needed during project implementation. Instead, this project serves as catalyst of a more long-term approach for improved decision-making for the benefit of the global environment.

41. Given that the barriers addressed by the project are largely shared by regions around the Liberia, and the approaches used are transferable, the project's outcomes are replicable. The project's outcomes will contribute towards larger national policy, regulatory, fiscal, monitoring and communication initiatives in support of the Rio Conventions. This will include informing national policy development on issues such the pursuit of green development, use of innovative financing mechanisms, and more effective stakeholder engagement approaches. Successful models will be identified and lessons learned and best practices will be captured and disseminated to promote scaling-up/replication.

42. The project's trainings and learning-by-doing exercises complemented by piloting of best practices and methodologies for monitoring and for Rio Convention mainstreaming, will serve as the basis for testing the robustness of long-term initiatives. By strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced. The replication and extension of project activities will be further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work. Many such organizations operate in the Liberia, and are particularly active in forestry, biodiversity conservation, and education. NGOs and institutions also play an important role in land rehabilitation, soil conservation, and monitoring in the Liberia. Project activities will be undertaken with the engagement of the private sector as well.

43. Replication will also be supported by raising awareness of the project throughout the Liberia. This project will facilitate this through awareness raising and dialog with key stakeholders, from local and national government, the private sector, academia, civil society and the media. The public service announcements on radio and television also serve the purpose of popularizing the project with the public in order to generate greater support and demand for replication activities.

B.7 Sustainability and Scaling Up

44. The project's fundamental approach to sustainability lies in building underlying capacities to make more informed decisions on best practice approaches for integrated global environmental and sustainable development. The project will promote sustainability of outcomes through mainstreaming the use of environmental data, information, and knowledge into decision-making at the national and sub-national level.

45. Sustainability will also be enhanced by undertaking an extensive set of awareness-raising activities targeted at a broad range of stakeholders, including the general public and particularly youths where the addition of appropriately framed information can have an important impact on the early stages of value formation. Another approach to ensuring sustainability is to align multilateral projects and agreements with key national development priorities. Aligning global environmental priorities with high value sector development priorities should help strengthen the legitimacy of both priorities if they are reconciled through thoughtful and transparent consultative and decision making processes, as well as being based on widely accepted data, information, knowledge and best practices. The project will also undertake targeted awareness-raising activities to secure high-level commitment from key decision-makers, such as parliamentarians, and foster a sufficient number of project champions to sustain project outcomes following project completion.

46. Another critical feature of the project's sustainability is its cost-effective strategy. See Section I.3 below. The sustainability of the project's outcomes will also be strengthened by the project's attention to resource mobilization. See Output 2.7 below.

C. PROJECT RESULTS

C.1 Project Goal, Objective, and Expected Results

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

48. At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national and global level.

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

50. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. This will be achieved by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals into planning).

C.2 Project Components, Outputs, and Activities

51. This will be carried out via *four* linked components.

Component 1: Integrated environmental knowledge management system (EKMS)

52. This first component will focus on the establishment of an environmental knowledge management system by integrating and reconciling relevant existing systems. A key feature of this system is that it seeks to use the latest tools and innovations, including technological, to access and create new knowledge that would allow for better decisions to be made to protect the global environment. Not only will this component seek to develop this institutional mechanism, it will also provide the learning-by-doing training so that stakeholders make best use this system (output 1.6)

Output 1.1 Institutional mapping and analysis of an optimal knowledge management system

53. This output will include the undertaking of a SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge to implement the Rio Conventions and other relevant multilateral environmental agreements. This will be undertaken through mainstreamed sectoral development plans that are more resilient and reflective of global environmental obligations. This analysis will include recommendations to inform the strengthening of an integrated environmental knowledge management system.

54. An assessment of stakeholders' awareness and absorptive capacities to manage and monitor environmental information relevant to the Rio Conventions will be carried out. MEA technical committee meetings to discuss and recommend best practices for collecting and managing environmental data, information, and knowledge will be organized.

Target indicator(s)

- *A SWOT and gap analysis of the institutional requirements to use best available and innovation data, information and knowledge is undertaken and peer-reviewed by month 5.*
- *An assessment of stakeholders' awareness and absorptive capacities to manage and monitor environmental information relevant to the Rio Conventions is undertaken and peer-reviewed by month 5.*
- *MEA technical committee meetings to discuss and recommend best practices for collecting and managing environmental data, information, and knowledge are convened between months 3 and 6, with at least 20% female stakeholder actively engaged representatives.*

Output 1.2: Design of an integrated environmental knowledge management system

55. Workshops on the management of information and knowledge for planning and policy-making will be undertaken with the active engagement of representatives from various ministries, agencies, academic and research institutions, among other social actors.

56. Under this output, the technological requirements for collecting, storing, and sharing data and information will be designed. This activity will build upon the institutional mapping exercise of output 1.1. A feasibility study on the design and operation of the EKMS based on best practices and successes from other similar information management systems to meet global environmental information needs will also be prepared. An independent peer review of the EKMS feasibility study will also be independently peer-reviewed then finalized, followed by stakeholder validation and securing the required official approvals.

Target indicator(s)

- *Stakeholder workshops on the management of information and knowledge for planning and policy-making are convened. One workshop for each of the three Rio Conventions, and one workshop that synthesizes those information and knowledge management needs that cut across the three Rio Conventions. These will be convened and completed by month 7.*
- *The technological requirements for collecting, storing, and sharing data and information will have been expertly assessed and independently peer-reviewed by month 9.*
- *The preparation and independent peer review of the EKMS feasibility study will have been undertaken, validated by stakeholders, and the required official approvals secured by month 12.*

Output 1.3: Targeted technological networking of existing information and knowledge management systems. This output begins the implementation of the EKMS feasibility study.

57. This output will begin by negotiating and facilitating the formulation and adoption of networking cooperative agreements on information and knowledge management with key institutions. These agreements are to facilitate and secure improved communication, coordination and collaboration among stakeholders.

58. Further consultations and negotiations will serve to catalyze agreements among key agencies and ministries to institute targeted management arrangements for sharing information. This includes developing and testing a tracking mechanism (i.e., data flow and sharing protocols) to monitor the use of the EKMS for planning and policy-making.

Target indicator(s)

- *The formulation and adoption of networking cooperative agreements on information and knowledge management with key institutions will have been negotiated through a transparent and broad-based stakeholder consultative process by month 14.*
- *Targeted management arrangements for sharing information will be undertaken between months 14 and 24.*

Output 1.4: Selected updating of technologies to create cost-effective synergies for knowledge management. Whereas output 1.3 focuses on institutional arrangements, this output focuses on the technological hardware and software to set up the EKMS.

59. The key set of work under this output is to procure and install the technological hardware and software of the EKMS as recommended in the approved feasibility study of output 1.3.

Target indicator(s)

- *The procurement and installation of the technological hardware and software of the EKMS as recommended in the approved feasibility study will have been initiated by month 15, tested by month 31, and fully operational by month 40.*

Output 1.5: Integration of new and improved global environmental indicators into select sectoral development plan(s)

60. Building on output 1.1, a set of best applicable indicators for measuring global environmental trends within the context of planning and policy-making in Liberia will be identified and agreed as a first manageable set to be included in the EKMS (output 1.2). This exercise will include identifying best practicable and cost-effective methodologies for their collection and inclusion in the EKMS. This exercise will be informed by a series of local and regional consultations and technical working group meetings with specialist producers and users of environmental information.

61. Technical guidance material will also be prepared for planners and other users of indicators relevant to the monitoring of the global environment. This will include methodologies to facilitate integrated ecosystem and landscape planning and management that reflect adherence to Rio Convention obligations.

Target indicator(s)

- *A set of best applicable indicators for measuring global environmental trends within the context of planning and policy-making in Liberia will have been identified and validated by month 6.*
- *Technical guidance material for planners and other users of indicators relevant to the monitoring of the global environment will have been prepared and validated by month 9.*

Output 1.6: Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and understanding their relevance to sectoral development

62. A comprehensive assessment of training needs to manage data and information will be undertaken to ensure a good design of a long-term training programme and curriculum. Particular attention will be given to training on the use of the EKMS and environmental data, information, and knowledge for integrating Rio Convention obligations with national planning and policy frameworks. This programme will be improved as a result of lessons learned through its early implementation (i.e., trainings) and is intended to be applied for post-project trainings. This will include the training needs on monitoring and compliance of output 2.5.

63. Training workshops will be carried out on the management of existing and new data and information through the EKMS. Trainings will also be undertaken through learning-by-doing workshops

on the use of data and information to strengthen the holistic construct and resilience of planning frameworks.

Target indicator(s)

- *A comprehensive assessment of training needs to manage data and information will have been prepared and independently peer reviewed by month 7.*
- *A training programme and curriculum that builds on the earlier analyses will have been prepared and validated by month 11.*
- *Training workshops on the management of existing and new data and information through the EKMS will have been organized and convened. At least five (5) workshops will be convened, two in years 2 and 3, and one in year 4. Each workshop having at least 30 unique participants (i.e., no repeat participants). Gender balance will be reflected by at least 20% females over the total number of workshop participants. Participants should reflect a balance of all relevant public and non-state agencies. The total number of unique participants in the workshops should be at least 120 people.*

Output 1.7: Early implementation and piloting of the integrated environmental knowledge management system through a select sectoral plan. This will be undertaken in conjunction with output 2.6.

64. This output will serve to reinforce the appreciation and contribution that the EKMS will make for improved planning and decision-making. To that end, with technical input through stakeholder consultations, the Project Steering Committee will select one high value sectoral development plan for early implementation and piloting through a broad-based consultative process. Building on the trainings of output 1.6, learning-by-doing workshops will be convened to use the EKMS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations.

65. The choice of a high value sectoral plan was discussed during the project formulation phase, which forestry and agriculture identified as the two key sectors. These sectors were identified as being of high priority in Liberia's National Sustainable Development report (2012) and Liberia's National Vision 2030. However, due to the national elections coming up in October 2017, it was felt that it would be more appropriate for the selection of the high value sectoral plan to be decided during early project implementation.

66. Public dialogues on the EKMS and its implementation will be carried out targeted to decision- and policy-makers in order to enhance their understanding and secure their support and championship. A study on best practices and lessons learned will be prepared on how the project used the EKMS to mainstream Rio Convention obligations into sectoral plans and policies. This study will be a critical knowledge material to reinforce institutional memory and will complement the resource mobilization strategy (output 2.7).

Target indicator(s)

- *One high value sectoral development plan will be selected for early implementation and piloting through a broad-based consultative process by month 12.*
- *At least six (6) learning-by-doing workshops to use the EKMS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations. These will be begin in year two and involve at least 20 government staff directly and indirectly involved in the formulation of sectoral development plans. A total of at least 120 unique stakeholders will have actively engaged in these workshops, with at least 25% being female and at least 35% being stakeholders from the outside regions.*

- *Dialogues on the EKMS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship will be facilitated as senior level events. Two dialogues will be held each year, with at least 15 unique stakeholder representatives for each dialogue beginning in year two.*
- *A lessons learned study on the use of the EKMS to mainstream Rio Convention obligations into sectoral plans and policies will be prepared and independently peer-reviewed by month 43.*

Component 2: Enhanced institutional and technical capacities for mainstreaming

67. Components 1 and 2 are important complements of each other. Whereas the first component will establish and provide training on the how substantive content of the integrated environmental knowledge management system, component 2 follows with a set of institutional capacity development actions to use this system for improved mainstreaming and monitoring. This will include systemic capacity building by strengthening the enabling environment, i.e., relevant policies and legislative frameworks, to make legitimize the long-term use of this system. Activities will also focus on strengthen institutional arrangements in order to embed this system within existing management structures and operational procedures. A third set of capacity development activities will include learning-by-doing use of the system to formulate policy responses and programme interventions and to test them in the field. Participants in this second set of trainings will go through the first set of trainings under component 1 where they will learn new and improved methodologies and skills to understand global environmental metrics and their impacts on socio-economic development. Through learning-by-doing workshops and exercises, participants will review, revise, and develop appropriate legislative and regulatory instruments to better reflect and support global environmental objectives within the framework of socio-economic policies. An important set of activities under this component will be to demonstrate and promote mainstreamed best practices.

Output 2.1 In-depth SWOT and gap analysis of existing environmental policies and legislation and the effectiveness of their enforcement

68. An in-depth analysis of Liberia's policy, legislative, and regulatory framework on environmental governance with particular reference to the global environment will be undertaken in order to have a most up-to-date and accurate contextualizing of the systemic challenges and opportunities to meeting and sustaining Rio Convention obligations. This will build on recently concluded studies, most of which are thematic, in order to highlight the cross-cutting challenges and barriers. The analysis will be peer reviewed and validated through stakeholder consultations and workshops.

69. A SWOT and gap analysis of sector policies will be undertaken to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations. This will build on recently concluded studies, be peer reviewed, and validated through stakeholder consultations, in particular the private sector.

Target indicator(s)

- *An in depth analysis of Liberia's policy, legislation on environmental governance will have been updated by month 6.*
- *A SWOT and gap analysis of sector policies to ascertain the extent to which they support or work against meeting and sustaining Rio Convention obligations will have been prepared by month 6.*

Output 2.2 Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws

70. Learning-by-doing training workshops will be organized and carried out to promote a greater understanding and as well as to reconcile weaknesses and gaps in key environmental policies and legal instruments. They will also serve as opportunities to address weaknesses and gaps in sectoral plans and policies. These trainings will be directed to planners and decision-makers to help them better think critically about the formulation and interpretation environmental policies and legislation.

71. The trainings will provide an opportunity to identify and agree on a select set of high priority recommendations related to the drafting of manageable policy and/or legal texts to improve environmental governance. One or two manageable and appropriate by-laws (or perhaps a code of conduct) and operational guidance to mainstream Rio Conventions will be formulated through learning-by-doing workshops, validated and endorsed for approval by the Project Steering Committee.

72. An activity under this output will include the distribution of existing relevant codes, laws and texts pertaining to Rio Convention implementation. The purpose of this activity is to circulate a complete set of key texts, including already gazetted instruments, in order that planners and other users have a complete set of the key texts that inform effective environmental governance of the Rio Conventions.

Target indicator(s)

- *At least six learning-by-doing training workshops to understand and reconcile weaknesses and gaps in key environmental policies and legal instruments will have been undertaken by the end of year two. Each workshop having at least 30 unique participants (i.e., no repeat participants). Gender balance will be reflected by at least 20% females over the total number of workshop participants. Participants should reflect a balance of all relevant public and non-state agencies. The total number of unique participants in the workshops should be at least 120 people.*
- *The targeted small set of by-laws that were recommended to catalyze Rio Convention mainstreaming for formulation by the Project Board will be formulated, and the supporting operational guidance prepared by month 21. The formulation exercise will benefit for an independent peer-review process followed by stakeholder validation.*
- *Approval of by-laws and any other amended policy, legislative, or regulatory texts are secured by month 24.*
- *Updated codes, laws and relevant texts pertaining to Rio Convention implementation are distributed to all relevant government bodies, both regional and national. There will be four distribution runs, two in year 2, one in year three, and one in year four. The number of copies to be printed will be determined closer to the time of publication.*

Output 2.3 Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.

73. This output will include, among others, information-sharing and collaborative agreements, inter-ministerial committee(s) on MEAs; and non-state consultative committee(s). Consultations will result in the identification and agreement on priority channels of environmental information exchange across sectors and ministries. Working group meetings will be convened to negotiate best consultative and decision-making processes. These will be important to catalyze action to monitor and enforce environmental policy. One or more memoranda of agreement on consultative and decision-making processes will be drafted and approved.

Target indicator(s)

- *A series of working group meetings to negotiate best consultative and decision-making processes will be convened. The number of meetings will be determined on an as needed basis, beginning*

in year one, with a validation on the best appropriate and applicable processes completed by month 19.

- *Memoranda of agreement on consultative and decision-making processes will be drafted and agreed upon on a yearly basis. More than one memorandum may be needed, and this will be decided during project implementation on the basis of need.*

Output 2.4 Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations

74. The various mandates and operational plans of the relevant national commissions, local and regional authorities, and other key institutions to integrate Rio Convention obligations will be reconciled and harmonized. This work will be based on the project's analyses and recommendations, with particular reference to institutionalize the learning-by-doing exercises carries out in outputs 1.6, 1.7, and 2.2. Drafts will be prepared through stakeholder consultations and learning-by-doing workshops, peer reviewed, and validated.

Target indicator(s)

- *The various mandates and operational plans of the relevant national commissions, local and regional authorities, and other key institutions to integrate Rio Convention obligations will be reconciled and harmonized. This will be undertaken in four manageable sets of harmonization exercises, to take place in each of the four years of project implementation. The final harmonization will have been completed by month 39.*

Output 2.5 Enhanced monitoring and compliance arrangements, e.g., environmental impact and

75. Current data collection and generation methods of key agencies will be assessed, paying particular attention to harmonization and metrics, relevance, validity, and quality. This will be complemented by an assessment of existing guidelines, tools, and resources. These assessments will inform activities to strengthen the relevant policy and legal texts and arrangements of outputs 2.2 and 2.3.

76. Improved monitoring and compliance reforms based on learning-by-doing exercises to formulate best practices and guidelines will be recommended after broad-based consultation with stakeholders. Taking into account these recommendations, learning-by-doing working groups meetings will be organized and actively attended by relevant stakeholders to draft and validate guidelines for coordinated monitoring and compliance. Quality control/validation procedures will be developed to ensure accuracy and validity, and responsible scientific and institutional correspondents will be identified to strengthen the objectivity and independence of control and validation procedures.

Target indicator(s)

- *An assessment of the current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality will have been prepared, peer reviewed, and completed by month 7.*
- *Recommendations for improved monitoring and compliance reforms based on learning-by-doing exercises to formulate best practices and guidelines will be approved by the Project Board on the basis of the assessment of 2.5.1. Accompanying guidelines for coordinated monitoring and compliance will be drafted, peer reviewed and validated by month 28. Supporting quality*

control/validation procedures will be developed and the final and longer-term responsible scientific and institutional correspondents identified by month 39.

Output 2.6 Demonstration and piloting of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals

77. In conjunction with outputs 1.7 and 2.3, technical working groups for each of the three Rio Conventions on legislative responses and amendments will be organized. Consideration of other MEAs would be appropriately included in the working groups. Stakeholder consultations will help identify and select the environmental-development best practices that are to be piloted through the use of the EKMS for a high value sectoral development plan. The results of the demonstrations and piloting will feed into a comprehensive assessment of lessons learned and best practices through the early implementation and piloting of the EKMS for Rio Convention mainstreaming that will be undertaken as part of out 1.7.

Target indicator(s)

- *Four technical working groups for each of the three Rio Conventions on legislative responses and amendments will be organized and convened at regular intervals (twice per year) throughout project implementation. Three technical working groups will be organized, one for each of the three Rio Conventions, and the fourth technical working group dedicated to the selected sector.*
- *Environmental-development best practices will be identified and used to inform the piloting of the EKMS for a high value sectoral development plan. This will be undertaken through a broad-based process of stakeholder consultations and their active engagement of stakeholders in the actual piloting exercises. The piloting exercises may begin as early as in the latter months of year 3 and completed by the end of year three.*
- *An assessment of lessons learned and best practices will be undertaken of the piloted EKMS will be prepared in year 4, and completed by month 40.*

Output 2.7 Resource mobilization strategy

78. Under this output, a financial and economic analysis of monitoring, enforcement, and compliance of Rio Convention implementation will be undertaken. The analyses will seek to emphasize realistic sources of traditional and innovative financing that will inform the development of the resource mobilization strategy. This background analyses will be peer reviewed by an expert group of independent finance and economic experts, and work with champion stakeholders to champion resource mobilization efforts.

79. The background analyses will serve as the foundation of series of learning-by-doing workshops to draft the resource mobilization strategy. This will include independent peer review of drafts and its finalization through a validation process. The strategy will also be formally approved to ensure its legitimacy among key social actors. Particular attention in the strategy will be given to catalyzing the implementation of the NCSA Action Plan developed under output 1.7 and to ensure the long-term financial sustainability of the EKMS for Rio Convention mainstreaming.

Target indicator(s)

- *A financial and economic analysis of monitoring, enforcement, and compliance of Rio Convention implementation will be undertaken, peer reviewed, and completed by month 8.*
- *A series of learning-by-doing workshops will be convened to draft a resource mobilization strategy. The number of workshops will be determined at the time that this activity is being organized. At least 50 stakeholders from different agencies will have participated through the*

entire drafting process, which will be completed by month 16. The strategy will be reviewed in year three, identifying areas where the strategy needs to be improved, followed by a last set of learning-by-doing workshops to revise and update the strategy. This will be completed by month 40.

Component 3: Improving awareness of global environmental values

80. This component is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Convention contribute to addressing important and immediate socio-economic development priorities. The outputs and activities are a critical element of the project's strategy to ensure long-term sustainability of the capacities developed under the project. As outlined above, there is inadequate understanding of the importance that global environmental values contribute to sustainable development, and even fewer that are responsible for strategic planning, decision-making, and policy formulation. These outputs will complement the capacity building activities of components 1 and 2 by widening the field of stakeholders that are less directly implicated in policy and planning processes. These outputs and activities will be further elaborated and organized through a public awareness campaign that will be prepared at the initiation of the project.

81. At the time that these activities will be implemented, their substantive content will be largely informed by the analyses and technical workshops carried out under components 1 and 2. For example, the three public policy dialogues to be convened under output 3.1 will be structured to highlight key challenges and missed opportunities to catalyze Rio Convention mainstreaming through improved data and information management and policy formulation. In another example, brochures and articles will be prepared to help reach wider audiences.

Output 3:1 Stakeholder dialogues on the value of Rio Conventions

82. Activities under this output will comprise a set of consultations with expert organizations and stakeholders, in the form of simple one-on-one meetings to larger workshops and two major conferences to launch and wrap-up the project. They will include dialogues to catalyze awareness-raising on global environmental issues among all stakeholder types, including and in particular the private sector and the media.

Target indicator(s)

- *A one-day Kick-Off Conference will be organized and convened to launch the project (convened by month 3) and a one-day Project Results Conference to present the lessons learned at the conclusion of the project (by month 44). At least 100 stakeholder representatives are expected to participate from beginning to end of both conferences.*
- *A public awareness and communication campaign plan will be developed, peer reviewed, and validated by month 7.*
- *Six public policy dialogues will be convened, each with at least 30 unique stakeholder representatives, for a total of at least 180 unique stakeholders. Two sets of dialogues will be convened at the beginning of years two, three, and four.*
- *Six national and sub-national awareness workshops will be convened, each with at least 30 unique stakeholder representatives, for a total of at least 180 unique stakeholders. Two sets of workshops will be convened at the beginning of years two, three, and four.*
- *Three private sector sensitization panel discussions on the global environmental issues will be convened, each with at least 30 unique stakeholder representatives, for a total of at least 90*

unique stakeholders. The dialogues will be convened at the beginning of years two, three, and four.

- Four sets of workshops targeted to media professionals to improve environmental reporting will be convened, one each year beginning in year one, about one year apart, with the last one convened by month 41. At least 15 unique stakeholder representatives will participate in each workshop, for a total of at least 60 unique stakeholder representatives.

Output 3.2 Brochures and articles on the Rio Conventions

83. This output will be focused on the preparation of brochures and articles that are intended to be strategically distributed and published to reach a wide Liberian audience. The brochures will be translated into the local dialect as these will be largely targeted to regional communities.

Target indicator(s)

- Brochures and articles on linkages between the global environment and socio-economic issues will be prepared and published in popular media for wide circulation. At least three relevant articles and five brochures will be prepared and published in years 1, 2 and 3. The brochures will be translated into the local dialect. At least 2,000 copies of the brochures will be printed and distributed at high schools throughout Liberia.

Output 3.3 Public service announcement(s) on globally sensitive and environmentally-friendly behavior

84. A public service announcement will help promote awareness on the importance of the global environment especially because of the relatively low literacy rate in Liberia. This will be prepared in the local dialect and targeted to people throughout Liberia, with the preferred medium being radio as the predominant means of communication with the public.

Target indicator(s)

- A public service announcement on Rio Convention mainstreaming will be prepared and aired in years 2, 3, and 4 on a regular basis.

Output 3.4 Improved environmental educational curriculum and youth civic engagement

85. Improving environmental education and youth civic engagement is a major contribution to helping institutionalize long-term environmentally-friendly behaviors for Liberia to meet its Rio Convention obligations. This output is for the improvement of educational curricula, not the creation or formulation of an entire educational curriculum. This output is focused on the development of an environmental module that would be integrated into targeted educational curricula at a select number of schools for piloting. The activities under this output will strengthen a set of key systemic capacities that will ensure the resilience of institutions mandated to meet environmental objectives by increasing a large number of environmentally-friendly adherents.

Target indicator(s)

- *An awareness module for institutions on Rio Conventions mainstreaming and monitoring will be prepared, independently peer-reviewed, and validated by stakeholders. The first module will be prepared by month 17, revised and updated at the beginning of year 3, and updated by month 39.*
- *An environmental awareness module will be prepared and integrated into pilot school educational curricula between months 13 and 17, and revised at the beginning of years three and four. The integrated module will be tested in at least three schools in year two, six schools in year three, and nine schools in year four.*
- *A report on the lessons learned on the formulation and integration of an environmental module into school curricula will be prepared between months 40 and 44, with the results presented in the Project Results Conference in month 44.*

Output 3.5 Internet visibility of integrated approaches to meet Rio Convention obligations and national sustainable development priorities

Internet visibility is an increasing opportunity and need to ensure that awareness on the importance of meeting obligations under the Rio Conventions will have on meeting Liberia's socio-economic development priorities. This visibility will help spread awareness and catalyze the adoption on alternative and better environmentally-friendly and sustainable development practices.

Target indicator(s)

- *A series of working group meetings among key agencies that have websites relevant to environmental governance will be convened to negotiate opportunities to improve the design and content of their respective webpages. After a preliminary set of working group meetings in months 6 - 8 to review and make major initial tweaks agencies' website, subsequent working group meetings at the beginning of years two, three and four will be conducted to update and improve the content of the websites. The last set of working group meetings will produce a memorandum of agreement of all agencies to continue this process post-project closure over the long term.*
- *A Facebook page on environmental information and Rio Convention mainstreaming will be created by month 3, with relevant content uploaded at least twice per week. The number of members will be 1,500 by month 12, 3,000 by month 24, 4,000 by month 36, and 5,000 by month 44.*

Component 4: Updating the National Capacity Self-Assessment

86. This fourth component will update Liberia's NCSA that was prepared in 2005. This will serve to reinvigorate the consultative and collaborative approach developed under the NCSA to reconcile and integrate the capacities necessary to strengthen global environmental outcomes. This new NCSA will emphasize the underlying capacity development needs (systemic, institutional, and individual) that cut across the three Rio Conventions. The Capacity Development Action Plan will be formulated in a way that ensures the uniform parallel and coordinated implementation of these activities will be carried out in the last two years of the project, building on the assessments and work carried out in the first two years of the project, including the resource mobilization strategy and the lessons learned study.

87. In particular, the updated NCSA will reflect post 2015- Sustainable Development Goals and the latest opportunities to strengthen priority foundational capacities for the global environment. The previous assessment was undertaken in 2006, and serves as a basis for the present project to strengthen targeted capacities. However, in the decade since the NCSA was undertaken, there have been a number of important policy and institutional changes that have emerged as a basis of the change in political leadership. The updating of the NCSA will serve as an opportunity to reconcile and update the current

capacity challenges necessary to support the government's pursuit of sustainable development in tandem with the fulfillment of Rio Convention obligations.

88. A very important requirement in the execution of this component, as with the other activities of the other components, is to ensure that stakeholder engagement is broad-based among various agencies and ministries, academic and research institutions, private sector, non-governmental organizations, and civil society representatives.

Output 4.1 Updated assessments of capacity challenges to meet and sustain Rio Convention obligations, building upon GEF focal area enabling activities

This output will comprise activities to prepare and validate baseline assessments and strategic directions to strengthen systemic, institutional, and individual capacities needed to meet and sustain long-global environmental outcomes.

Target indicator(s)

- *A methodology to update the NCSA and integrate the post-2015 SDGs will be prepared and validated at a stakeholder workshop no earlier than month 25.*
A survey to assess public awareness of the importance of the Rio Conventions to catalyzing sustainable development will be designed between months 7 and 9, with the survey repeated between months 29 and 30, and once more between 42 and 44. The total number of survey respondents for each survey should be at least 500.
- *Individual stakeholder interviews, as many as is deemed necessary, to gather additional inputs on national priorities and constraints for improved and sustained environmental governance will be conducted. Summaries of all interviews will be prepared and collated into a report by month 30.*
- *Three thematic assessments, one for each of the three Rio Conventions, of the challenges and opportunities to meet obligations will be drafted by 32.*

Output 4.2 Integrated cross-cutting analysis of systemic, institutional, and individual capacity development priorities

89. This output will build on the results of earlier project activities, emphasizing the preparation of a synthesis and integrated analysis of capacities that cut across the three Rio Conventions. This exercise will include other relevant multilateral environmental agreements. Particular attention will be given to integrating the Post-2015 MDGs. Stakeholder consultations as the local, regional and national level, as well independent peer review and validation processes.

Target indicator(s)

- *A synthesis report on the findings and assessments of output 4.1 will be organized according to the systemic, institutional, and individual capacity development challenges, priorities, and opportunities to meet and sustain Rio Convention obligations within the framework of national sustainable development priorities. This report will be completed by month 36 and presented at a two-day stakeholder workshop.*

Output 4.3 Capacity Development Strategy and Action Plan, building on action plans of GEF focal area enabling activities

90. This output will bring together the work of the consultations, assessments, and agreements undertaken and made to construct an integrative and strategic programme of work to build foundational capacities to meet and sustain global environmental objectives.

Target indicator(s)

- *The action plans of GEF focal area enabling activities (such as the national strategies and actions plans under the three Rio Conventions) as well as other national sustainable development strategies will be reviewed and discussed in working group meetings. These will be organized as thematic working group meetings for each of the three Rio Conventions and concluded by month 39.*
- *A capacity development strategy and action plan will be formulated on the basis of the results of 4.3.1 and outputs 4.1 and 4.2 by month 41. This plan will be validated at a stakeholder validation workshop by month 41.*

Output 4.4 Update NCSA Final Report

This output will include activities to prepare the NCSA final report, validate it at a large stakeholder workshop, leverage financial support, and encourage wider national support at its presentation at the CCD Project Result Conference.

Target indicator(s)

- *An NCSA Final Report will be drafted and validated at a stakeholder validation workshop by month 44.*
- *A presentation for donors will be convened immediately after the NCSA Validation Workshop to present the NCSA and Action Plan in order to leverage financial support from development partners.*
- *The NCSA Final Report and Action Plan will be presented at the Project Result Conference by month 45.*

C.3 Project Indicators

91. At the project objective level, there are **three key outcome indicators** (per the Integrated Results and Resources Framework – IRRF) that will serve to guide the overall adaptive collaborative management of the project through effective monitoring and feedback mechanisms. At the project objective level, there are three indicators that respond specifically to the requirement for all UNDP/GEF projects to track their contribution to meeting expected outcome targets under the UNDP 2014-2017 Strategic Plan. An assessment of the baseline for the relevant indicator is provided, as well as end-of-project target indicators. As a medium-sized project, there will not be an independent midterm evaluation to monitor and track project indicators. The Outcome Indicators against which project results will be measured are:

Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.

Indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste b)

Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.

Indicator 2 (IRRF Output Indicator 2.5): Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

- Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.
- Indicator 2.5.2: Extent to which capacities to implement national or local plans for integrated water resource management or to protect and restore the health, productivity and resilience of oceans and marine ecosystems have improved.

Indicator 3 (IRRF): Number of direct beneficiaries. This indicator is a measure of how many stakeholders have benefitted from project capacity building activities. During project execution, participants to all learning-by-doing workshops will be recorded and the number of unique participants counted (to avoid double counting).

92. The **fourth key outcome indicator** is: Indicator 4: Sectoral plans and policies include targets that measure progress toward achieving global environmental obligations

93. During project implementation, the structuring of activities that serve to deliver project outputs should include the development of a set of output-specific indicators, comprised of an appropriate blend of product, process, and performance indicators. These should also be formulated using SMART³ design criteria. Product indicators include the preparation of in-depth baseline analyses including an analysis of the policy and legal framework limiting Rio Convention mainstreaming, an analysis of data and information indicators, or outputs of an environmental information management system, and a baseline analysis of the understanding of Rio Convention mainstreaming. Process indicators include the convening of working groups that will facilitate better inter-agency communication, coordination, and collaboration with regard to the development of an environmental information management and decision support system. Performance indicators include the set of learn-by-doing review of best practices, codes, laws, and texts pertaining to protection of the global environment. Taking into account the above, there are certain key indicators that the project must deliver in order that the project can be deemed transformative and sustainable.

94. By the end of the project, the following key **output indicators** should be achieved:

Indicator 5: Memoranda of agreement must be negotiated and signed among government and non-state stakeholders on the sharing of data and information.

Indicator 6: Liaison protocols between key government agencies must be updated and signed to strengthen sharing of data and information and proactive collaboration in the operation of the integrated EKMS.

Indicator 7: The project facilitates broad-based stakeholder workshops to negotiate and institutionalize best practice consultative and decision-making processes to access best available data, information and knowledge.

Indicator 8: Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans.

³ This is the abbreviation in English.

Indicator 9: All stakeholders agree by consensus on a key set of higher-order indicators to monitor the progress the country is making towards meeting and sustaining Rio Convention obligations.

Indicator 10: A data protocol system is developed and tested that allows data, information, and knowledge to be tracked through the life cycle of their creation to informing policy and plans to the latter's adaptive management.

Indicator 11: Key existing databases, management information systems, and monitoring systems are strategically networked into an integrated system (the EKMS).

Indicator 12: A pilot project to test the application of the EKMS is carried out on a high value sector development plan at the local self-governing authority.

Indicator 13: A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises

Indicator 14: A resource mobilization strategy for the long term operation (over 10 years) of the EKMS is developed and approved by the Government Apparatus

Indicator 15: A government-based website is created to network existing sources of electronic data and information

Indicator 16: Educational module on the importance of the global environment to national sustainable development is adopted and integrated within teaching curricula at the secondary school level

Indicator 17: Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders

Indicator 18: NCSA Final Report and Capacity Development Action Plan is completed

95. The project will monitor other indicators as a means to help the regular monitoring of project performance. These indicators take into account the key risks and assumptions made on the project's design. During project implementation, indicators may be added or refined in keeping with practical realities, while taking care not to reduce the standards of project performance or delivery.

C.4 Global Environmental Benefits

96. Cross-cutting capacity development projects focus on strengthening the underlying capacities of programme activities, thus, they do not directly yield global environmental benefits. Rather, this project, like other CCCD projects, will provide Liberia with additional tools and strengthen institutional arrangements to facilitate effective and efficient implementation of Rio Convention obligations.

97. CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. Project indicators will include output indicators such as the systematic identification of data needs for all three Rio Conventions, process indicators such as workshops that include technical staffs from all key departments and agencies

98. CCCD projects look to strengthen cross-cutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. This project responds to all five categories of articles

under the three Rio Conventions, demonstrating both the global environmental value of the project and its cross-cutting capacity development strategy.

Table 1: Capacity development requirements of the Rio Conventions

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	CCD
<i>Stakeholder Engagement</i>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<i>Organizational Capacities</i>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<i>Environmental Governance</i>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<i>Information Management and Knowledge</i>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 5	Article 14 Article 17 Article 20	Article 7 Article 10 Article 16
<i>Monitoring and Evaluation</i>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	N/A

D. PROJECT PARTNERSHIPS

99. The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment through the active engagement of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.

100. Taking an adaptive collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate holistic and resilient construct of policy

interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits.

D.1 Stakeholder Engagement

101. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to coordination and decentralization for improved decision-making for the global environment, i.e., the project baseline. The project design makes the assumption that the consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced.

102. During implementation, the project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible. During implementation, stakeholder engagement should also be as early as possible, allowing for increased ownership and thus sustainability. Notwithstanding, decisions must be negotiated in a way that also ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability. As part of consultations and workshops, stakeholders will be informed of the project's objectives and concerns about the social and environmental impacts of the project. This is intended to support the adaptive collaborative management of the project.

103. The formulation phase of the project involved undertaking a number of individual consultations, as well as workshops to both launch the project as well as to validate the project design. The specific civil society and non-governmental organizations that participated in the formulation of this project were as follows:

- Society for the Conservation of Nature of Liberia: This organization is mainly involved in nature conservation and protected area management.
- Farmers Associated to Conserve the Environment: This civil society association works with farmers to learn and apply new and improved sustainable agricultural practices and mangrove conservation
- Fauna and Flora International: This is an international NGO currently working Liberia to support on-the-ground activities to conserve biodiversity and adapt to the impacts of climate change
- Conservation International: This is an international NGO is also working in Liberia involved in biodiversity conservation and is an accredited GEF Implementation Agency

104. Once implementation of the project begins, key stakeholders will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project has select activities to strengthen institutional mechanisms for improved coordination and collaboration.

105. The first mechanism stakeholders may utilize to express concerns about the project's impacts is the implementing partner's grievance resolution mechanism. The second is the UNDP Country Office's existing project management procedures. Stakeholders can engage with UNDP project staff through Project Steering Committees or through direct contact with the relevant UNDP programme manager. UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism will provide a third avenue for situations in which project stakeholders have not been satisfied with the responses they have received through the first two mechanisms. The Stakeholder Response Mechanism should also be used when the Implementing Partner's or UNDP's actions are the source of the grievance.

106. *Indigenous peoples* are present in Liberia. Thus, the application of the principles of Free Prior and Informed Consent is necessary to avoid risks which might arise from policy changes and/or the use of

local knowledge in the project design and implementation. Gender-equality issues will be considered to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to coordination; the access of information and creation of knowledge to inform decision-making; and decentralization; to meet global environmental obligations. For a more detailed description of gender inclusion see the section on gender mainstreaming below.

107. The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation. A number of government bodies operating at both the national and local levels are responsible natural resource and environmental management, working with local community organizations and in some cases partnering with NGOs to undertake particular activities. Other stakeholders include the private sector and academic institutions that are important to ensuring the long-term sustainability of the project. The private sector is a particular important stakeholder to environmental issues. Other key stakeholders are those from the rural areas in that they have a major stake in the sustainable management of natural resources. For the most part, these stakeholders are most at risk from land degradation as well as contributing to it through poor and unsustainable land management practices. Table 2 provides more details about stakeholder involvement.

Table 2: Stakeholders, mandates, and roles in project implementation

Stakeholder	Mandate	Possible roles in project execution
EPA	The EPA protects the environment by implementing policy that ensures the long-term economic prosperity of Liberia through sustainable development. The aim is to meet the needs of the present generation without undermining the potential of future generations. As its key function, the EPA (Section 5 of the Environmental Protection Agency Act) is mandated to collaborate with line ministries and agencies to (i) co-ordinate, integrate, harmonize and monitor the implementation of environmental policy and integrate environmental concerns in overall national planning; (ii) collect, collate, and analyze basic scientific data and other information pertaining to pollution, degradation of ecosystems and on environmental quality and resource use, (iii) train and build the capacity of line ministries and agencies; and (iv) ensure the preservation and restoration of important historic, cultural and spiritual values of natural resource heritage and, in consultation with local authorities, enhance effective natural resource management plans and activities.	As the executing government agency, the Ministry will be responsible for overall implementation of the project.
Ministry of Internal Affairs	The Ministry of Internal Affairs is responsible for decentralization, progress, and development in Liberia. It also promotes and encourages communal	<ul style="list-style-type: none"> • Participation in capacity building working group meetings • Contribute to cross-sectoral integration

Stakeholder	Mandate	Possible roles in project execution
	farming, particularly seed production, as a means of ensuring food security.	<ul style="list-style-type: none"> • Contribution to national and regional level Rio Convention mainstreaming • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
Ministry of Lands, Mines and Energy	This ministry administers activities relative to land, mineral, water and energy. The Ministry formulates and implements policies and provides industry with information about Liberia's geology. It also works along with the Ministry of Agriculture and the University of Liberia to conduct training and research on land rehabilitation.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in national stakeholders fora • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
Ministry of Agriculture	The Ministry of Agriculture works to develop the agriculture sector through effective organizational structures and agricultural development programs.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in policy and finance core team • Participation in high-level policy dialogue events • Participation in national stakeholders fora • Contribution to identify type and format of environmental information • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
Ministry of Transport	The Ministry of Transport establishes policy frameworks to ensure an effective and efficient service delivery, and infrastructure development.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in policy and finance

Stakeholder	Mandate	Possible roles in project execution
Ministry of Finance and Development Planning	The Ministry of Finance and Development Planning formulates, institutionalizes and administers fiscal, economic development, and tax policies.	<ul style="list-style-type: none"> core team • Participation in high-level policy dialogue events • Participation in national stakeholders fora • Contribution to identify type and format of environmental information • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities • Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in policy and finance core team • Participation in high-level policy dialogue events • Participation in national stakeholders fora • Contribution to identify type and format of environmental information • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
Department of Rural Development	This department develops and implements strategies and programmes to improve the living conditions of the rural population.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings
Ministry of Commerce and Industry	The Ministry of Commerce and Industry develops policies for commerce and trade to facilitate private sector growth and innovations.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in policy and finance core team

Stakeholder	Mandate	Possible roles in project execution
		<ul style="list-style-type: none"> • Participation in high-level policy dialogue events • Participation in national stakeholders fora • Contribution to identify type and format of environmental information • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
Forestry Development Authority	The Forestry Development Authority is responsible for the sustainable management of forest and forest resources, and is charged with ensuring the effective governance and management of the country's protected areas system.	<p>They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities
Land Authority	The Land Authority proposes, advocates and coordinates reforms of land policy, laws, and programs with the ultimate aim of ensuring equitable and productive access to the nation's land, both public and private, security of tenure in land and the rule of law with respect to landholding and dealings in land, and effective land administration and management.	<p>They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities
Liberia Reconstruction and Development-Committee	The Liberia Reconstruction and Development-Committee provides the Presidency with a means of enhancing partner coordination and internal government management.	<p>They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities
Ministry of Public Work	The Ministry of Public Works provides basic social and physical services such as feeder roads, improved sanitation and piped water as a means to improve the livelihood of rural peoples.	<p>They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities

Stakeholder	Mandate	Possible roles in project execution
National Bureau of Concession	Has the mandate to monitor concessions and report to the relevant ministries and National Legislature to inform decision-making.	<ul style="list-style-type: none"> • Participation in capacity building working group meetings
Ministry of Education	The Ministry of Education Liberia works to build a better future for the country's children by delivering quality and affordable education.	<p>They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks and activities • Will work with the EPA to formulate and integrate an environmental module into a subset to educational curricula (see output 3.4)
Local Government	These stakeholders are responsible for planning, development, and implementation at the community levels. They work closely with the NGOs and CBOs.	<p>Their roles would be to support the implementation of the project at the local levels. They can support the project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities • Participation in improved data and information availability activities
NGOs	These non-state stakeholders are important partners for development. They provide financial and technical support.	<p>Their roles would be to work in collaboration with the EPA to implement activities of the project. Additionally, they can be potential financial or technical partners.</p> <ul style="list-style-type: none"> • Participation in learning events • Participate in developing strategy for replication and up-scaling of • Act as a vehicle for the introduction of new ideas • Represent the interests of the most vulnerable people in society • During project implementation NGOs will participate in stakeholders' consultations; potentially provide financial or technical advice; and provide data and information.
Private Sector	This includes development project proponents and investors whose operations are regulated by the government law/policy in terms of	<p>They can be potential financial and technical partners, and sources of data and information.</p> <ul style="list-style-type: none"> • Participation in national

Stakeholder	Mandate	Possible roles in project execution
	environmental management.	stakeholders fora <ul style="list-style-type: none"> Participation in learning events
Central Agricultural Research Institute	The Central Agricultural Research Institute is the only research organization in the country that has been carrying out applied and adaptive research covering food and tree crops, livestock, aquaculture, and related areas.	They can be potential financial and technical partners, and sources of data and information. <ul style="list-style-type: none"> Participation in national stakeholders fora Participation in learning events
Academia and Research Institutions	Technical and research institutes include national universities and research institutes involved in conservation, agriculture and rural development, and ministerial institutes such as the University of Liberia.	These stakeholders are essential for data networks and provision of information for the monitoring of progress; they may also provide technical inputs and can benefit from capacity building. They will ensure that the planning and decision making at all levels is based on the most current information.
Rural communities	This includes individuals who face the greatest threat from the negative impacts of climate change	<ul style="list-style-type: none"> Participation in national stakeholders fora Participation in learning events
Gender/ Ministry of Gender and Development	These include a range of social actors that serve to promote the interest of gender, such as the Ministry of Gender and Development.	<ul style="list-style-type: none"> Participation in national stakeholders fora Participation in learning events
International development and technical assistance partners	These partners are already involved in the various non-programmatic, projects and financial assistance. These include multilateral (EU, IFAD, FAO, UNDP) and bilateral organizations (USAID, etc.)	Their role would be to work in collaboration with the EPA to implement activities of the project. Additionally, they can be potential financial or technical partners, providing co-financing and needed data and information.

D.2 Linkages with other Initiatives

108. Despite the important weaknesses in the government's capacities to mainstream MEAs as described in the baseline section of this document, key agencies and institutions are undertaking important activities. This includes the work of the Environmental Protection Agency as the focal point for the three Rio Conventions; to gather and analyze data and information for preparing policy notes to cabinet members, parliamentarians, and other policy-makers. The EPA also prepares reports that document the country's progress towards meeting their international obligations.

109. There are a number of initiatives that this project will coordinate with, as appropriate, including those receiving GEF financing. In addition to these, there are a number of other non-GEF funded projects that contain related capacity building activities, and with which this project will require coordination.

Projects include:

Project name	Project activities that align with this project
Increasing energy access through the promotion of energy efficient appliances in Liberia	This project aims to increase access to electricity in rural Liberia while mainstreaming energy efficiency. Relevant activities include: training of staff, policy and legislation development, knowledge dissemination.

Project name	Project activities that align with this project
Improve Sustainability of Mangrove Forests and Coastal Mangrove Areas in Liberia through Protection, Planning and Livelihood Creation- as a Building Block Towards Liberia's Marine and Coastal Protected Areas	The objective of this project is to promote the conservation and sustainable use of mangrove forests. Relevant activities include awareness-raising within the government agencies, ministries and legislatures; and the creation of a multi-stakeholder integrated land-use planning and decision support toolkit.
GEF/UNDP Strengthening Liberia's capability to provide climate information and services to enhance climate resilient development and adaptation to climate change	This project will increase the capacity of hydro-meteorological services; promote the efficient and effective use of climate, environmental, and socio-economic data to create information for government entities and communities to enable informed decision-making; and increase awareness in government, private sector and local communities.

110. The design and implementation of the proposed CCCD project would also take into account the development plans of other bilateral and multilateral donors in Liberia to ensure appropriate alignment as well as to leverage the necessary co-financing.

111. During the implementation, further discussions will be held with partner donor agencies, such as the World Bank and the Government of Norway, that are supporting similar capacity building activities to determine the extent to which current and planned programmes and projects are complementary to the proposed CCCD project. In 2015 Liberia accepted \$150 million in aid from Norway. This aid is ensure that by the year 2020 Liberia will stop legal logging, build up protection infrastructure, and make 30% or more of forest under protected area. Additionally, the Government of Liberia has pledged to place a moratorium on new logging contracts, increase support and training for community based management of forests, and respect the rights of rural landowners, ensuring that decisions are made with their free, prior and informed consent.

112. A project steering committee will be created to facilitate active participation in project activities from these stakeholders and that recommendations and agreements negotiated will be deemed legitimate by the respective institutions of the participating stakeholder. During the PPG phase, these coordination arrangements will be further discussed and elaborated. These donor consultations will also serve to confirm the amount of co-financing to support project activities.

113. A Project Steering Committee will be created to facilitate active participation in project activities from these stakeholders and that recommendations and agreements negotiated will be deemed legitimate by the respective institutions of the participating stakeholder. Donor consultations will confirm the amount of co-financing to support project activities. Consultations with the project managers of the above-mentioned projects will reveal further complexities, potential synergies and conflicts with the proposed project activities. These consultations will also begin the formal process of in-country coordination with related donor-funded projects that will continue throughout the project implementation in order to capitalize on emerging synergies. Completed GEF projects will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices.

D.3 Mainstreaming Gender

114. Women in Liberia face several equality issues. While women comprise 54 percent of the labor force in both the formal and informal sectors, they disproportionately work in the least productive sectors, such as agriculture. Additionally, illiteracy rates among women is particularly high (around 60 percent), and the maternal mortality rate is one of the highest in the world (United Nations, 2014).

115. Acknowledging these gender issues, the Government of Liberia has expressed commitment to achieving rights for women and gender equality. Not only has the government acknowledged the link between gender issues and maintaining peace, promoting justice, advancing sustainable development, and reducing poverty, but the country has made great strides toward gender equality. For example, two policy documents have been developed: the National Gender Policy and the National Action Plan on Implementation of UN Security Council Resolution 1325 (on women and peace and security). Additionally, in 2005 Liberia elected Ellen Johnson-Sirleaf, the first female Head of State in all of Africa (United Nations, 2014).

116. Under current President Ellen Johnson-Sirleaf, the situation for women continues to improve. As of 2012, women held 31 % of top ministerial posts and 29 % of the Deputy Minister positions. Women were also head of 28% of key government agencies (i.e., Ministries of Foreign Affairs, Finance, Justice and Commerce and Industry) (The Office of the Executive Mansion, 2012).

117. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability and towards the integration of the gender aspect in its policies, programs and operations. It requires its agencies to have their own accredited gender policy. UNDP has translated this commitment in its own UNDP Gender Strategy 2014 - 2017, which provides guidance on how to integrate gender in all UNDP supported activities. Particularly in the promotion of biodiversity-based income generating activities, gender will be monitored in order to particularly promote those activities most beneficial for the most vulnerable groups, such as women, youth, children, the elderly, landless and displaced people. In the context of FPIC, particular attention will be given to the voice of these vulnerable groups in decentralized planning and consultation frameworks.

118. In much the same way that the GEF is supporting countries to mainstream the global environment into their national sustainable development planning frameworks, so too are they calling for gender equality issues to be mainstreamed in the GEF-funded capacity development interventions. This strategy is consistent and complementary to UNDP's 2014-2017 Strategic Plan that similarly calls for projects implemented by UNDP to meet high standards to meeting gender equality criteria. Similarly, UNDP has provided important guidance on their policy on Gender Equality, notably the UNDP Gender Equality Strategy 2014-2017 and Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability.

119. Gender mainstreaming from a project construct requires deliberate action to address the policy and institutional barriers that marginalize women. While culture is certainly an important issue that generally have minimized or restricted access to economic and social benefits equal to their male counterparts, awareness-raising and alternative roles for women offer an opportunity for them to play a greater role in promoting ethical approaches to sustainable development. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- c. Working with experts in gender issues to address all requests in developing and implementing GEF projects

120. Notwithstanding, this is not to be misinterpreted that the GEF will finance activities that promote gender equality. This is not an eligible use of GEF finance, but rather a new requirement of the strategic design of GEF-financed projects since April 2011⁴.

⁴ See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

121. Gender issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Additionally, to help ensure that gender does not become a marginalized issue, gender sensitive indicators to be monitored per good practice (Demetriades, 2007; Moser, 2007). This gender monitoring and special consideration is in line with other gender initiatives in the Liberia, such as the Convention on the Elimination of all Forms of Discrimination against Women which the Liberia ratified in 1980.

122. At the time of project initiation, UNDP gender markers will be tracked. These will be tracked on an annual basis as part of the Annual Progress Report/Project Implementation Review. Other gender-relevant markers will be identified and tracked as appropriate:

- Total number and percentage of full-time project staff that are women
- Total number and percentage of Project Steering Committee members that are women
- The number and percentage of jobs created by the project that are held by women
- Total number and percentage of women that actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings

D.4 South-South and Triangular Cooperation

123. The project's approach to South-South and triangular cooperation is to encourage and strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. This will be achieved by coordinating with on-going projects in the area, such as the **Adapting to climate change induced coastal risks management in Sierra Leone** project, or the **Strengthening the resilience of vulnerable coastal areas and communities to climate change in Guinea Bissau** project. Like this CCCD project, these projects will promote policy and institutional development, the transmission of technology, and generating scientific knowledge and access to information. During implementation, other related initiatives will be identified and lessons learned will be incorporated.

124. Sharing knowledge between nations will help achieve and sustain outcomes under this project by allowing for this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques.

125. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Liberia's experience. For example, the tools on information and knowledge management and integrating the three Rio Conventions in national strategies and plans, the training courses on the environmental database and management information system software, and the training programme for mainstreaming the Rio Conventions could serve as models for other countries facing similar challenges.

126. This approach is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals.

E. FEASIBILITY

127. A project's feasibility is assessed according to the following criteria: a) sustainability and scaling up, b) social and environmental safeguards, c) cost efficiency and effectiveness, and d) risk management. This section covers risk management and social and environmental safeguards. Sustainability and scaling up is covered in B.7, whereas the project's cost efficiency and effectiveness appears in I.3.

E.1 Risk Management

128. Notwithstanding that the project's risks and association assumptions were assessed at a preliminary stage, one purpose of the project preparation phase is to undertake an in-depth assessment of

these risks based on a more extensive set of consultations and review of the background documentation. A more accurate assessment of the risks was therefore possible at the end of the project document preparation phase.

Project risks				
Description	Type	Impact & Probability	Management Measures ⁵	Owner
Weak inter-institutional coordination	Operational Organizational	Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is required. I=3 P=3	To mitigate this risk, the project includes several approaches. During the proposal formulation, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project will have select activities to strengthen institutional mechanisms for improved coordination and collaboration. These include items like negotiating best consultative processes and memoranda of agreements.	Project Manager
Lack of absorptive capacity of national institutions to implement activities	Operational	A lack of absorptive capacity could undermine the achievement of outcomes, or lead to delays. I=3 P=3	This risk will be managed by taking a learn-by-doing approach to project execution. The best way to build absorptive capacity is for government staff to learn skills through critical thinking exercises such as early implementation of the PKMC. All such activities, including those that target systemic, institutional and individual capacities, will be designed through a comprehensive multi-stakeholder consultation to ensure they are implementable, including provisions for additional dedicated project staff.	Project Manager
Internal resistance to change	Political Operational	Internal resistance to change can undermine implementation and lead to delays. I=2 P=2	The activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises.	Project Manager
Financial limitations	Financial	Without continued financing, there may be insufficient commitment to	Given that project results emerge through external financing and support, key project results must be sufficiently institutionalized if the larger outcomes are to be sustainable.	Project Manager

⁵ Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them.

Project risks				
Description	Type	Impact & Probability	Management Measures ⁵	Owner
		implement project recommendations for post-project activities I=2 P=2	The project includes a specific output on resource mobilization to address the issue of financial sustainability. Another project design feature to address this issue is that the demonstrated value of the project may strengthen the Government's greater appreciation of the recommendations, and therefore more likely to support their approval for post-project implementation.	

129. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, or when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the Annual Progress Report.

E.2 Social and Environmental Safeguards

130. The UNDP Social and Environmental Screening was completed and no risks were identified. A project categorization is based on the highest level of significance of identified risks. Since there are no identified risks in this project, the overall risk categorization of the project is low. See Annex 4 for UNDP Social and Environmental Screening. As a Low Risk project, no further social and environmental assessments are required.

131. During project implementation, the team will continue to gain a better understanding of potential social and environmental impacts so that the project strategy would address these considerations, resulting in a more feasible project strategy. The Project steering committee will negotiate any environmental and social grievances. Environmental and social grievances will be reported to the GEF in the APR.

F. PROJECT RESULTS FRAMEWORK

Annex 3 is a plan that provides the additional information of frequency and responsibility for data collection as an additional tool to monitor the project results framework.

This project will contribute to the following Sustainable Development Goals: s): SDG 13, SDG 14, and SDG 15.

This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: UNDAF and Country Programme Outcome 2: Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management.

UNDAF and Country Programme Outcome 4: Liberian governance systems strengthened to ensure consolidation of peace and stability supported by effective and well-functioning institutions that foster inclusive participation of stakeholders, especially women and youth, with enhanced service delivery at local levels.

This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

Project Objective	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.	Indicator 1: Number of new partnership mechanisms with funding for sustainable management of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level.	Despite the presence of a number of capacity development interventions, absorptive capacity in Liberia is so low and insufficiently institutionalized that almost all solutions for the sustainable management of natural resources are only available within the construct of externally-funded projects.	A high quality integrated Environmental Knowledge Management System is institutionalized	<ul style="list-style-type: none"> Meeting Minutes⁶ Working group and workshop reports and products⁷ UNDP quarterly progress reports Annual Project Implementation Reports Independent final evaluation report GEF Cross-Cutting Capacity Development 	<ul style="list-style-type: none"> The project will be executed in a transparent, holistic, adaptive, and collaborative manner Government ministries and authorities maintain political commitment to the formulation and early implementation of the EKMS Non-state stakeholder representatives, in particular project champions, remain active participants in the project Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible
	Indicator 2: Number of countries with legal, policy and institutional frameworks in place for conservation of sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	The baseline of this indicator is qualitatively measures as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and	<ul style="list-style-type: none"> One consultative and coordinating mechanism catalyzes the mainstreaming of global environmental obligations within national development planning and policy 		

⁶ Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-site stakeholders.

⁷ These will include a list of all workshop and working group participants

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
		<p>laws, their nature and their impact on the sectoral and thematic context, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.</p>	<p>formulation</p> <ul style="list-style-type: none"> At least one by-law or legal instrument has been developed or strengthened to catalyze compliance with standards to support the realization of Rio Convention obligations At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements. 	<p>Scorecard</p> <ul style="list-style-type: none"> RMS EKMS Training programme 	
	<p>Indicator 3 500 direct project beneficiaries</p>	<p>The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefiting from the project's activities.</p>	<p>At least 500 stakeholders have benefited from an integrated EKMS</p>		
	<p>Indicator 4: Sectoral plans and policies include targets that measure progress toward achieving global environmental obligations</p>	<ul style="list-style-type: none"> Liberia has degraded and limited infrastructure. When combined with low technical and institutional capacity, the result is a severely limited environment governance framework. The civil war led to the displacement of individuals and unprecedented amounts of resource exploitation. Requirements of the Rio 	<ul style="list-style-type: none"> There is an increase in the appreciation of the Rio Conventions among the general public Rio Convention obligations are being better implemented through an integrated system of data and 		

	Objective and Outcome Indicator:	Baseline	End of Project Target	Means of Verification	Assumptions
<p>Component 1</p> <p>Establishment of an integrated environmental knowledge management system (EKMS) to meet global environment and sustainable development priorities</p>	<p>Indicator 1: All stakeholders agree by consensus on a key set of higher-order indicators to monitor progress the country is making towards meeting and sustaining its Convention obligations.</p> <p>Indicator 4: A data protocol system is developed and tested that allows data, information, and knowledge to be tracked through the life cycle of their creation to informing policy and plans to the latter's adaptive management.</p> <p>Indicator 7: Key existing databases, management information systems, and monitoring systems are strategically networked into an integrated system (the EKMS)</p> <p>Indicator 8: A pilot project to test the application of the EKMS is carried out on a high value sector development plan at the local self-governing authority.</p> <p>Indicator 9: A long-term training programme is developed</p>	<p>Conventions are inadequately incorporated in sectoral development planning</p> <ul style="list-style-type: none"> • Key data and information is not readily shared among agencies • Data and information does not sufficiently inform development decision-making • Systems for data and information management is outdated and inadequate 	<p>information management</p> <ul style="list-style-type: none"> • Increased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Convention • There is an increase in coordination between government groups and other stakeholders • Stakeholders (including at least 40% women) are trained on how to manage the EKMS • Institutional mapping and analysis of an optimal knowledge management system is completed by month 6 • Integrated environmental knowledge management system designed and reviewed by month 12 • Existing information and knowledge management systems networked • Technologies to create cost-effective synergies updated 	<ul style="list-style-type: none"> • Analysis of an optimal knowledge management system • EKMS • Operational procedures • Feasibility study • Pilot sector development plan • Meeting minutes • Indicators • Technology updates • Report with recommended revisions • Operational manual • Lessons learned report 	<ul style="list-style-type: none"> • Design and assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Expert peer reviewers follow through with quality reviews • EKMS is politically, technically, and financially feasible

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
	<p>and institutionalized on Rio Conventions mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises</p>		<ul style="list-style-type: none"> • Global environmental indicators re-integrated into select sectoral development plan(s) • Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and understanding their relevance to sectoral development • Integrated environmental knowledge management system piloted through a select sectoral plan by month 39 		

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
<p>Component 2</p> <p>Enhanced institutional and technical capacities to mainstream, develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions</p>	<p>Indicator 3: Operational by-laws are developed to improve and legitimate Rio Convention mainstreaming into sector development plans.</p> <p>Indicator 2: A resource mobilization strategy for the long-term operation (e.g., 15 years) of the EKMS is developed and approved by the Government Apparatus</p> <p>Indicator 1: Memoranda of agreement must be negotiated and signed among government and non-state stakeholders on the sharing of data and information.</p> <p>Indicator 1: Liaison protocols between key government agencies must be updated and signed to strengthen sharing of data and information and proactive collaboration in the operation of the integrated EKMS.</p> <p>Indicator 1: The project facilitates hub-based stakeholder workshops to negotiate and institutionalize best practice consultative and decision-making processes to access best available data, information and knowledge.</p>	<ul style="list-style-type: none"> The government agencies responsible for the Rio Conventions have limited budgetary funds The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities 	<ul style="list-style-type: none"> SWOT and gap analysis completed by month 6 Operational interpretation, enforcement tools, and by-law created and distributed by month 43 Strengthened consultative and decision-making processes Mandats harmonized by month 39 Monitoring and compliance arrangements enhanced by month 39 Environmental-development best practices demonstrated and piloted Resource mobilization strategy finalized by month 40 	<ul style="list-style-type: none"> SWOT and gap analysis Resource mobilization strategy By-laws Memoranda of agreement Working group meeting minutes Updated mandates and operational plans 	<ul style="list-style-type: none"> Strategy developed by the project is politically, technically, and financially feasible Institutional reforms and modifications recommended by the project and the EKMS are politically, technically, and financially feasible and approved by the Project Steering Committee Institutions and working groups are open to change

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
<p>Component 3</p> <p>Improving awareness of global environmental values</p>	<p>Indicator 3: Education module on the importance of the global environment to national sustainable development is adopted and integrated within teaching curricula at the secondary school level</p> <p>Indicator 4: Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders</p> <p>Indicator 1: A government-based website is created to network existing sources of electronic data and information</p>	<ul style="list-style-type: none"> The general public remains generally unaware or unconcerned about the contributions of the Rio Conventions to meeting and satisfying local and national socio-economic priorities Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment. 	<ul style="list-style-type: none"> Public service Announcement (PSA) Environmental awareness module prepared Project launch and Results Conference held by months 3 and 4 Private sector and media sensitization panel discussions held Articles on linkages between the global environment and socio-economic issues 	<ul style="list-style-type: none"> Panel discussion minutes Meeting minutes Awareness and sensitization workshop reports Training programme, curricula, materials and training modules Attendance list PSA Brochures and articles Facebook page 	<ul style="list-style-type: none"> Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way The right representation from the various government ministries, departments, and agencies participate in project activities There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness Articles published in the popular media will be read and not skipped over Brochures will be read and the content absorbed

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
<p>Component 4</p> <p>NCSA is updated to reflect post 2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment</p>	<p>Indicator 4: NCSA Final Report and Capacity Development Action Plan is completed</p>	<ul style="list-style-type: none"> The previous NGA was completed in 2006 Since the NCSA Liberia as undertaken several initiatives to address barriers in the NCSA. Despite the important contributions from various bilateral and multilateral development agencies however, Liberia continues to face a number of difficulties in meeting global environmental objectives. 	<ul style="list-style-type: none"> Assessments of capacity challenges completed by month 33 Cross-cutting analysis completed by month 36 Capacity Development Strategy and Action Plan developed NCSA final Report finalized by month 45 	<ul style="list-style-type: none"> Working Group and workshop reports and products Survey results Interviews Thematic assessments Cross-cutting analysis report Meeting minutes Draft Action Plan NCSA Final Report and Action Plan 	<ul style="list-style-type: none"> Survey respondents contribute their honest attitudes and values The right representation from the various government ministries, departments, and agencies participate in project activities Assessments are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions Best practices and lessons learned from other countries are appropriately used Expert peer reviewers follow through with quality reviews Action Plan politically, technically, and financially feasible Final Report is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions The approval process is transparent and deemed valid by all stakeholders

G. MONITORING AND EVALUATION PLAN

132. The project results as outlined in the project results framework (chapter F) will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component Three on awareness-raising and knowledge management, the project monitoring and evaluation plan will also facilitate learning and ensure that knowledge is shared and widely disseminated to support the scaling up and replication of project results.

133. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as detailed in the UNDP Programme and Operations Policies and Procedures and UNDP Evaluation Policy. The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements meet high quality standards in a timely fashion. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies⁸.

134. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive collaborative management will be agreed on during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the Capacity Development Scorecard) across all GEF-financed projects in the country.⁹

M&E Oversight and monitoring responsibilities:

135. **Project Manager:** This project will recruit a part time Project Manager who will be responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintains a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Steering Committee, the UNDP Country Office, and the UNDP/GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

136. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex 2, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Annual Progress Report, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., the gender strategy or the knowledge management strategy) occur on a regular basis.

137. **Project Steering Committee:** The Project Steering Committee will take corrective action as needed to ensure the project achieves the desired results. The Project Steering Committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the coming year. At the end of the project, the Project Steering Committee will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

⁸ See https://www.thegef.org/gef/policies_guidelines

⁹ See https://www.thegef.org/gef/gef_agencies

138. **Project Implementing Partner:** The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

139. **UNDP Country Office:** The UNDP Country Office will support the Project Manager as needed. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual progress report and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

140. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes: a) the UNDP Quality Assurance Assessment; b) the ATLAS risk log; c) the UNDP gender markers; and d) the development, monitoring, and reporting of annual targets. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Country Office and the Project Manager.

141. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support *ex post* evaluations undertaken by the UNDP Independent Evaluation Office and/or the GEF Independent Evaluation Office.

142. **UNDP/GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP/GEF Regional Technical Advisor and the UNDP/GEF Directorate as needed.

143. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on nationally implemented projects (NIM).¹⁰

144. Additional GEF monitoring and reporting requirements:

145. **Inception Workshop and Report:** A project inception workshop will be held within three months after the project document has been signed by all relevant parties. Other key monitoring and reporting requirements will include:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF Operational Focal Point in M&E;
- e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
- f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g) Plan and schedule Project Steering Committee meetings and finalize the first year annual work plan.

¹⁰ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

146. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Steering Committee.

147. GEF Annual Progress Report: The Project Manager and the UNDP Country Office will prepare an annual progress report (APR) covering the reporting period July (previous year) to June (current year) for each year of project implementation. This report will be submitted to the UNDP/GEF Regional Technical Advisor who will provide objective input prior to its finalization. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the APR submission deadline so that progress can be reported in the APR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the APR.

148. The APR will be shared with the Project Steering Committee. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders into the APR as appropriate. The quality rating of the previous year's APR will be used to inform the preparation of the subsequent APR.

149. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyze, and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

150. GEF Focal Area Tracking Tools: The Capacity Development Scorecard (Annex 3) is the GEF Tracking Tool that will be used to monitor the capacities developed. The capacities developed under the scorecard will be assessed a second time at the end of the project, and used to infer the extent to which the project contributed towards their strengthening. This final assessment will not be completed by the Project Manager or Project Team, but rather by the independent consultant contracted to undertake the terminal evaluation. The final Scorecard will be submitted to the GEF as part of the terminal evaluation report.

151. Terminal Evaluation: An independent terminal evaluation will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before the operational closure of the project, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as capacities developed and the sustainability of project outcomes. The Project Manager will remain on contract until the terminal evaluation report and the companion management response have been finalized. The terms of reference, the evaluation process, and the terminal evaluation report will follow the standard templates and guidance prepared by the UNDP Independent Evaluation Office for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be '*independent, impartial, and rigorous*'.

152. The consultants (international and national) that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support will be available from the UNDP/GEF Directorate. The terminal evaluation report will be cleared by the UNDP Country Office and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Steering Committee.

153. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report and the corresponding management response to the UNDP Evaluation Resource Centre's website. Once uploaded, the UNDP

Independent Evaluation Office will undertake a quality assessment, validate the findings and ratings in the terminal evaluation report, and rate the quality of the report. The UNDP Independent Evaluation Office assessment report will be sent to the GEF Independent Evaluation Office.

154. **Final Project Report Package:** The project's final APR along with the terminal evaluation report and corresponding management response will serve as the final project report package. The final project report package will be discussed with the Project Steering Committee during an end-of-project review meeting to discuss lessons learned and opportunities for replication and scaling up.

Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹¹ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop and Report	Project Manager, Project Team, EPA, UNDP Country Office	US\$ 5,000	US\$ 3,000	Within three months of project document signature
Standard UNDP monitoring and reporting requirements as outlined in the UNDP Programme and Operations Policies and Procedures	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework (EPA)	Project Manager	Per year: US\$ 1,000	Per year: US\$ 1,000	Annually
UNDP Annual Progress Report	Project Manager and UNDP Country Office and UNDP/GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: US\$ 1,000	Per year: US\$ 1,000	Annually or other frequency as per UNDP audit policies
Lessons learned and knowledge generation	Project Manager	Per year: US\$ 5,000	Per year: US\$ 6,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	Per year: US\$ 6,000	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	None for time of Project Manager, and UNDP CO	Per year: US\$ 2,000	Costs associated with missions and workshops can be charged to the project budget.
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager	Per year: US\$ 500	Per year: US\$ 1,000	Twice per year
Supervision missions	UNDP Country Office	None ¹²	None	Supervision missions are required for this project
Oversight missions	UNDP/GEF team	None ¹²	None	Troubleshooting as needed
GEF Secretariat learning	UNDP Country Office	None	To be	To be determined

¹¹ Excluding project team staff time and UNDP staff time and travel expenses

¹² The costs of UNDP Country Office and UNDP/GEF Unit's participation and time are charged to the GEF Agency Fee

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹¹ (US\$)		Time frame
		GEF grant	Co-financing	
missions/site visits	and Project Manager and UNDP/GEF team		determined	during project implementation
Terminal GEF Tracking Tool	Project Manager International Evaluation Consultant	US\$ 1,000	US\$ 1,000	As part of the terminal evaluation mission
Independent Terminal Evaluation included in UNDP evaluation plan, and management response	UNDP Country Office and project team and UNDP/GEF team	US\$ 24,000	US\$ 15,000	At least four months before operational closure
Project Terminal Report	Project Manager and Team, UNDP CO	None	None	At least two months before the end of project implementation
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		US\$ 60,000	US\$ 87,000	

G.1 Evaluation Schedule

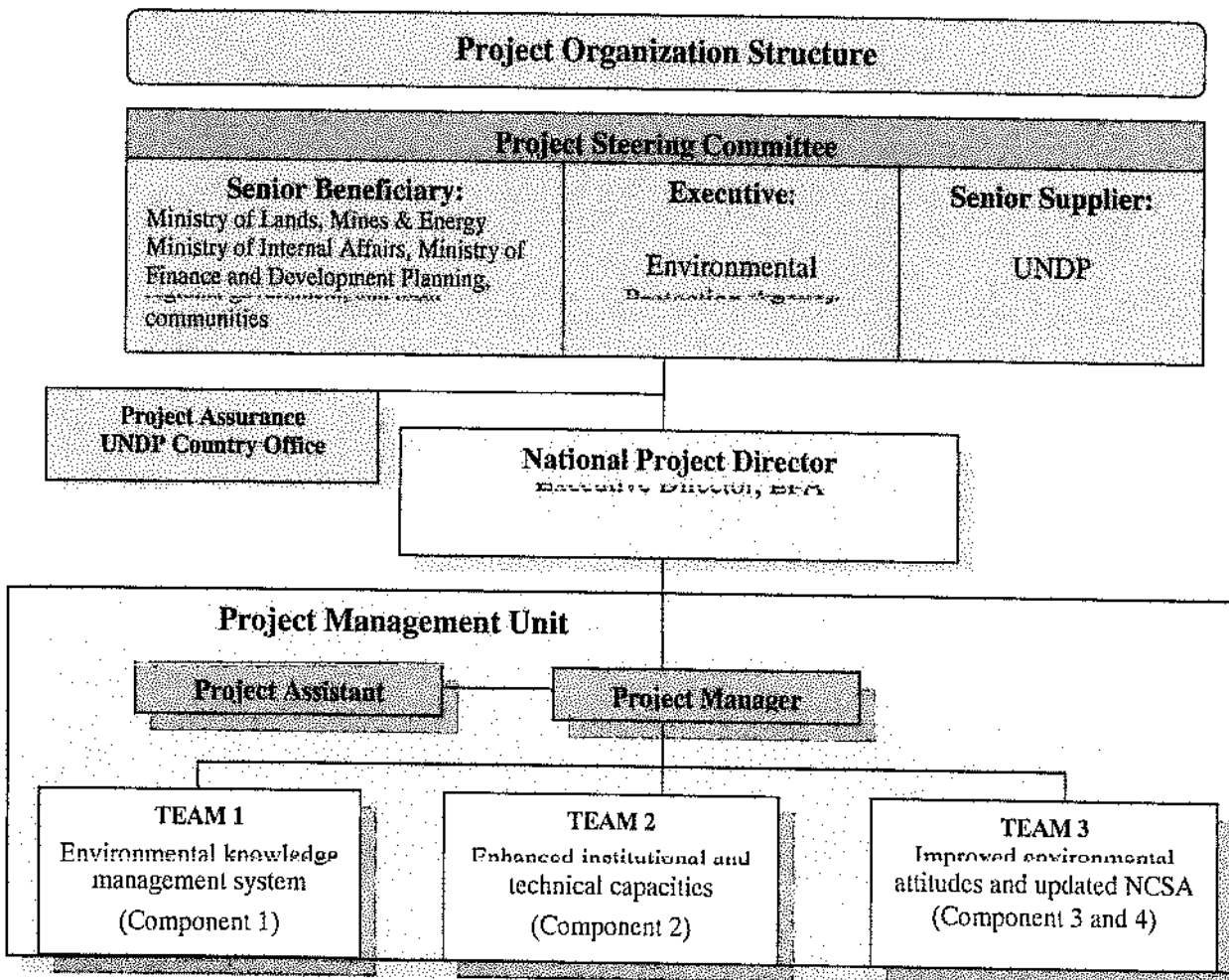
Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation <small>Plan</small>	Budget for consultants ¹³	Other budget (i.e., travel, site visits etc...)	Budget for translation
Terminal Evaluation	February 2021	June 2021	Yes	US\$ 20,000	US\$ 5,000	N/A
Total evaluation budget				US\$ 25,000		

¹³ The budget will vary depending on the number of consultants required (for full size projects should be two consultants); the number of project sites to be visited; and other travel related costs. Average # total working days per consultant not including travel are between 22-25 working days.

H. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

155. Roles and responsibilities of the project’s implementation arrangements: The project will be implemented following UNDP’s national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Liberia, and the Country Programme.

156. The Implementing Partner for this project is the Environmental Protection Agency (EPA). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The project organization structure is as follows:



157. **National Project Director:** A senior government official will be designated as the National Project Director (NPD) and will be responsible for management and implementation of the project. The NPD will devote a significant part of his/her working time on the project. In the fulfilment of his/her responsibilities, the NPD will be supported by the Project Board and a part-time Project Manager.

158. The **Project Steering Committee** is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus can not be reached within the Project Steering Committee,

the final decision will rest with the UNDP Programme Manager. The Project Steering Committee will include the Environmental Protection Agency, Forestry Development Authority, Ministry of Agriculture, Land Authority, Ministry of Finance and Development Planning and UNDP. The Committee will meet quarterly. The terms of reference for the Project Steering Committee are contained in Annex 7.

159. The **Project Manager** will run the project on a day-to-day basis on behalf of the EPA as the project's implementing partner and within the constraints laid down by the Project Steering Committee. The Project Manager's functions will end when the final project report package (which includes the terminal evaluation report and corresponding management response), and other documentation as required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

160. The organization and execution of project activities will be by components. Under the oversight of the Project Manager, three teams of technical consultants will be organized to carry out project activities – one team for each of components 1 and 2, and a third team to carry out components 3 and 4. The timely and cost-effective execution of the project activities will be facilitated by the holding project management at all levels for high quality management practices, such as timely communication with execution and implementing partners, timely preparation of quality reports, and timely responses to electronic communications. A Chief Technical Advisor (see below) will be recruited to provide regular guidance to the technical execution of project activities, including advising on the adaptive collaborative management of the project.

161. **Project assurance** refers to the oversight of the project that will be provided by the UNDP Country Office, currently Mr. Moses Massah who is the UNDP Liberia Programme Officer at the time of this project document's writing. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

162. **Senior Supplier:** The primary function of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project.

163. **Senior Beneficiary:** These individuals represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function is to ensure the realization of project results from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project.

164. **Project Management Unit:** In consultation with the Ministry of Finance and Development Planning, Ministry of Lands, Mines, and Energy, and the Environmental Protection Agency, UNDP will establish a Project Management Unit for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a part-time Project Manager and supported by a part-time Project Assistant. The PMU will be based at the offices of the EPA, which will provide in-kind support in the form of office space, furniture, and transportation.

165. **National Consultants:** The project will contract national experts/specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, 3, and 4. PMU will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. Annex 7 outlines the indicative Terms of References for these national consultants.

166. **International Consultants:** The project will contract two international consultants. An independent evaluation expert to undertake a final evaluation of the project four (4) months prior to project closure will be recruited. Critically, the project will recruit a part-time chief technical advisor to provide technical guidance during project implementation. He/she will be recruited for the full duration of the four year project.

167. Capacity Development Activities: The project will take an adaptive collaborative management approach to implementation. That is, UNDP and EPA will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

168. Technical Working Groups: Three working groups will be established. The groups will be led by a specialist contracted under the project, and each group will be made up of a team of independent consultants, technical government agency representatives, as well as representatives from stakeholder groups. Consultants will facilitate the implementation of the relevant activities under their respective component.

169. UNDP Direct Project Services as requested by Government (if any): The GEF Council has adopted rules and issued guidance on when and how Direct Project Costs may be recovered for projects financed by the GEF Trust Fund. In concert with these guidelines, the UNDP Country Office will provide a range of support services for the implementation of this project, and recover the actual direct and indirect costs (per the Universal Price List) incurred by the Country Office in delivering such services as stipulated in the Letter of Agreement (LOA) between the Government of Liberia and UNDP (Annex 6). These services include, but are not limited to the following:

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

170. Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other ~~which materials are publications developed by the project, and project hardware.~~ Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy¹⁴ and the GEF policy on public involvement¹⁵.

171. The Harmonized Approach to Cash Transfers (HACT) Framework represents a common operational framework for UN agencies' transfer of cash to government and non-governmental implementing partners. For this cross-cutting capacity development project, the Implementing Partner is the Environmental Protection Agency (EPA). The micro-assessment was carried out in June 2016 through a process of consultations, observations, and walk through tests of transactions. This exercise provides an overall assessment of the EPA's programme, financial and operations management policies, procedures, systems, and internal controls necessary to implement agreed work plans and agreements with the United Nations agencies. The HACT micro-assessment is available as a separate report.

¹⁴ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

¹⁵ See https://www.thegef.org/gef/policies_guidelines

I. PROJECT FINANCING

I.1 Co-financing

172. The GEF financing will be used to finance project goods and services that require procurement, such as the recruitment of experts and specialists and the renting of workshop venues. The total estimated co-financing to this project is US\$ 1.5 million, most of which is in-kind and estimated by the active engagement of sufficiently large numbers of government staff and other stakeholders in various project activities, among other in-kind contributions such as the administrative and overhead costs incurred by partner and participating organizations.

173. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in the section on project linkages (D.2). No GEF financing will be used, directly or indirectly, for overseas study tours as this is not a cost-effective use of resources.

174. UNDP Liberia will make available **US\$ 200,000** as cash co-financing to the above-mentioned project over the period 2017 to 2021. These funds are being available from Target Resources for Assignment from the Core (TRAC) in the amount of US\$ 50,000 per year as this project is a strategic element of interventions that will contribute to meeting expected UNDAF outcomes 2.1 and 4.3.

175. Co-financing is also being provided by the government to the value of **US\$ 1,333,000** in the form of in-kind contribution. This funding will be made available through the extensive engagement of government and other national stakeholders in the cross-cutting capacity development (CCCD) project, as well as aligning various project activities with other key capacity development projects in Liberia. Government in-kind co-financing will include the provision of office space, furniture, and transportation.

176. The main project with which this CCCD project will align is the **Liberia Forest Sector Project (LFSP)**, which is receiving a grant of US\$ 37.5 million from the Government of Norway. Among the capacity development activities of the LFSP are a series of assessments, consultations, and working group meetings to improve the Environmental Protection Agency's institutional and technical capacities to pursue sustainable forest management. These activities align well with the CCCD project's work to strengthen Liberia's ability to formulate better sector development plans and make more informed decisions that help the country better adapt to the impacts of climate change, reduce the loss of critical biodiversity, and stem the expansion of land degradation.

177. Another important project from which this CCCD project will align is the **European Union-Liberia Climate Change Alliance Project (LCCA)** that is financed with € 6 million. Among the activities of the LCCA project with which the CCCD project will align as the learning-by-doing exercises to mainstream climate change mitigation strategies in waste management and carrying out piloting and up-scaling of recycling and composting programmes in targeted communities.

I.2 Incremental Cost Reasoning

178. The incremental cost of this project is determined on the basis of the main criterion that the co-financing achieves an equal share of the GEF increment will be negotiated with potential donors. The nature of the capacity development activities of this project does not lend itself to clearly distinguish those activities that will derive global environmental benefits and those that should be undertaken in the country's own sustainable development interest. Unless such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds.

179. The technical portion of the GEF increment of this project will be used to strengthen the global environmental character of the indicators to monitor progress towards meeting Rio Convention objectives and strengthening coordination and decentralization of environmental governance. The GEF increment will also be used to remove the policy and institutional barriers that limit the integration of Rio

Convention criteria and indicators into the formulation and implementation of communal development planning frameworks.

180. The above-mentioned intervention logic already indicates what can be expected with and without GEF assistance. The baseline provides a number of policy, program and institutional changes that have already strengthened the way in which the Union of the Liberia deals with environmental governance.

181. The baseline also provides a number of initiatives that already exist in the Liberia. The financial contribution of the GEF will be added to parallel and additional funds provided by various other sources of funding obtained through an allocation of national budgets or support for the programme by traditional and new development partners, such as the UNDP, EU, AfDB, FAO and AFD. In-kind contributions will be mobilized, particularly at the level of local communes and the competent ministries and their decentralized support services. The GEF funding will focus on the harmonization of these efforts in the area of intervention through a collaborative approach and therefore to ensure a more effective and intelligent system for adaptive management.

I.3 Cost-Effectiveness

182. The cost-effectiveness of this project is crucial part of the project strategy. One design feature that will ensure cost-effectiveness is the project's strategy to build upon a significant baseline of commitment to participate in training and learning by doing exercises on Rio Convention implementation. Additionally, by seeking to use existing environmental and natural resource management legislation to implement Rio Convention obligations, this project builds upon an existing baseline of legislation and institutional capacities. The key to success will be in reducing bureaucratic inefficiencies by improving coordination amongst line ministries. Promoting inter-institutional collaboration will also allow for opportunities to realize synergies and reduce inefficiencies associated with duplication of effort or contradictions in approaches.

183. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances.

184. Another important indicator of cost-effectiveness is the very low percentage of the GEF grant being used for project management, which is approximately 9.5%. The project will also ensure cost-effectiveness through integrating project activities with those of development partners to achieve cost-effectiveness and capitalize on synergies. Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness. Working with existing organizations (especially NGOs) as delivery mechanisms for project support to local stakeholders will allow the project to capitalize on their expertise and their relationship with the community.

185. Finally, lessons learned from baseline projects will be incorporated into the project implementation so that GEF resources can be used in the most efficient manner. Cost-effectiveness was initially increased during the PPG Phase by incorporating lessons learned to inform the project design.

1.7 Financial Planning and Management

186. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering Committee. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- a. Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- b. Introduction of new budget items/or components that exceed 5% of original GEF allocation.

187. Any over-expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g., UNDP TRAC or cash co-financing).

188. Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

189. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report and the corresponding management response, and the end-of-project review Project Steering Committee meeting. The Implementing Partner through a Project Steering Committee decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

190. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

191. Financial completion: The project will be financially closed when the following conditions have been met:

- (a) The project is operationally completed or has been cancelled;
- (b) The Implementing Partner has reported all financial transactions to UNDP;
- (c) UNDP has closed the accounts for the project;
- (d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

192. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for

I.5 Project Outcome Budget

Activity	Description	Year 1	Year 2	Year 3	Year 4	Total	CEF	Co-Financing
Total Project Budget		725,000	720,000	68,000	875,000	3,000,000	1,500,000	1,500,000
Component 1	Establishment of an integrated environmental knowledge management system (EKMS) to meet global environment and sustainable development priorities	270,000	215,000	12,000	215,000	820,000	420,000	400,000
Output 1.1	Institutional mapping and analysis of an optimal knowledge management system	65,000	-	-	-	65,000	40,000	25,000
Output 1.2	Design of integrated environmental knowledge management system	65,000	-	-	-	65,000	40,000	25,000
Output 1.3	Targeted technological networking of existing information and knowledge management systems.	40,000	60,000	-	-	100,000	45,000	55,000
Output 1.4	Selected updating of technologies to create cost-effective synergies for knowledge management.	-	75,000	40,000	75,000	190,000	125,000	65,000
Output 1.5	Integration of new and improved global environmental indicators in select sectoral development plan(s)	60,000	-	-	60,000	120,000	60,000	60,000
Output 1.6	Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and understating their relevance to sectoral development	40,000	20,000	20,000	20,000	100,000	35,000	65,000
Output 1.7	Early implementation and piloting of the integrated environment knowledge management system through a select sector plan.	-	60,000	60,000	60,000	180,000	75,000	105,000
Component 2	Enhanced institutional and technical capacities to mainstream develop, and utilize policies and/or legislative frameworks for effective implementation of the three Rio Conventions	235,000	265,000	26,000	285,000	1,050,000	500,000	550,000
Output 2.1	In-depth SWT and gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement	60,000	-	-	-	60,000	30,000	30,000
Output 2.2	Strengthen policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws	-	60,000	66,000	60,000	180,000	90,000	90,000
Output 2.3	Strengthen consultative and decision-making processes for mainstreaming of Rio Convention obligations.	40,000	30,000	30,000	30,000	130,000	50,000	80,000
Output 2.4	Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environment obligations	50,000	50,000	50,000	50,000	200,000	100,000	100,000
Output 2.5	Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments	60,000	40,000	40,000	45,000	185,000	90,000	95,000
Output 2.6	Demonstrative and piloting of integrated environmental							

Activity	Description	Year 1	Year 2	Year 3	Year 4	Total	GEF	Co-Financing
Output 2.7	development best practices that reflect global environmental priorities at the Post-2015 Sustainable Development Goals. Resource mobilization strategy	-	60,000	6,000	60,000	180,000	90,000	90,000
Component 3	Improving awareness of global environmental values and knowledge management	25,000	25,000	2,000	40,000	115,000	50,000	65,000
Output 3.1	Stakeholder dialogues on the value of Rio Conventions	115,000	175,000	15,000	135,000	550,000	250,000	300,000
Output 3.2	Brochures of articles on the Rio Conventions	60,000	40,000	4,000	55,000	195,000	80,000	115,000
Output 3.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	20,000	20,000	2,000	20,000	80,000	40,000	40,000
Output 3.4	Improved environmental educational curricula and youth civic engagement	-	60,000	1,000	10,000	80,000	40,000	40,000
Output 3.5	Internet visibility of integrated approaches to meet Rio Conventions obligations and national sustainable development priorities.	-	45,000	4,000	40,000	130,000	55,000	75,000
Component 4	NCSA is updated to reflect post-2015-SDGs and current opportunities to strengthen priority foundational capacities for the global environment	35,000	10,000	10,000	10,000	65,000	35,000	30,000
Output 4.1	Updated assessments of capacity challenges to meet and sustain Rio Convention obligations, building upon GEF focal area enabling activities	25,000	-	10,000	125,000	250,000	200,000	50,000
Output 4.2	Integrated cross-cutting analysis of systemic, institutional, and individual capacity development priorities	-	-	4,000	-	40,000	30,000	10,000
Output 4.3	Capacity Development Strategy and Action Plan, building on action plans of GEF focal area enabling activities	25,000	-	3,000	25,000	85,000	70,000	15,000
Output 4.4	Update NCS Final Report	-	-	2,000	40,000	65,000	50,000	15,000
		-	-	-	60,000	60,000	50,000	10,000

Project Management	Activity	Year 1	Year 2	Year 3	Year 4	Total	GEF	Co-Financing
A	Project Manager	80,000	65,000	70,000	15,000	330,000	130,000	200,000
B	Independent Terminal Evaluation	20,000	20,000	20,000	2,000	80,000	80,000	-
C	Project Board Meetings	-	-	-	5,000	50,000	30,000	20,000
D	Project Support Staff	2,000	2,000	2,000	3,000	8,000	2,000	6,000
E	Travel	7,500	7,500	7,500	500	30,000	-	30,000
F	Aud Visual & Print Proj Cos.	6,000	6,000	6,000	000	24,000	4,000	20,000
G	Equipment and Furniture	3,500	3,500	3,500	500	14,000	4,000	10,000
H	Rent & Maintenance-Prepares	20,000	5,000	10,000	000	40,000	-	40,000
I	Miscellaneous Expenses	15,000	15,000	15,000	1,000	60,000	-	60,000
J	Professional Services: Audit	2,500	2,500	2,500	500	10,000	-	10,000
K	Direct Project Costs	2,000	2,000	2,000	200	8,000	4,000	4,000
		1,500	1,500	1,500	500	6,000	6,000	-

I.6 Total Input Budget and Work Plan

Atlas Proposal or AwardD:	TBD	Atlas Primary Output ProjectID:	TBD
Atlas Award Title:	Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities		
Atlas Business Unit	LBR-0		
Atlas Primary Output Project Title	Strengthening National Capacities to Meet Global Environmental Obligations with the Framework of Sustainable Development Priorities		
UNDP/GEF PIMS No.	5794		
Implementing Partner	Ministry of Finance and Development Planning/EPA		

GEF Component/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note	
COMPONENT 1: Establishment of an integrated environmental knowledge management system (EKMS) to meet global environment and sustainable development priorities	MFDP/EPA	2000	GEF	71400	Contractual Services – Individ.	65,00	30,000	20,000	35,000	150,000	1	
				71200	International Consultant	10,00	10,000	10,000	10,000	40,000	2	
				71600	Travel	5,00	5,000	2,500	5,000	17,500	3	
				75700	Training, Workshops and Conferences	32,00	32,000	12,000	32,000	108,000	4	
				72300	Materials & Goods	5,00	5,000	5,000	5,000	20,000	5	
				72800	Information Technology Equipment	28,00	28,000	5,500	23,000	84,500	7	
					GEF Subtotal Outcome 1	145,00	110,000	55,000	110,000	420,000		
					71600	Travel	5,00	5,000	5,000	5,000	20,000	3
					74200	Audio Visual & Print Production	1,00	1,000	1,000	1,000	4,000	6
					75700	Training, Workshops and Conferences	6,00	7,000	6,000	6,000	25,000	4
					UNDP Subtotal Outcome 1	12,00	13,000	12,000	49,000			
					Total Outcome 1	157,00	123,000	67,000	469,000			
COMPONENT 2: Enhanced institutional and technical capacities to mainstream, develop, and utilize policies and/or legislative	MFDP/EPA	2000	GEF	71400	Contractual Services: Individual	65,00	70,000	70,000	75,000	280,000	1	
				71200	International Consultant	10,00	10,000	10,000	10,000	40,000	2	
				71600	Travel	5,00	10,000	15,000	15,000	45,000	3	
				75700	Training, Workshops and Conferences	27,00	27,000	27,000	27,000	108,000	4	
				72300	Materials & Goods	2,00	2,000	3,000	2,000	9,000	5	
				72800	Information Technology Equipment	6,00	6,000	-	6,000	18,000	7	
									UNDP Subtotal Outcome 2	12,000	12,000	12,000

GEF	Responsible Fund	Donor	Atlas	ATLAS Budget Description	Amount	Amount	Amount	Total (USD)	Sec
MANAGEMENT	UNDP	UNDP	74100	Professional Services	1,000	1,000	1,000	4,000	12
			74596	Services to projects - GOR CO	1,500	1,500	1,500	6,000	13
				GEF sub-total project Management	25,000	25,000	25,000	130,000	
			75700	Training, Workshops and Conferences	50	250	250	1,000	4
			74200	Audio/visual & Print Prod Costs	30	500	500	2,000	6
			71600	Travel	1,50	1,250	1,250	5,000	14
			74500	Miscellaneous Expenses	2,00	2,000	2,000	8,000	15
			74100	Professional Services	1,00	1,000	1,000	4,000	12
				UNDP sub-total project Management	5,00	5,000	5,000	20,000	
				Total project Management	30,00	30,000	30,000	150,000	
				GEF TOTAL	360,00	340,000	340,000	1,500,000	
				UNDP TOTAL	50,00	50,000	50,000	200,000	
				PROJECT TOTAL	410,00	390,000	390,000	1,700,000	

Budget Notes:

- 1 National consultants to prepare technical analyses
 - 2 Chief Technical Advisor to provide technical backstopping
 - 3 Travel for stakeholder consultations
 - 4 Meetings at workshop venue costs; Consultations with experimformant on policy issues; Venues for learning-by-doing workshops, exercises, and related stakeholder gatherings; Learning-by-doing workshop on resource mobilization strategies; Technical training workshops on the EKMS operation
 - 5 Securing preparation of technical materials
 - 6 Equipment needed for presentations at workshops and meetings
 - 7 Procurement of information communication technology necessary to set up the EKMS
 - 8 Collection baseline and end-of-year survey responses
 - 9 Part-time Project Manager
 - 10 Independent consultant to conduct the terminal evaluation
 - 11 Travel for international consultant
 - 12 Audit of project finances
- Direct Project Services Cost: per Letter of Agreement ANNEX. DPC at the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the early budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.
- 13 Local transportation for project team
 - 14 Miscellaneous expenses

Summary of Funds	Amount					Total (US\$)
	Year 1	Year 2	Year3	Year 4		
GEF	360,000	340,000	340,000	40,000		1,500,000
UNDP	50,000	50,000	50,000	10,000		200,000
Government: Ministry of Finance and Development Planning	315,000	330,000	290,000	35,000		1,300,000
TOTAL	725,000	720,000	680,000	85,000		3,000,000

J. LEGAL CONTEXT

193. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (or other appropriate governing agreement) and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

194. The implementing partner will put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

195. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

196. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP/CFE hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document. The list can be accessed via:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

197. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

K. REQUIRED ANNEXES

- Annex 1: Capacity Development Scorecard**
- Annex 2: Total Input Budget and Work Plan (Detailed)**
- Annex 3: Provisional Multi-year Work Plan**
- Annex 4: Monitoring Plan**
- Annex 5: UNDP Social and Environmental and Social Screening Template (SESP)**
- Annex 6: UNDP Project Quality Assurance Report**
- Annex 7: Standard letter of agreement between UNDP and Government**
- Annex 8: Capacity assessment results: implementing partner and HACT micro assessment**
- Annex 9: Terms of Reference**
- Annex 10: References**

Annex 1: Capacity Development Scorecard

Project Name: Strengthening of institutional and legal capacities to enable improvement of the national monitoring system and management of environmental information

Project Cycle Phase: PG

Date: April 2017

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement								
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0				The EPA has the statutory mandate for management of the environmental sector but doesn't have the full capacity/expertise to carry out this mandate. Other ministries and agencies have more relevant expertise in particular disciplines to complement that of the EPA.	The project will improve the ability of key environmental organizations to carry out their mandates and other responsibilities focusing on integrating global environmental objectives into national and sub-national policy and planning frameworks. The awareness and sensitization of social actors in the non-environmental sectors, decision-makers, non-state stakeholders, and civil society in general will be targeted in component 3 in order to increase the recognition of environmental organizations' mandates and legitimacy.	2, 3
	Organizational responsibilities for environmental management are identified	1						
	Authority and legitimacy of all lead organizations responsible for environmental management are parity recognized by stakeholders	2				2		
Indicator 2 – Existence of operational co-management mechanisms	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3						
	No co-management mechanisms are in place	0				There is some level of collaborative management between some governmental agencies and the private sector within the country.	Notwithstanding the current set of cooperative agreements among certain government bodies, the project will assess their effectiveness and lessons learned in order to facilitate the development of new agreements and/or the updating and operationalization of current MOUs. Importantly,	2
	Some co-management mechanisms are in place and operational	1						
	Some co-management mechanisms are formally established through agreements,	2			2			

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Contribution to which Outcome
		MOU, etc.					the project will develop liaison protocols among partner agencies and Memoranda of Agreement with other non-state stakeholder organizations.	
Indicator 3 – Existence of cooperation with stakeholder groups		Comprehensive co-management mechanisms are formally established and are operational/functional	3					
		Identification of stakeholders and their participation/involvement in decision-making is poor	0			Currently, just about all national institutions have mandates that are given towards stakeholder involvement. Some mechanisms are ad hoc or implicit arrangements.	The learning-by-doing approach of this project is intended to allow stakeholders to actively participate and build long-term technical capacities to better understand and apply global environmental indicators to mainstream the Rio Conventions and MEAs into decision-making. Particular attention will be given to demonstrating the value of teamwork among government agencies and other stakeholders with a view to integrating global environmental priorities into development plans at the national and sub-national levels.	1, 2, 3, 4
		Stakeholders are identified but their participation in decision-making is limited	1					
		Stakeholders are identified and regular consultations mechanisms are established	2	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				The project will also promote awareness and agreement on the various comparative advantages of different stakeholder organizations to promote global environment values and make stakeholders more influential in decision-making.		

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome	
CR 2: Capacities to generate, access and use information and knowledge							
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (ME&S)	0			While stakeholders are aware of global environmental issues, most stakeholders are unwilling to participate because of their self-interest; they believe result based solutions are lacking.	1, 3	
	Stakeholders are aware about global environmental issues but not about the possible solutions (ME&S)	1		1			
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2					
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3					
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0			International expert hired on certain projects do not share findings from their research with their Liberian counterparts and require fees to be paid for assessing data from the Liberian experts.	1, 2	
	The environmental information needs are identified but the information management infrastructure is inadequate	1		1	Lie ministries and agencies are just starting to have environmental databases available; they were completely absent in the past.		
	The environmental information is partial available and shared amongst stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give	2					An EKMS will be developed and implemented. The project will also provide training on the use of the EKMS. Targeted management arrangements for sharing information will also be developed, and the project will develop information-sharing and collaborative agreements, to agree on priority channels of environmental information exchange across sectors and ministries.

Capacity Result / Indicator		Staged Indicators		Rating		Comments		Next Steps		Contribution to which Outcome	
		information access to the public is limited									
		Comprehensive environmental information is available and shared through an adequate information management infrastructure	3								
Indicator 6 – Existence of environmental education programmes		No environmental education programmes are in place	0				Some institutions have begun to undertake environmental awareness programs as part of their activities. WASH awareness is being promoted by the WASH secretariat through regular radio talk shows, newsletters, and stakeholder meetings.	The project will work with partner institutions to strengthen education. An environmental awareness module for schools will be developed. Stakeholders will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules developed under the project. The project will coordinate with other similar training workshops carried under other related projects and the training being developed and carried out by the stakeholders.	3		
		Environmental education programmes are partially developed and partially delivered	1		1						
		Environmental education programmes are fully developed but partially delivered	2								
		Comprehensive environmental education programmes exist and are being delivered	3								
Indicator 7 – Extend of the linkage between environmental research/science and policy development		No linkage exist between environmental policy development and science/research strategies and programmes	0				Research institutions are severely lacking in their capacity to carry out basic research to influence policy making.	As part of the EKMS development, the importance of using data for decision-making will be part of the training and sensitization workshops. Additionally, the project has demonstration and piloting of plans with integrated environmental-development best practices that	1, 3		
		Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1								
		Relevant research strategies and	2								

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Contribution to which Outcome	
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	programmes for environmental policy development exist but the research information is not responding fully to the policy research needs						reflect global environmental priorities and the Post-2015 Sustainable Development Goals.		
	Relevant research results are available for environmental policy development	3							
	Traditional knowledge is ignored and not taken into account in relevant participative decision-making processes	0				Traditional knowledge is mostly ignored and not taken into account	Stakeholder representatives, in particular staff from government, NGOs, academia, and the research community, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high quality data, information and knowledge.	1, 3	
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1			1				
	Traditional knowledge is collected but is not used systematically in relevant participative decision-making processes	2							
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3							
CR 3: Capacities for strategy, policy and legislation development									
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0				No action has been taken on key recommendations from the 1 st National Communication, which detailed the state of the country's environment. Projects identified in the NAPA have not been taken on. The country's Agenda for Transformation has plans that are	The project will build upon Liberia's political commitment to reform its environmental sector in support of provisions under the Rio Conventions. Through learning-by-doing workshops and exercises, participants will review, revise, and develop appropriate legislative and regulatory instruments to better reflect	2	
	The environmental planning and strategy development process does not produce adequate environmental plans and strategies	1							

Capacity Result / Indicator		Staged Indicators			Rating		Comments		Next Steps		Contribution to which Outcome
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	but there are not implemented/used										
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2						adequate but are mostly not implemented.		and support global environmental objectives within the framework of socio-economic policies.	
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and provides the required environmental plans and strategies; which are being implemented	3									
	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0						Iberia is very good at making laws and policies but very poor in implementing them (e.g., the wetlands, wildlife, climate change, and Integrated Water Management laws are all "hanging").		The project will focus on key reforms in policy, legislation, and implementation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance. For these to have a meaningful impact, they will need to be formally approved.	
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				1		There are no national policies on some of the Conventions signed by the government.		This project will also strengthen targeted organizational relationships, promoting and forging stronger partnerships and commitments. These will be directed towards improved collaboration and coordination that will increase the effectiveness of existing capacities to monitor and formulate better planning frameworks for the global	2
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2									
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3									

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0				<p>The 14 year civil war greatly hindered the environmental institutions gathering data at the environment. However, post-war Liberia has seen a renewed interest in environmental issues.</p> <p>The EPA now has a defined mandate of oversight responsibility to the environment. However, the issue of some lingering/conflicting responsibilities of other line ministries & agencies still exist.</p> <p>Limited allocation of national funding to the enormous task of environmental research, monitoring & evaluation is greatly hampering the ability of acquiring environmental data.</p>	<p>The project will assess and strengthen existing consultative and decision-making structures and mechanisms to make more effective and integrated decisions on the global environment.</p> <p>Moreover, the project includes an EKMS that will serve to increase access to data, information and knowledge, as well as a robust training programme that will strengthen critical thinking and impart new and improved analytical tools and processes. A public awareness campaign will increase the number of stakeholders that understand the relationship between local action and the global environment, with particular attention to strengthening the consensus on the impacts of local action on the global environment.</p>	1, 2, 3
	Somewhat environmental information exists but it is not sufficient to support environmental decision-making processes	1						
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2						
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3						
CR 4: Capacities for management and implementation								
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for the programmes and projects and the requirements have not been assessed	0				<p>The country is being greatly assisted in its development agenda with the environment being an exception. However, the co-financing component which is part of most financing arrangements is difficult to achieve as the government</p>	<p>In order to alleviate financial barriers to the implementation of the Conventions, the project will organize a resource mobilization strategy to perform a set of resource mobilization activities in a</p>	2
	The resource requirements are known but are not being	1						