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Project title: Sustainable and Integrated Landscape Management of the Western Area Peninsula		
Country: Sierra Leone	**Implementing Partner (GEF Executing Entity):** Ministry of Environment (MOE)	**Execution Modality:** National Implementation Modality (Full NIM)
Contributing Outcome (UNDAF/CPD, RPD, GPD): By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks 1.4		
UNDP Social and Environmental Screening Category: High Risk	**UNDP Gender Marker:** GEN 2	
Atlas Award ID: 0011423	**Atlas Project/Output ID:** 01000710	
UNDP-GEF PIMS ID number: 5542	**GEF Project ID number:** 9903	
LPAC meeting date: July 6, 2022		
Latest possible date to submit to GEF: n/a		
Latest possible CEO endorsement date: 27 April 2022		
Project duration in months: 72		
Planned start date: 10 June 2023	**Planned end date:** 09 June 2029	
Expected date of Mid-Term Review: 10 June 2026	**Expected date of Terminal evaluation:** 09 March 2029	

Brief project description:

Located in the extreme west of Sierra Leone, the Western Area Peninsula (WAP) multiple-use landscape (69,820 ha) is dominated by moist closed forest occupying a narrow chain of hills (highest point 900m) surrounded by a thin coastal strip that lines the peninsula to the north, west and south. Forming part of the Upper Guinean Forests of West Africa Biodiversity Hotspot, the landscape includes two KBAs. The first is the Western Area Peninsula Forest National Park (WAPNP). The rest of the area is occupied by mangrove forest which is largely located at the northeast of the peninsula but also in isolated patches along the western coastal stretch of about 200km, the Banana Islands, and Bureh Town forests of the peninsula. The mangroves at the northeast of the peninsula are part of the Sierra Leone River Estuary (SLRE), which is an internationally recognized KBA and Ramsar site. The WAPNP hosts 80-90% of Sierra Leone's terrestrial biodiversity, and the forested surface of the WAP acts as the

main water tower for the country's capital Freetown. The SLRE is the site of the world's third largest natural harbor, and its wetlands comprise 19% of the country's mangrove forests.

The ecosystem services offered by the landscape and its biodiversity are increasingly threatened by unplanned and environmentally unsustainable land-use practices, manifested by encroachment into forests by agriculture, increased unplanned urban expansion, industrial and artisanal mining (mainly stone quarrying and sand extraction), as well as overexploitation of natural resources (especially forest products). Effective adoption of an integrated management approach for the WAP is hindered by insufficient systemic and institutional capacity for participatory management of the multiple-use landscape, lack of adequate information and coordination mechanisms, and insufficient financing to support biodiversity conservation and environmentally sustainable land management over the longer term.

The project will address these barriers by means of four interrelated impact pathways: 1. Enhancement of systemic and institutional capacity for integrated landscape management; 2. Demonstration of sustainable land management interventions; 3. Facilitation of increased financial flows to support integrated land management and protected area management; 4. Mainstreaming of monitoring and evaluation, knowledge management and gender issues to support lessons learning, sustainability and upscaling processes.

(1) FINANCING PLAN	
GEF Trust Fund	USD 5,209,909
UNDP TRAC resources	USD 300,000
Confirmed cash co-financing	USD 0
(1) Total Budget administered by UNDP	**USD 5,509,909**
(2) CONFIRMED CO-FINANCING	
Government: Environment Protection Agency	USD 17,700,000 (of which $17,601,271 Public Investment and $98,729 in-kind)
(3) Total confirmed co-financing	**USD 17,700,000**
(4) Grand-Total Project Financing (1) + (2)	**USD 23,209,909**

SIGNATURES		
Signature: print name below Dr. FRANCIS M. KAI-KAI	**Agreed by Government Development Coordination Authority**	**Date/Month/Year:** 13/06/2023
Signature: print name below Prof. Foday M. Jawara	**Agreed by Implementing Partner**	**Date/Month/Year:** 07/06/2023
Signature: print name below PA LAMIN BEYOR	**Agreed by UNDP**	**Date/Month/Year:** 12/06/2023

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Acronyms

AASDP	African Agribusiness Supplier Development Program
AR4	4th Annual Report of the Intergovernmental Panel on Climate Change
BAU	Business as Usual
BMZ	German Federal Ministry of Economic Cooperation and Development
CAP	Community Action Plan
CBOs	Community Based Organizations
CSMC	Conservation Site Management Committee
CSO	Civil Society Organization
CSSL	Conservation Society of Sierra Leone
CTF	Conservation Trust Fund
DMD/ONS	Disaster Management Department (DMD) of the Office of National Security (ONS)
DSF	Decision Support Framework
ECOWAS	Economic Community of West African States
EFA	Environmental Foundation for Africa
ENFORAC	Environmental Forum for Action
EPA	Environment Protection Agency
ERC	Evaluation Resource Centre
ESIA	Environment and Social Impact Assessment
ESMP	Environment and Social Management Plan
EU	European Union
FAO	Food and Agricultural Organization of United Nations
FBC	Fourah Bay College
FLR	Forest Landscape Restoration
FPIC	Free, Prior and Informed Consent
GAP	Gender Action Plan
GEF	Global Environment Facility
GIS	Geographic Information Services
GIZ	German Development Agency
GoSL	Government of Sierra Leone
GRNP	Gola Rainforest National Park
IBA	Important Birds Area
IEO	Independent Evaluation Office
IFAD	International Fund for Agriculture
IGAs	Income Generating Activities
ILM	Integrated Land Management
IP	Implementing Partner
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
KBA	Key Biodiversity Area
KM	Knowledge Management
LD	Land Degradation
LDN	Land Degradation Neutrality
LPG	Liquid Petroleum Gas
MAF	Ministry of Agriculture and Forestry
MDAs	Ministries, Departments and Agencies
MLHE	Ministry of Lands Housing and Environment
MMMR	Ministry of Mines and Mineral Resources
MOE	Ministry of Environment
MTCA	Ministry of Tourism and Cultural Affairs
MRU	Mano River Union
MSME	Micro, Small and Medium Enterprise

MTR	Mid-term Review
MWR	Ministry of Water Resources
NAPA	National Adaptation Program of Action
NBSAP	National Biodiversity Strategy and Action Plan
NEP	National Environment Policy
NEPA	National Environmental Protection Act
NEPAD	New Partnership for African Development
NGO	Non-Governmental Organization
NLP	National Land Policy
NP	National Perk
NPAA	National Protected Area Authority
NRM	Natural Resources Management
NTB	National Tourist Board
NTFP	Non-Timber Forest Product
OAI	Office of Audit and Investigations
PA	Protected Area
PB	Project Board
PES	Payment for Ecosystems Services
PIF	Project Identification Form
PIR	Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
PPG	Project Preparatory Grant
PRSP	Poverty Reduction Strategy Paper
RCBP	REDD+ and Capacity Building Project
REDD	Reducing Emissions from Deforestation and Forest Degradation
RSPB	Royal Society for the Protection of Birds
SDG	Sustainable Development Goal
SEM	Sustainable Ecosystem Management
SESP	Social and Environmental Screening Procedure
SFM	Sustainable Forest Management
SLIHS	Sierra Leone Integrated Household Survey
SLM	Sustainable Land Management
SLRE	Sierra Leone River Estuary
SMEs	Small and Medium Enterprises
SSL	Statistics Sierra Leone
TAC	Technical Advisory Committee
TSA	Targeted Scenario Analysis
TE	Terminal Evaluation
TOR	Terms of Reference
UEJ	Union of Environmental Journalists
UNDP	The United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organization
VGGT	Responsible Governance of Tenure of Land, Fisheries and Forests
WABiCC	Western Africa Biodiversity and Climate Change
WAP	Western Area Peninsula
WAPNP	Western Area Peninsula National Park
WARDC	Western Area Rural District Council
WB	World Bank
WOCAT	World Overview of Conservation Approaches and Technologies
WRI	World Resources Institute
WWF	World Wildlife Fund

I. DEVELOPMENT CHALLENGE

Country background: Sierra Leone is a relatively small country (7.16 million ha) situated along the Atlantic coast of West Africa between the Republic of Guinea to the north and east and the Republic of Liberia to the south. It occupies the western edge of the Upper Guinean Forest Ecosystem and is endowed with rich natural resources including minerals and oil as well as high biodiversity. Sierra Leone's rainforests, mangroves and savannah forests host a high level of endemic and (internationally) rare and threatened species. The Upper Guinean Forest Ecosystem is listed on the World Wildlife Fund's (WWF) "Global 200" list of critical regions for conservation and is included as one of Conservation International's 34 global biodiversity hotspots[1].

Target landscape background: Only in the Western Area Peninsula (WAP) of Sierra Leone does the Upper Guinea Forest ecosystem manifest itself on mountains which descend directly into the sea. The peninsula includes the country's capital Freetown as well as several major towns in the Western Area Rural District including Waterloo, Newton, Benguema and Tombo. The multiple-use landscape spans from Freetown and Aberdeen in the north to Kent and Banana Islands in the south, and from Goderich in the west to Songo in the east (see maps in Annex 2). The landscape covers a total area of 69,820 hectares, comprising the peninsula's land mass of 55,700 ha and a perimeter of over 200 km of coastal areas. The landscape includes two KBAs. The first is the Western Area Peninsula Forest National Park (WAPNP) spanning 17,634.15[2]. The rest of the area is occupied by mangrove forest which is largely located at the northeast of the peninsula but also in isolated patches along the western coastal stretch of about 200km, the Banana Islands, and Bureh Town forests of the peninsula. The mangroves at the northeast of the peninsula are part of the Sierra Leone River Estuary (SLRE) – an internationally recognized KBA and Ramsar site.

Biodiversity of the WAPNP: The WAPNP[3] harbors 80-90% of Sierra Leone's terrestrial biodiversity and is proposed for nomination as a UNESCO World Heritage Site. It was re-gazetted in 2012 to reflect the current size due to the expansion of Freetown after the civil war and subsequent encroachment. The WAPNP harbors over 50 species of mammals, of which seven are primates (five of these are threatened species: Western Chimpanzees (*Pan troglodytes verus*, EN), Red Colobus Monkeys (*Procolobus badius*, LR/nt), Black-and-White Colobus Monkeys (*Colobus polykomus*, LR/nt), Sooty Mangabeys (Cercocebus atys, LR/nt) and Diana Monkeys (*Cercopithecus diana*, VU). Other fauna known from this site include three threatened species of duiker – Jentink's duiker (*Cephalopus jentinki*, VU), Black Duiker (*Cephalophus niger*, LR/NT), and Maxwell Duiker (*Philantomba maxwellii*, LR/nt), as well as the frog *Cardioglossa aureoli* that is endemic to West Africa. A total of 314 bird species have been recorded from the site, including 91 certain/probable breeders and a number of migrants that occasionally visit water-bodies in and around the reserve. The WAP forest holds four species of global conservation concern; two are threatened species – White -necked Rockfowl (*Picathartes gymnocephalus*, VU) and Yellow-casqued Hornbill (*Ceratogymna elata, VU*); and two near-threatened species – Green-tailed Bristlebill (*Bleda eximius*, NT) and Rufous-winged Illadopsis (*Illadopsis rufescens*, NT). According to Okoni-Williams et al., 2001, there are two active colonies, with five nests, of White-necked Rockfowl (*Picathartes gymnocephalus*, VU) in the WAPNP; six other nesting sites are known but are either abandoned or are of uncertain activity status.[4]

Coastal biodiversity of the WAP landscape: The coastal landscape of the WAP is characterized by wetlands (associated with mangroves mainly on mud flats), creeks, rocky shores and sandy beaches. Part of the SLRE, which is one of four main estuary systems in Sierra Leone, is located in the WAP landscape to the northeast. The SLRE is a Marine Protected Area, recognized as an IBA and designated as a "Wetland of International Importance" on December 13th 1999 under the Ramsar Convention on Wetlands. Much of the banks of the estuary are typified by

[1] Sustainable and Thriving Environments for West Africa Regional Development (STEWARD). (2011, June–July). Stakeholder Workshop Summary, STEWARD III. USDA Forest Service International Programs, Freetown.

[2] This is the area of the WAPNP as defined in the Supplement in the Sierra Leone Gazette Vol. CXLIV No. 22 dated 16 May 2013

[3] This was formerly called the Western Area Peninsular Forest Reserve (WAPFR). Although the Government of Sierra Leone issued a "Statutory Instrument, Supplement to the Sierra Leone Gazette Vol. CXLIII, No.69 dated 29 November 2012, Proclamation the Constitution of the Western Area Peninsula National Park" the status of the park remains proposed. As such, the area remains officially classified as a non-hunting forest reserve. However, as Government institutions, including the Protected Areas Authority and official maps refer to the reserve as a National Park, for the purpose of this project we use the title "National Park".

[4] Source: Biodiversity Baseline Assessment Report produced under the PPG, November 2018

the mangrove swamps. SLRE includes the Aberdeen Creek, Bunce River, Tasso Island, Rokel River mouth, Port Loko river mouth and the Lungi-Pepel Creeks. The Aberdeen Creek and a section of the Bunce River are located in the WAP landscape[5]. In the mudflat coastal landscape of the Sierra Leone River Estuary, a total of 36 wader species have been recorded exceeding a population of 20,000 regularly. This estuary is one of the four major sites for wintering waders in Sierra Leone and the Aberdeen Creek is one of the areas of concentration. It provides suitable roosting sites, and breeding habitat for species such as *Butorides striatus* (Okoni-William et al., 2001). Less common migrant Palearctic waders (less than 500 individuals) found include *Arenaria interpres*, *Numenius arquata*, *Tringa stagnatilis* and *Calidris temminckii* (Okoni-William et al., 2001). During the 2005 Water birds count in the Coastal wetland in Sierra Leone by WIWO (Working Group International Waterbird and Wetland Research) and CSSL, Ringed Plover, Redshank and Common Sandpiper, were recorded in the Aberdeen Creek while at the No.2 River community special species like *White-crested Tiger Heron* and *White-backed Night Heron* and an important roost of *Royal Terns* at the river outlet and other areas were recorded (Van der Winden et al., 2007). Mangrove and estuarine sediments have high populations of fishes, crabs and other crustaceans such as shrimps and lobsters, while other invertebrate fauna include molluscs, snails, Bivalves, Polychaetes, Protochodates and Echinoderms (e.g. sea cucumbers and starfish).[6]

Ecosystem services of the WAP landscape: In addition to acting as a biodiversity refuge, the forested area of the peninsula continues to play an important role in providing resources such as fuelwood and medicinal plants. The Western Area Protected Forest Reserve also serves as the main water tower for Freetown. The water catchments, located in the Western Area Protected Forest Reserve, could provide sufficient resources for the water supply of the entire peninsula but catchments are threatened by erosion/degradation, inadequate land use management, including the issuing of building permits for publicly owned land.[7] The Guma Valley water company, through its Guma and Congo dam reservoirs within the forest reserve, is only able to deliver 70,000m^3/day against a daily estimated demand of 130,000m^3/day. The forest is important for erosion control, which is particularly relevant since a substantial part of settlements on the peninsula are constructed on steep hillsides that are highly prone to landslides[8]. The northern edge of the landscape is formed by the Sierra Leone River delta, which includes the world's third largest natural harbor. The mangrove areas support local livelihoods, including fishing, artisanal aquaculture and production of wood for fish smoking.

Forest loss and degradation in the WAP landscape: Sierra Leone has lost about 70% of its natural forests and woodlands, with 30% of it lost between 1975-2013, when the country lost about 1,100 km^2, at an average annual rate of 0.8%. The decade-long civil war that Sierra Leone underwent (1991-2002) acted as a break on local deforestation[9]. Since the end of the civil war, this rate has slowed, averaging 0.4% of annual forest loss between 2000-2013, with the main loss occurring in the Tama-Tonkolili and Nimini Hills highlands[10]. Overall, the Sierra Leone coast lost 25% of its mangroves between 1990 and 2016; the Sierra Leone River Estuary, however, experienced a gain in the same period[11]. In the WAP landscape, between 1986-2000, closed forests were lost mainly to degraded forest, farms and human settlements (see Annex 12 for details on LULC change in the WAP landscape).

Land degradation in the WAP landscape: The LDN target-setting process in Sierra Leone has identified the WAP as a hotspot of land degradation, noting that forests in this area while remaining stable over the last ten years are stressed. The report notes declining productivity in forest areas in the Western Area Peninsula.[12]

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[5] Aberdeen Estuary is within the city and is an IBA recognized by the Ramsar Convention. It is one of only a few sites globally that is located in the middle of a capital. (Description of WAPNP on the UNESCO World Heritage Convention website (https://whc.unesco.org/en/tentativelists/5741/); accessed on 30 June 2020)

[6] Source: Biodiversity Baseline Assessment Report produced under the PPG, November 2018

[7] African Water Facility (2017): www.africanwaterfacility.org/fileadmin/uploads/awf/Projects/PCRs/PAR_Freetown_WSS_MP_IS10_2017.pdf

[8] A major landslide killing 1,141 people occurred in 2017: https://en.wikipedia.org/wiki/2017_Sierra_Leone_mudslides

[9] Robin Burgess, Edward Miguel and Charlotte Stanton (2015) found that out of a total of 151 chiefdoms, 98 chiefdoms lost forest cover, 12 chiefdoms showed no change (within ±1%), and 41 chiefdoms gained forest cover (War and Deforestation in Sierra Leone – Environmental Research Letters - https://www.researchgate.net/publication/282908582_War_and_deforestation_in_Sierra_Leone

[10] https://eros.usgs.gov/westafrica/land-cover/land-use-land-cover-and-trends-sierra-leone

[11] Pinki Mondal, Sylwia Trzaska and Alex de Sherbinin (2017): Landsat-Derived Estimates of Mangrove Extents in the Sierra Leone Coastal Landscape Complex during 1990–2016.
file:///D:/2018%20Bids/Sierra%20Leone/Project%20Documents/Literature%20on%20mangroves/sensors-18-00012.pdf

[12] Sierra Leone Land Degradation Neutrality National Report. UNCCD National Focal Point, Ministry of Lands, Country Planning and Environment,

Threats and drivers: The key driver of deforestation, biodiversity loss, land degradation, and loss of ecosystem services is unsustainable land use, manifested by encroachment into forests by agriculture, increased and unplanned urban expansion, industrial and artisanal mining mainly related to stone quarrying and sand extraction. Overexploitation of natural resources, especially forest products, pollution and invasive species also pose serious threats to biodiversity and ecosystems services. Existing threats are exacerbated by the impacts of global climate change. Other threats include infrastructure development without environmental impact considerations and reclamation. At the Aberdeen Creek, for example, reclamation of large areas of mangrove forest and mudflats continues unabated through embankment and polder development. Threats are detailed in Annex 12 and summarized below:

- **Peri-urban expansion:** There has been a high influx of population from the Provinces, to the Western Area of Sierra Leone, mainly as a result of the 10 years' war. The population influx has resulted in increased unplanned urban and rural expansion, which has resulted in high demands for land acquisition for house construction and occupation by squatting.
- **Agriculture expansion:** Shifting cultivation (slash-and-burn) is practiced on the WAP. Slash-and-burn farming is reported in the Sussex community of the Guma Dam catchment area and the Markobeh and Rogbelor communities of the Songo mangrove location. In addition, an estimated 1,000 ha of illegal marijuana plantations are located within the WAPNP.
- **Wildfire:** Accidental burning has been reported, originating from fires started by farmers to clear their lands and charcoal burners.
- **Wood-cutting for fuelwood and charcoal:** 86% of primary energy use in Sierra Leone is estimated to be woodfuel (79% in the form of fuelwood - typically firewood - and 7% as charcoal), with the remaining 13% originating from petroleum products and 1% from electricity[13]. Studies conducted in 2013 indicate that in Freetown, the primary cooking fuel for 73% of the households was charcoal, followed by firewood for 26% of the households[14]. The demand for charcoal by Freetown households is estimated to be about 400 grams of charcoal per capita per day. Significant and sustained population growth at 2.2% per year implies that a greater amount of energy will be required[15]. Furthermore, since charcoal is preferred over firewood in urban environments, consumption of charcoal is likely to continue its upward trend. And since charcoal burning involves higher consumption of wood in relation to direct firewood burning, this implies an even greater demand on the forest resources. In addition to its use as domestic cooking fuel, charcoal is extensively used by small and medium-size enterprises, including restaurants, fish driers, and gari and cassava processers.
- **Wood-cutting for construction materials:** The construction industry has grown dramatically since the civil war, leading to an increase in demand for burnt bricks, tiles, and other construction materials that require wood. Trading in wood has increased with this increase in demand. Restaurants and institutions such as schools, prisons and military barracks, are large consumers of wood and charcoal. In the project sites, communities derive a range of products from the forest (Annex 14, Table 6-1).
- **Sand and rock mining for construction:** Sand and rock is being mined increasingly for construction purposes, especially along beaches and riverbeds, posing increasing threats to riverine and coastal systems.
- **Hunting:** Illegal hunting in the WAP forest and its buffer zones (mainly by inhabitants of communities on the peninsula) is impacting populations of targeted species including birds, duikers, monkeys, and chimpanzees.

Environment Division, Youyi Building, Brookfields, Freetown, Sierra Leone. February 2018

[13] UNDP (2012). National Energy Profile of Sierra Leone. United Nations Development Programme. Retrieved from http://www.sl.undp.org/content/sierraleone/en/home/library/environment_energy/national_energy_profile_sierraleone.html

[14] Bess and Koroma, 2014: Support to the Sierra Leone Ministry of Energy with the Preparatory Phase of a Household Cooking Energy Plan: http://www.worldagroforestry.org/downloads/Publications/PDFS/RP16053.pdf

[15] A study in Dar es Salaam showed that for 1% increase in urbanization, there is an increase of 14% in charcoal use - World Bank (2011). Wood-based biomass energy development for Sub-Saharan Africa—Issues and approaches. Africa Renewable Energy Access Program (AFREA), ESMAP.

- **Pollution:** Waste management systems and processes in Sierra Leone are extremely weak. The main Freetown landfill is situated in a former mangrove forest, resulting in continuous flushing out of waste during high tide and floods with coastal and marine habitats being inundated with plastic. An estimated 70% of households in Freetown and other large communities use pit latrines, 20% have a modern flushing system (cesspits) and 10% have no sanitation facilities (Annex 13). Untreated sewage is discharged directly into the Sierra Leone River Estuary through main sewer lines or outfalls[16]. In smaller settlements, 80% of inhabitants use beaches and mangroves as toilets (see Annex 13).
- **Invasive alien species:** At least 31 invasive species have been reported as potential threats to biodiversity in Sierra Leone, with the occurrence and spread of *Chromolaena odorata*, *Acacia mangium* and *Acacia auriculiformis* being considered nation-wide.[17]
- **Climate change:** Sierra Leone's National Adaptation Program of Action (NAPA, 2007)[18] reported that rainfall and temperature patterns experienced in Sierra Leone are changing. Although projections of mean annual rainfall averaged from different climate model predictions show a wide range of changes in precipitation, all indicate a trend towards overall precipitation increase, particularly during the months of July, August and September and October, November and December. Regional trends, indicated by the IPCC AR4[19], also anticipate that climate change will result in increased rainfall variability, frequency, and intensity of extreme weather events, including Sea Level Rise (SLR) and higher storm surge risks within West African Coastal regions. The Second National Communication (2012)[20] cited records of extreme rainfall events, extensive coastal flooding throughout the country and severe and extensive coastal erosion along the coastline. Overall, the impacts of climate change, coupled with coastal landform variability and biophysical process variance from location to location is likely to have considerable negative effects on fishing, tourism, human health, water resources and subsistence farming. According to a report by Karim and Okoni-Williams (2007) produced for the NAPA, climate change has the potential to distort a range of ecosystem processes that may lead to permanent changes to bird diversity and bird habitat in future.

Inter-relationship with poverty reduction (national): UNDP's Country Programme Document for 2020-2023 notes that the rate of income poverty in Sierra Leone was 57 per cent in 2018 (rural: 72.4 per cent; urban: 41.2 per cent) compared to 52.9 per cent in 2011. It notes further that poverty persists primarily because of four interdependent drivers, one of which is recurrent disasters due to increasing vulnerability to climate change-related stresses. Sierra Leone ranks 155 of 180 countries in the 2018 Environmental Performance Index, with the low performance largely due to unregulated negative practices and limited capacity to adapt to climate change and recover from disasters. Recognizing this, the country programme focuses on "sustainability and inclusive local economic development" as one of two inter-related clusters that specifically focuses on the nexus between reducing environmental vulnerability, building disaster resilience and poverty eradication. Reducing environmental vulnerability includes aspects such as rehabilitating and protecting mangrove ecosystems, reducing deforestation and land degradation, managing the use of community natural assets and supporting sustainable livelihoods.

Inter-relationship with poverty reduction (WAP landscape): The detailed socio-economic assessment carried out during the PPG phase (Annex 14) shows that in the WAP landscape addressing the problems of deforestation and land degradation is important in terms of poverty reduction. The WAP landscape has experienced major population growth due to large-scale migration from other regions of the country during and after the eleven-year civil unrest. The Western Area District population stands at 1,500,234 inhabitants (rural: 444,270, urban: 1,055,964), with a

[16] Fifth National Report to the Convention on Biological Diversity by Environmental Protection Agency – Sierra Leone -2015

[17] Fifth National Report to the Convention on Biological Diversity' – Environment Protection Agency – October 2014

[18] Ministry of Transport and Aviation, 2007.National Adaptation Programme of Action. Final Draft. 108p.

[19] IPCC (2007b) Summary for Policymakers. In Climate Change 2007: The Physical Science Basis. Contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change. (eds. Solomon, S., Qin, D., Manning, M., Chen, Z., Marquis, M., Averyt, K.B., Tignor, M. and Miller, H.L.). Cambridge University Press, Cambridge.

[20] Global Environment Facility (GEF) and United Nations Development Programme (UNDP). Sierra Leone Second National Communication, December 2012. 245p.

growth rate of 2.3%[21]. This growth is currently evidenced by the large-scale destruction of forests for settlement and activities for economic purposes. One of the contributing factors is that the majority of the population largely depends on forest resources notably timber and non-timber products for subsistence livelihood; these resources will always be accessed by mostly the unemployed inhabitants. Nationally, approximately 70% of youth were underemployed or unemployed in 2017; 63% of the population is below the age of 25 years. Findings from the socio-economic assessment revealed that poverty is evident in the surveyed communities because unemployed inhabitants are dependent on the forest resources, they are unable to save from their earnings after their expenditures, and the main assets owned by majority of the surveyed households are basic household effects (bed, chair, table, radio, mat, wonder stove, etc.).

The Covid-19 pandemic: Sierra Leone, like many other nations around the world, was affected by the Covid-19 pandemic from March 2020 onward. The already fragile economy was hard hit. With almost half of its population falling under the youthful bracket, coupled with high levels of unemployment and unemployability among the workforce, the socioeconomic impact of Covid-19 seems to be graver on the country's young people. Worsened by increase in rural-urban migration, the Western Area harbors a large population of vulnerable youth who are commonly found working in the informal sector that has been destroyed by Covid-19.[22] Prior to the crisis, Sierra Leone was one of the fastest growing countries in Africa (projected growth of 5.4 percent in 2019). However, it is likely that 2020 economic growth will be less than the pre-COVID-19 estimates of 2.3–4.0 pp. The outlook is predicated on a contraction of about 12 to 16 percent of GDP in the service sector as travel restrictions, flight cancellations, and quarantine measures reduce tourist arrivals and hotel occupancy to almost zero. Because the local food production system is labor-intensive, the increased labor isolation due to the pandemic could cut into food production, slowing growth in agriculture[23]. At the same time, effectively and equitably managed systems of protected and conserved areas can be part of a response to the pandemic that both lessens the chance of a recurrence of similar events and builds a more sustainable future for people and nature.[24] The pandemic thus presents an opportunity for the project to take these considerations into account in its efforts to promote sustainable land management that also generates socio-economic benefits for the people of the WAP landscape.

II. STRATEGY

2.1 Long-term vision

The desired long-term vision is to address the above-described threats and safeguard the ecological functionality and biological productivity of the Western Area Peninsula landscape, in order to meet multiple objectives such as biodiversity conservation, carbon storage, and watershed services, as well as to support resilient economic development, agricultural production and livelihoods, and contribute to land degradation neutrality objectives. This can be achieved through the adoption of an integrated landscape management (ILM) approach that balances the different stakes and needs of target stakeholders[25], and by actively engaging in an inclusive, gender-sensitive and collaborative process to identify and implement long-term shared objectives and strategies for sustainable utilization of the landscape.

[21] 2015 Population and Housing Census, Statistics Sierra Leone

[22] https://www.sl.undp.org/content/sierraleone/en/home/presscenter/articles/covid-19/livelihoods-support-for-vulnerable-youth-enhances-social-mobiliz.html (accessed on 23 July 2020)

[23] World Bank. Macroeconomics, Trade and Investment Global Practice. Sierra Leone Economic Update: The Power of Investing in Girls. June 2020| Edition No 3.

[24] Hockings et. al. Parks Journal. Volume 26.1. May 2020 available at https://parksjournal.com/wp-content/uploads/2020/06/Hockings-et-al-10.2305-IUCN.CH .2020.PARKS-26-1MH.en -1.pdf (accessed on 23 July 2020)

[25] Stakes include protection of biodiversity, agricultural production, provision of ecosystem services, landscape beauty, identity and recreation value, local livelihoods, human health and well-being. Stakeholders include current and future policy makers, communities (men, women and the youth) dependent on natural resources of the landscape, conservationists, private sector/business intending to create wealth and jobs from the natural resources of the WAP.

2.2 Key past and ongoing interventions

The Government of Sierra Leone is working with development partners to address biodiversity conservation and land degradation concerns. Some of these are particularly relevant to supporting different aspects of the long-term vision for the WAP landscape articulated above. For example, nationally, advances have been made on the National Land Policy, LDN voluntary targets have been set, various development partners are supporting skills-development and agro-processing value chains in different provinces, etc. These are described in the table below.

Table 1: Baseline programs (listed by substantive focus area of the proposed project)

Baseline program	Partner	Description
Systemic and institutional capacities for ILM in WAP		
National Land Policy (NLP) reform process (US$ 30 million; 2012-2030)	MLHE supported by UNDP, FAO, WB and other partners	The NLP reform process was initiated by UNDP in 2010 resulting in its adoption by cabinet in November 2015, together with an implementation strategy (developed in line with the VGGT with support from FAO). As part of constitutional reforms, MLHE is spearheading the incorporation of changes to the Constitution to reflect the new policy. The new NLP[26] aspires to move the country towards a clearer, more effective and just land tenure system that caters to social and public priorities but that also stimulates investment and development. The specific objectives of the Land Policy are: a) To clarify the complex and ambiguous constitutional and legal framework for sustainable management of land resources; b) To promote law reforms that will further harmonize the two separate jurisdictions of the current land tenure system; c) To ensure the security of tenure and protection of land rights to all landholders, regardless of their form of land tenure; d) To define, streamline and harmonize the complex land tenure regimes in Sierra Leone; and e) To promote equitable access to land. The policy will harmonize the currently separate land tenure systems and will for the first time provide for the mapping, titling and registration of customary tenure. The policy recognizes the challenge of equal access to land under customary tenure particularly for women. It stipulates that all land tenure systems should eliminate discrimination in access, ownership and transmission.
Improving Governance of Tenure of Land, Fisheries and Forests (2017-2019; US$ 1.6 million)	FAO with funding from German govt.	The project assists the country to put the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) principles into practice. VGGTs promote secure tenure rights and equitable access to land, fisheries and forests, with the overarching goals of achieving food security for all, while supporting the progressive realization of the right to adequate food. In Sierra Leone the project has focused on identifying and protecting customary tenure rights and has led to key results such as: the new National Land Policy includes the full set of VGGT principles; the Government is using VGGT as the main reference document for tenure governance reform in Sierra Leone by screening acts and bills from a VGGT perspective; a national plan for community-based forestry management, which makes strong reference to VGGT, has also been developed, based on an inclusive consulting process across the country; and a VGGT-sensitive implementation plan for the new National Land Policy has been developed, with technical support from FAO. This places specific focus on strengthening land administration and capacities for effective land use management throughout the country. The main lessons learned from Sierra Leone are that political buy-in, strong will for partnership and collaboration and a range of different initiatives aimed at placing local people in the driver's seat, are all components that have contributed to strong national ownership of the implementation process. The experience in Sierra Leone shows how VGGT not only serves as a catalyst for countries to improve governance of tenure, but how fully embracing the VGGT principles can inspire stakeholders from different sectors and levels to engage in the process of building more inclusive, transparent and democratic tenure systems.
The Land Degradation	UNCCD	The Government of Sierra Leone has expressed its commitment to set voluntary Land

[26] The specific objectives of the Land Policy are: a) To clarify the complex and ambiguous constitutional and legal framework for sustainable management of land resources; b) To promote law reforms that will further harmonize the two separate jurisdictions of the current land tenure system; c) To ensure the security of tenure and protection of land rights to all landholders, regardless of their form of land tenure; d) To define, streamline and harmonise the complex land tenure regimes in Sierra Leone; e) To promote equitable access to land

Baseline program	Partner	Description
Neutrality (LDN) Initiative (LDN target setting process – TSP – started in July 2016)		Degradation Neutrality (LDN) targets. The LDN Target Setting Process (TSP) started in July 2016 and is guided by a Technical Working Group (TWG) with representation from a range of stakeholders. In the TSP, baselines indicating the current status of land degradation were established from default data. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the NAP has been conducted from the LDN perspective with the objective of establishing linkages between the NAP and the LDN goals. The TSP assessed trends and drivers of land degradation in Sierra Leone, using data obtained mainly from the default data provided by the UNCCD programme. The TSP identified and established hotspots of degraded areas using the three LDN indicators of Land Cover, Land Productivity Dynamics and Soil Organic Carbon content. The hotspots were verified and validated in a national workshop, which included members of the TWG. The hotspots provided useful guidelines in establishing baselines of land degradation, from which the national voluntary targets were set. The national voluntary targets, while awaiting validation by a national stakeholder conference, have already been shared amongst key stakeholder institutions such as the SDG secretariat and the national statistics office, Statistics Sierra Leone. Some of the leverage opportunities have been achieved. These include, obtaining a Governmental High Level Note on the LDN from the Minister of Lands, Country Planning and Environment, Statistics Sierra Leone accepting to include the national voluntary targets in their environmental statistics, activities in the roll-out programme of the new land policy being strongly linked to the identified national voluntary targets, and the SDG secretariat has accepted to integrate the national LDN targets that have been identified by Sierra Leone's TSP into its SDG 15.3.1. The TSP proposed the development of a proposal for an LDN Transformative project to GEF in order to harness funds from the STAR GEF-6 allocation to Sierra Leone, and strong support to the EPA, the NPAA and other national NGOs to attain accreditation from the Green Climate Fund and the Adaptation Fund as strategies towards the design of an LDN transformative project in Sierra Leone.
Demonstration of ILM, SLM, and FLR		
Management of the WAPNP (ongoing; SLL 1 billion are budgeted each year)	NPAA	Government of Sierra Leone provides support to the WAPNP, namely by paying salaries of the staff of the National Protected Areas Agency involved in the WAPNP management.
West Africa Biodiversity and Climate Change (WA-BiCC) program (US$48.9 million; 2015-2020)	USAID / national WA-BiCC team	WA-BiCC addresses drivers of natural resource degradation to improve livelihoods and natural ecosystems across seven countries in West Africa (ECOWAS), including Sierra Leone. The program focuses on three areas: i) Combatting Wildlife Trafficking, where it facilitates the revision and operationalization of national and regional policies, laws and regulations on wildlife; ii) Improving Coastal Resilience in West Africa: supporting integrated planning by strengthening capacity of local, national and regional frameworks to generate and use climate information in coastal planning, support the National Adaptation Planning process, and pilot and scale up coastal proven adaptation strategies. iii) Reducing deforestation, degradation and biodiversity loss in key forests. In Sierra Leone, WA-BiCC activities include biodiversity assessments and conservation measures. The program works through the core regional partners namely, Economic Community of West African States (ECOWAS), Mano River Union (MRU) and the Abidjan Convention.
Sierra Leone Agro-Processing Competitiveness Project (US$ 10 million; 2018-2023)	World Bank	The objective of this project is to improve the business environment in the agribusiness sector and increase productivity of targeted agro-processing firms. The project has three components: (i) Promoting the enabling environment for agro-processing sector competitiveness and growth of agribusiness firms; ii) firm-level support to increase productivity and strengthen competitiveness of agro-processing firms and SMEs in selected value chains; and iii) provision of matching grants to SMEs.
Sierra Leone Skills Development Project (US$ 22 million; 2018-2023)	World Bank	The objective of the project is to increase access to demand-led skills training and build the foundations for a demand-led skills development system in Sierra Leone. The project has a Skills Development Fund, which aims to increase access to demand-led skills upgrading in Sierra Leone. Through the Skills Development Fund, the project supports skills demand and supply through two corresponding windows. Window 1

Baseline program	Partner	Description
		targets selected training institutions that wish to improve the relevance and quality of their training programs and to introduce new short-term courses for out-of-school unemployed and underemployed youth, with a focus on girls. Window 2 targets businesses in productive sectors (agriculture/agro-processing, fisheries, mining/extractives, construction, and tourism) that need to address skills gaps to expand production and markets or to upgrade their production process.
Smallholder Commercialization Program (US$ 56 million; 2011-2019)	MAF, IFAD	The objective of the program is to empower the rural poor to increase their food security and incomes on a sustainable basis. Specifically, it aims to reduce the gap between national rice production and demand and increase farm incomes by 10 per cent for direct beneficiaries. The program focuses on smallholder agricultural commercialization; small-scale irrigation development; access to rural finance; and, coordination and management.
Rural Finance and Community Improvement Program – Phase II (US$ 47 million; 2013-2022)	MAF, IFAD	The goal of the program is to reduce rural poverty and household food insecurity on a sustainable basis, including by strengthening and expanding the rural finance system. It supports gender mainstreaming, women's empowerment and youth, ensuring maximum participation by these vulnerable groups in Program activities. It provides products tailored to the needs of women and youth by the community banks and has supported the adoption of a gender action learning system. It has also established quotas for participation of women and youth in program activities, and promoted literacy and numeracy training for women's saving and borrowing groups.
Promoting youth employment through local economic development (2016-2020)	MLSS, GIZ / BMZ	Led by the Ministry of Labour and Social Security, this project aims to sustainably improve employment and income situations for young people engaged in agriculture and working in micro, small and medium-sized businesses (MSMEs). The project is active in the districts of Koinadugu, Kono and Kailahun, which include some of the poorest areas of the country. Its multifaceted approach addresses capacity support for partners, youth development, agriculture value chains, and private sector engagement.
BRAC Sierra Leone program (Longer-term)	BRAC	BRAC supports integrated approaches to development with programs on agriculture, food security, and livelihoods, health, nutrition, and water and sanitation, empowerment and livelihood for adolescents, targeting the ultra-poor and microfinance. BRAC has the largest microfinance portfolio in the country, covering 11 districts out of 16 with 31 branch offices across the country. It provides access to credit to people through two main components: a group-based microloan facility targeting women (100%), and an enterprise loan targeting both male and female small-scale entrepreneurs. Under its Agriculture and Livestock Program, BRAC conducts farmers' training, establishes demonstration farms, provides input support to farmers, creates access to markets and improves sustainable farming techniques to improve the agricultural production and productivity.
Sierra Leone Energy Strategic Plan (est. US$ 10 million; 2009-2025)	Ministry of Energy and Water Resources	Under objective three of the strategic plan the aim is to improve the efficiency of energy use. To meet this objective, the Government, through the Ministry of Energy and Water Resources will: i) promote the use of energy efficient equipment and technologies; ii) promote the development and introduction of improved fuel-saving kerosene, charcoal and wood stoves; iii) run an awareness campaign to sensitize consumers to the importance of energy efficiency. The initiative aims to protect the environment, including through use of low carbon and renewable energy resources and the application of clean technologies, including by: i) promoting improved cook stoves; ii) promote widespread use of LPG.
Financing of ILM, SLM, and FLR		
Gola Rainforest National Park (GRNP) REDD project Long-term US$ 10 million	NPAA, RSPB, with EU funding	The Gola Rainforest National Park project is the first REDD+ project in Sierra Leone. Covering about 70,000 hectares of Upper Guinea forest, the project works with seven Chiefdoms to strength forest management, linked to carbon credits. The project focuses on three key areas: i) strengthening policies and regulations for the conservation and effective management for the GRNP; ii) Education, capacity building, land use planning and activities to advance sustainable natural resource management by communities; iii) Research and monitoring. The aim is to create a long-term sustainable financing source for the park through REDD+; until carbon revenues become available the RSPB will support on-going conservation

Baseline program	Partner	Description
		management actions.
Knowledge management, gender mainstreaming, M&E		
Decision Support for Mainstreaming and Scaling Out SLM (DS-SLM) (2015-2019)	FAO, GEF	FAO has developed a methodological framework for Decision Support for Mainstreaming and Scaling Up SLM from national to local landscape levels. The Decision Support Framework (DSF) offers a detailed description of activities, tools, and methods that are available for use and adaptation by different countries to facilitate SLM Decision-Making. DSF is currently being applied and tested by FAO with GEF funding in 15 countries. It enables stakeholders to make informed decisions on mainstreaming and scaling up SLM by providing knowledge, understanding, and analysis of the effects of land use change and management, effectiveness of SLM responses, and evidence on the reasons why it is crucial to invest in SLM. Priority SLM strategies are evaluated and selected through a compilation of knowledge and analysis of experiences, and shared through the World Overview of Conservation Approaches and Technologies (WOCAT) online platform[27].
African Landscapes Action Plan	NEPAD	The African Landscapes Action Plan is an initiative led by NEPAD, which aims to mobilize partnerships and resources to put into place the principles of ILM at the Africa-wide scale. NEPAD is working with partners led by the Landscapes for People, Food and Nature Initiative, which is an international collaborative initiative of knowledge sharing, dialogue and action to support integrated landscape management. NEPAD has identified the following priority actions for advancing the ILM agenda in Africa: (i) Governance: identify multiple forms of governance and management that are part of the experimentation and innovation around landscape governance; (ii) Policy: define coherent and inclusive subnational and national policies, laws, and regulations need to operate cross-sectorally in order to break government actors out of their silos and promote scaled-up landscape-scale collaborations; (iii) Business/Finance: render integrated landscape management activities attractive to the private sector (both national and international) by legally protecting and guaranteeing investments so that they can efficiently yield public goods and private financial returns while mitigating investment risks; (iv) Research: Enhancing integrated, multi-disciplinary, and Africa-focused scientific research to better understand the complexity of African agricultural landscapes and make them more productive, sustainable, and inclusive; (v) Capacity Development: map out and address capacities required to work from a landscape perspective requires a broad spectrum of capacities.

2.3 The projected baseline scenario

The above described programs form an important foundation of work from which this project can learn lessons and adapt good practices for the WAP landscape. However, in the business-as-usual scenario it is unlikely that these disparate initiatives with their very relevant experiences and lessons will coalesce under the umbrella of a landscape-scale effort to conserve and sustainably manage the WAP landscape. The project can, thus, add value to these baseline programs by promoting a landscape-scale ILM approach that is tested/piloted in the WAP landscape. This forms the core of the project strategy but to implement it will require the removal of some key barriers to change that are described below.

2.4 Barriers to change

There are four main barriers to realizing the long-term vision of integrated land management at a landscape scale, wherein the landscape is characterized by multiple uses as is the case in the WAP. These are: (a) Insufficient systemic and institutional capacity for adequate management of the multi-use landscape; (b) Insufficient demonstration of on-the ground integrated land management practices in the WAP multiuse landscape; (c) Insufficient financing to

[27] WOCAT https://www.wocat.net/en/projects-and-countries/projects/ds-slm

support biodiversity conservation and environmentally sustainable land management; and (d) Weak knowledge management and gender mainstreaming.

Barrier 1: Insufficient systemic and institutional multi-level capacity for governance and management for sustainable production in multiple-use landscapes

Sierra Leone lacks an effective mechanism to enable collaborative, transparent development and implementation of ILM plans to govern sustainable production in multi-use landscapes, including the WAP. Technical institutions, private sector, community groups and civil society do not have sufficient information on ecosystems services and the impacts of various management options; furthermore, they have inadequate capacity to generate such information and utilize it in the planning process. The policy environment is not yet conducive for cross sectoral integration of ecosystems services and biodiversity conservation. This set of sub-barriers is described in detail below.

Weak policy framework

A range of sectoral policies and regulatory frameworks exist in Sierra Leone that deal with natural resources (forestry, wildlife, minerals, fisheries, etc.) management, protected area system management and biodiversity conservation and affect the WAP landscape. Two key instruments, namely the National Environment Policy (NEP) and the National Environmental Protection Act (NEPA), were enacted in 1994 and 2000, respectively, to cover environmental management in the country[28]. Other important legislative actions related to sustainable land and natural resource management are the National Environmental Action Plan of 2002, the National Biodiversity Strategy and Action Plan (NBSAP), the Mines and Minerals Act and the Poverty Reduction Strategy Paper (PRSP)[29]. A comprehensive Land Policy was updated in 2015, and Cabinet has approved the Lands Commission Act (2018).

Despite the existence of important underlying legislative frameworks, several policies that are key to enabling successful ILM processes are outdated or inadequate. For instance, the Wildlife Conservation Act of 1972 does not reflect the advances in biodiversity conservation in the last forty years, nor international obligations. The draft wildlife conservation regulations of 1997 were not promulgated and do not reflect present conservation issues. Given that wildlife management was part of the forestry sector, Forestry legislation is important, but the Forestry Act of 1988 and its implementing Regulations of 1990 are not compatible with current forest or wildlife management approaches and principles. A key issue for the Forestry Division is that although trade in wood products has increased tremendously in the last few years, it frequently operates informally, with many activities taking place outside of the official regulation and fee structures stipulated by central government for the domestic forestry sector. It seems that many fuel wood and timber operators currently choose informal networks for their trade, not just to make their activities more profitable, but also in some cases just to make their trade viable. This situation is significantly a product of weaknesses in the current Forestry Act and Regulations, including misdirected – and sometimes unrealistic – regulations, taxes, and collection mechanisms, which need to be revised to reflect the rapidly changing nature of the trade, and to foster constructive relationships between Forestry Division and commodity chain actors.

A draft forestry and wildlife sector policy was prepared in 2010 but has not been adopted due to bureaucratic bottlenecks. There is no provision in the Mines and Minerals Act (2008) for the conservation of biodiversity or rehabilitation of abandoned mines, leading to massive degradation in the WAP. See Annex 13 for more details.

Some of the reasons why policies, regulations and Acts have not been reviewed include: i) MDAs not adequately mandated to undertake reviews; ii) insufficient funds to support the process; iii) lack of effective coordination among agencies; iv) absence of political will and capacity. The Wildlife and Conservation Act of 1972, Forestry Act, NPAA and CTF Act, and the Action Plan to Combat Desertification and Land Degradation of 2008 are currently under review, providing an opportunity for the project to ensure mainstreaming of ILM into the revisions.

[28] Leslie Blinker, Country Environmental Profile (CEP) Sierra Leone, 2006

[29] Capacity Building for Sustainable Land Management in Sierra Leone, UNDP 2008

Lack of cross-sectoral dialogue and overlapping institutional mandates

Policy deficits are exacerbated by weak multi-sectorial dialogue and coordination between bodies and institutions that share forest and land management responsibilities (e.g. EPA, NPAA, MLHE, MAF, MTCA), resulting in overlapping of responsibilities, lack of integrated policies and insufficient long-term planning. Overlaps and conflicting mandates, especially over land matters have led to low transparency in land planning processes and issuance of permits for construction/mining/agriculture (see Annex 13). For instance, the MLHE issues land permits without reference to the Forestry Division of the MAF or the NPAA. Although the MTCA collaborates with MLHE, the EPA and the NPA in managing tourism sites and conducting evaluation exercises, there are conflicts between MLHE and MTCA, particularly with regard to the issuing of building permits. The present obliqueness of these processes increases corruption risks and hampers adequate coordination and implementation of ILM. There is no legal coordination framework that guides or directs the functionality of institutions working on ILM. Stakeholder dialogue is therefore sectoral in nature and there is a lack of multi-sectoral and inter-institutional dialogue and decision-making mechanisms involving government and key stakeholders, including the productive sector.

There are coordination weaknesses between national institutions and lower level governance structures – provincial, district and chiefdoms, and among these levels. There is no mechanism to promote collaboration between local authorities and communities (Box 1) in monitoring and surveillance processes, and there are gaps in participation of women in decision making spaces. Although several formal and informal coordination mechanisms exist, they are not comprehensive, do not take into consideration ILM issues and have limited capacity for coordination, in particular involving local communities, civil society and the private sector. The following issues are hampering coordination: (i) conflicting institutional mandates or no clear distinction between institutional responsibilities; (ii) insufficient allocation of financial resources to relevant MDAs; (iii) limited information and data sharing among MDAs; (iv) conflict over ownership of operational areas; (v) inadequate consultation with local resource users.

Box 1: Local level governance structures

In the Western Area, local administration is supported by a traditional system comprised of tribal headmen, selected through consultations with elders and opinion leaders of the tribe and then endorsed by the President, and village headmen who are democratically elected and provide village representation. The tribal headmen advise on matters concerning their specific ethnic group and once in position, rule for life. However, at the community level, most natural resources – farmland, fishing grounds, mangroves, other forests, and sand – are considered open access. During an assessment undertaken by WA-BiCC[30], less than 10% of the respondents mentioned traditional or government restrictions, with the highest being traditional restrictions for farmland. This view of natural resources as essentially open access may influence behaviors around resource capture and offer little incentive for conservation and sustainable management. Nevertheless, each village has a community or village council, responsible for day-to-day administration of the community/village. A village council has 6-8 members: Headman with a Deputy, Secretary, Treasurer, Public Relations Officer, Chairlady, youth leader (male & female), and 2 elders (male & female). Council members are not elected by the villagers/community members except for the Headman, who is elected during the national council elections. Council tasks include daily administration, decision making; dispute resolution; ensuring peace; implementation of development projects; and/or serve as representative between community & government. Lack of financial resources, institutional capacity and transparency are mentioned as main constraints affecting the functioning of the village/community council.

Capacities

Governance bodies do not have sufficient capacities for transparent land use planning and public and administrative management, and enforcement capacities are low. Critical capacity gaps were identified in key institutions responsible for issues relevant to environment and natural resources management: EPA, NPAA, MLHE, the NWRMA and the MTCA (Annex 13). In addition to difficulties presented by outdated policies and weak coordination with other institutions, institutional functioning is hampered by insufficient human resources, including issues related to numbers of staff and their TORs as well as the need for further upgrading and updating of staff knowledge. Funding is a key challenge because natural resources are not treated as a development priority in the country's budgeting

[30] Trzaska, S., A. de Sherbinin, P. Kim-Blanco, V. Mara, E. Schnarr, M. Jaiteh, P. Mondal. (2018). Climate Change Vulnerability Assessment in Mangrove regions of Sierra Leone: Long Version, Report published under the USAID West Africa Biodiversity and Climate Change (WA BiCC) project. Palisades, NY: Center for International Earth Science Information Network, Columbia University. Download from: http://www.ciesin.columbia.edu/wa-bicc

processes. Law enforcement remains a critical challenge, partly also due to inadequate funds and shortage of sufficiently skilled staff. This reduces the effectiveness of: (i) the NPAA to directly manage and oversee the management of PAs in the Western Area Peninsula Protected Areas Complex; (ii) EPA for environmental monitoring and compliance; (iii) MLHE for facilitating transparent decision-making processes in land use decisions; (iv) NWRMA for supporting restoration and protection of watersheds; and, (v) MTCA for effective management of tourism activities within PAs and their surrounding areas. The results of the Capacity Assessment along with the UNDP Capacity Scores is summarized below.

- Capacity to formulate and implement policies/legislations and strategies to ensure sustainable and integrated landscape management: Seven of the fourteen institutions reported a capacity score of between 50 and 60%. The rest scored themselves below 50%. Many cited outdated policies and inadequate updates on skills for the many qualified staff members (many skilled staff members need further training to upgrade and update their knowledge for effective implementation of ILM in the WAP). They also cited inadequate political will and legal support to effectively implement policies; funding is cited as a key challenge because natural resource is not treated as a development issue in the country; law enforcement is weak, with limited buy-in for partnerships in enforcement. This is exacerbated by conflicting mandates particularly in terms of control.
- Capacity to engage and build consensus/partnerships to ensure sustainable ILM for the WAP: Only three (MLHE, EPA and CEFCON-SL) out of fourteen institutions reported a capacity score of 50%; all others scored below 50%. They reported limited political will and commitment to collaborative management; lack of a lead institution to spearhead collaborative effort with partners working in isolation and in some cases, on an *ad hoc* basis. They also reported inadequate training on staff integrity; and inadequate clarity on roles and responsibilities of MDAs.
- Capacity to mobilize information and knowledge for the effective adoption of ILM for the WAP: Ten institutions out of fourteen reported a capacity score of 50%; the rest scored themselves below 50%. They reported weak skills in generating up-to-date information on ecosystems, natural resources and conservation; lack of such updated information; inadequate skills for GIS and inadequate use of modern technologies to mobilize information; inadequate political support to modernize use of information in planning and hence systems that militate against information and knowledge sharing among stakeholders.
- Capacity to monitor, evaluate, report, identify gaps and challenges, measure impact for ILM for the WAP: 10 out of 14 institutions reported a capacity score of 50-55; the rest scored below 50. They reported limited skills in M&E, poor M&E systems, resistance to change by institutions particularly the adoption of Results Based Management (RBM); reporting systems that do not function properly; weak co-management; and in most cases, inadequate team work among institutions on collaboration in carrying out robust M&E.

Evidence-based decision-making

Spatial information, such as maps of important areas for biodiversity, agriculture and hydrology, is essential to plan strategically for a multi-functional landscape and can help stakeholders to foresee and understand implications of potential trade-offs. These are particularly useful in determining priority landscape and livelihoods investments, critical to finding courses of action that are both acceptable in the near-term, and sustainable in the long-term. There is however very limited application of spatial planning tools in the WAP. The country has reasonable GIS systems but limited capacity for its use to support ILM. The Natural Mineral Agency (NMA) Geodata and Information Management has a modern GIS system and provides a range of GIS services to customers in both the public and private sectors (related to mining in general)[31]. Other institutions with GIS capacities include the MLHE, EPA, Fourah Bay College (FBC), NMA, the Development Assistance Coordinating Office (Ministry of Finance) and Statistics Sierra

[31] The unit has produced a range of maps, including; Geology and Mineral Map of Sierra Leone (@ 1:250,000 Scale, Available in 4 Sheets), Mineral Rights Map (Lease Map) of Sierra Leone (showing all mineral rights licenses in the country); Strategic Mineral Map of Sierra Leone (showing locations of proven mineral deposits in the country); Client Specific Licence Map with Topographical Background, Mapping of Clients Coordinates (we prefer coordinates being supplied in electronic format); other specific maps requested by clients.

Leone (SSL). Despite the existence of GIS systems, there is hardly any application of the technology in natural resources monitoring and planning processes, in particular for the formulation of ILM (Annex 13 for more details). In general, sustainable development decision-making mechanisms remain hampered by inadequate spatial information about ecosystem services, conservation and restoration opportunities, and the interactions between social, economic, and environmental forces shaping land use change in the WAP.

Barrier 2: Insufficient demonstration of on-the ground integrated land management practices

The consequence of the barriers described above (insufficient capacity and coordinating mechanisms to foster collaborative planning, markets and policies that fail to incentivize ILM) have led to inadequate demonstration of an ILM model functioning on the ground, implemented in a gender-responsive manner. The concept of ILM in itself may seem rather complex, making a demonstration of its functioning necessary in order to generate buy-in and support. It is important to demonstrate practical ways of managing the ecological, social and economic interactions, using the WAP as a pilot to deliver positive synergies among interests and actors, mitigating negative trade-offs, and deliver benefits to all relevant stakeholders, in a gender-responsive manner.

There is a need for on-the-ground demonstration of ILM practices in the WAP, including: (i) improving biodiversity management by increasing the management effectiveness and financial sustainability of the WAP National Park; (ii) identifying and increasing areas under protected management such as the mangrove ecosystem, involving communities in the management of the protected areas under co-management arrangements; (iii) improving agricultural practices in the buffer zones to increase food production without encroachment into the forests; (iv) identifying and introducing sustainable local economies through alternative income generating options to serve as incentives for embracing ILM; and (v) agreeing on a WAP forest restoration program and creating champions for driving its implementation.

While the above are straightforward interventions, the conditions for their adoption in the WAP are missing. For example, the existing management plan for WAPNP does not include a buffer zone and is insufficient on its own as a tool for protecting the area's biodiversity across the landscape. The mangrove areas, including those under the Ramsar status of globally important wetlands, remain unprotected in the framework of national legislation and management. Communities are not adequately engaged in co-management of the mangroves under protected management. There are no studies examining how existing legislations and policies affect local level sustainable management of mangrove forests, especially involving communities in protected areas management. There is no guidance on how national level legislation on natural resources should be applied to guide community engagement in the sustainable co-management of mangroves, with economic benefits accruing to the communities. In addition, the implementation of the existing management plan for the WAPNP is weak and capacity to expand the network of PAs within the landscape based on their biological value is not in place.

Forest landscape restoration (FLR) and SLM present a viable alternative for smallholder farmers to meet market demands in a sustainable manner, while enhancing their resilience to climate change and strengthening ecosystem services at a landscape level. Although a large array of SLM and FLR innovations exist, many developed by smallholder farmers, the extension services that are critical for the scaling-up of these initiatives are often weak, and seldom knowledgeable or equipped to promote SLM and FLR innovations.

Increasing household incomes is hindered by the small scale of farming, limited production and marketing knowledge and capacity, underdeveloped value chains and inadequate market infrastructure, and limited access to finance. Youth are typically not interested in farming and tend to move to urban areas. The limited number of investors available are not sufficiently aware of opportunities for agro-processing and other investments (such as eco-tourism) in the areas, hence there are very limited investments in value chains. Other factors contributing to the limited interest by investors include lack of finance, limited comparable advantages (i.e. high cost and low quality) of local produce, scattered value chains and weak value chain linkages between lead firms, processors and farmers.

Local communities have limited awareness of the importance of ecosystems services in sustaining economic development and livelihoods, the impacts of unregulated land use and insecure tenure on the provisioning ability of the ecosystems, or their role in ensuring ILM. Consequently, unregulated urban and agricultural expansion, tourism development and small-scale mining continue to drive land degradation and threaten the integrity of the landscape

and its ecosystem services. There is thus little stakeholder participation in the coordinated implementation of environment-friendly developments in the WAP, especially in the buffer zone outside the WAPNP.

In general, the private sector does not have capacities nor incentive for sustainable use of natural resources, although some major mining companies operating in the country are gradually increasing capacity for reducing environmentally detrimental impacts of their operations. The capacity limitations within the private sector reduce the opportunities for public-private-partnerships in natural resources management. Until recently, no conscious efforts were made by government to include the private sector in NRM except in licensed exploitations.

Although communities around the WAPNP are governed by a local administration made up of a Headman, a deputy, a Secretary, a Youth Leader and a Chairlady, these institutions have inadequate skills and knowledge to engage with the formal institutions of NRM, and rarely engage with them.

Barrier 3: Insufficient financing to support biodiversity conservation and environmentally sustainable land management

Financing for PA management

Sierra Leone uses very few of the existing financing mechanisms that are available to fund PA management. Financing mechanisms in use include tourism charges, central government budgets, and donor funds, which collectively fail to provide adequate funding for effective PA management. On average, financial needs of the WAPNP are set at US$ 1.45 million per year. Most of the funding is through budgetary allocation. SLL 1 billion (US$ 116,959) is budgeted each year but, with the exception of direct payment of salaries for the NP staff, limited amounts are made available for the financing of activities stipulated in the PA management plan (15% of that amount dedicated to activities)[32]. Consequently, investments in sustainable management of the WAP landscape remain very limited. The potential for revenue generation through (eco)tourism and recreational activities within the PA remains largely untapped. Other than the Tacugama Chimpanzee Sanctuary[33] program that generates limited revenue (re-invested into biodiversity conservation), there is no clear tourism concession system or a payment for ecosystem services systems that directly contributes to the protection of the park. Therefore, the absence of bankable propositions for investments remains a critical impediment to private investments. This funding deficit has particularly affected finances for the WAPNP. Analysis on sustainable finances for PA management undertaken during the project preparation phase (Annex 15) reported an overall yearly average funding gap of USD 334,000 (Figures 1, 2 and 3).

Figure 1: Financial needs for managing the WAP National Park (Source: WAPNP Management Plan 2014-2018)

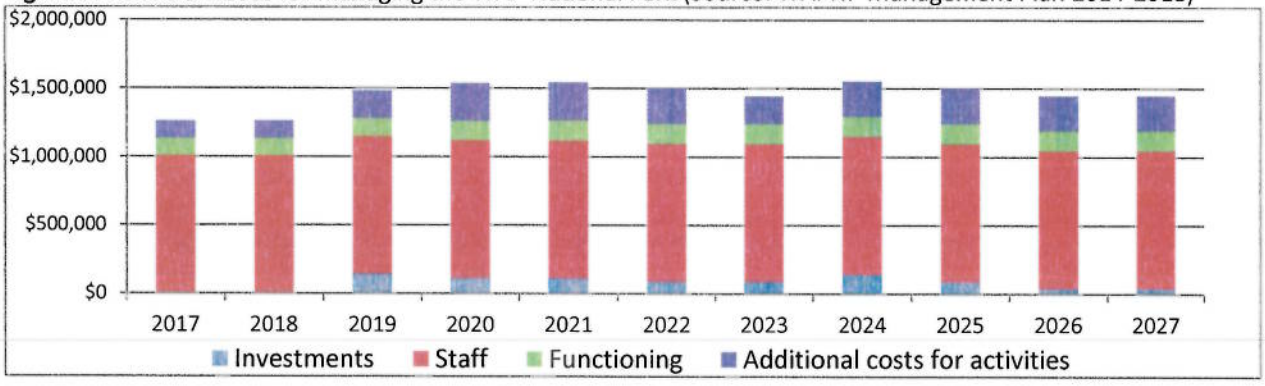


Figure 2: Projected Financial Requirements to Implement WAP National Park Management Plan

[32] Sustainable Financing and Investment Baseline Assessment Report; UNDP PPG assessment (Annex 15)
[33] www.tacugama.com

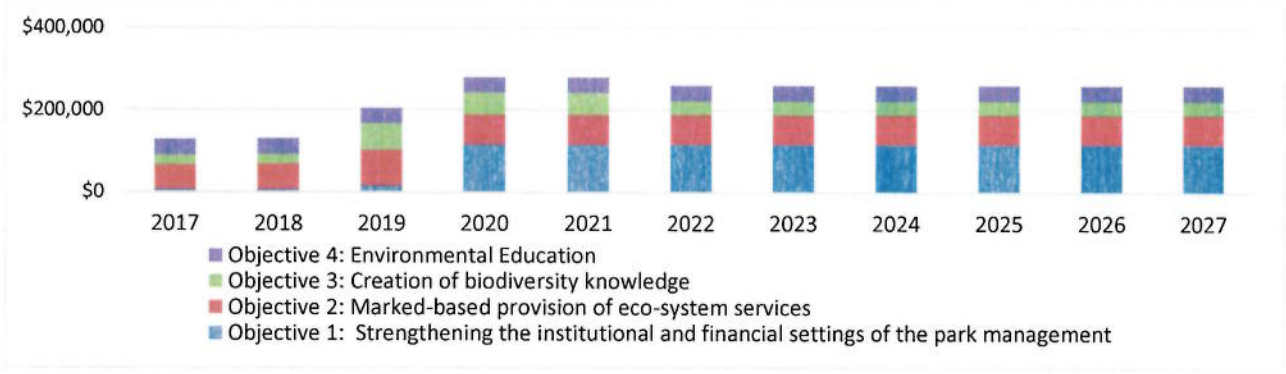
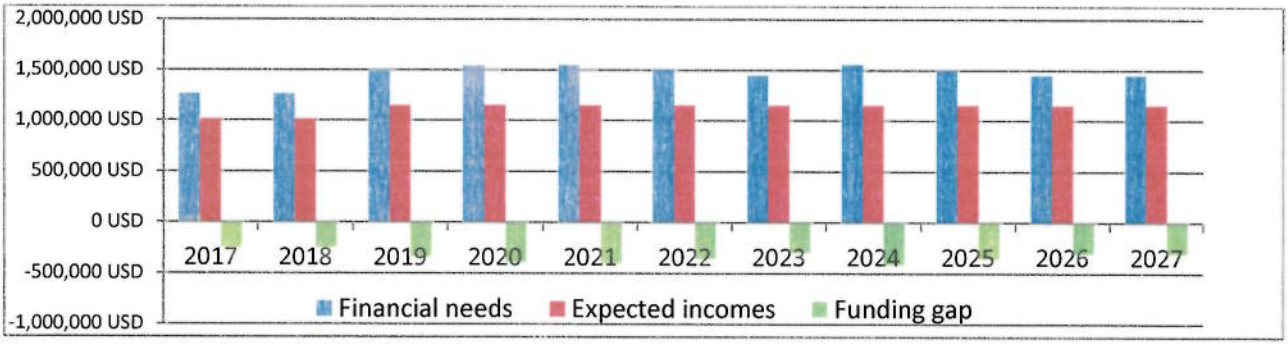


Figure 3: Projected Funding Gap for the WAP National Park



To mobilize additional funding, it is important for decision-makers to have the knowledge and appreciation of the value of biodiversity and ecosystem services provided by the landscape, and in the absence of this the results is limited prioritization of conservation in sector plans. In addition, the wide variety of products and services that can be derived from a sustainably managed WAP landscape are not yet understood nor properly valued. Land use decisions are therefore being made without this knowledge, increasing the likelihood of negative outcomes. For example, the fact that PA boundaries are unclear is already compromising current and future development of tourism due to encroachment in the WAP. Resulting from the unclear demarcation of political, administrative, and government and private property boundaries, there has been encroachment on public lands (forests and coastal areas) that have substantial potential to be demarcated for ecotourism purposes and contribute to generation of revenue for local and national development, while also conserving forests and biodiversity.

Financing for SLM, FLR in the wider landscape

Additional investment is needed to make land use environmentally sustainable, and able to meet increasing food demands while protecting forests and reducing emissions of greenhouse gases. For individual farmers or operations, degrading practices are often more profitable in the short term, especially for land users whose financial resources are insufficient to allow for the transition to more sustainable practices (such as more efficient energy sources, restraining from overharvesting fish breeding grounds, investing in improved agricultural practices rather than practicing slash-and-burn, etc.). Therefore, stakeholders require a policy and market-enabling environment to incentivize active participation with benefits accruing to all. Potential sources of funding for ILM/ SLM could include increased public investment, foreign direct investment, impact investment, climate finance, and conditional loans. Market incentives may include payment for ecosystem services; environmental and social certification standards, e.g., ecolabeling; and secure systems of use, access rights, and property rights for farmers and communities, usually achieved through decentralized government. There is a wide range of incentive mechanisms available and in use globally such as loans, subsidies, grants and rebates, applied to induce behavioral change in land managers and land users. While the government of Sierra Leone has made a decision to use land more sustainably and reduce land degradation, there has not been an analysis of how current capital and risk mitigation instruments could be affecting

the widespread and comprehensive uptake of sustainable practices, or how they can be applied to incentivize more sustainable use of land and natural resources in the country, including the WAP.

Barrier 4: Mechanisms for M&E, knowledge management and gender mainstreaming are lacking

There are insufficient mechanisms for systematic monitoring of critical ecosystem functions (biophysical factors), such as carbon storage, water quantity and quality and biodiversity, as well as socioeconomic and cultural variables at the WAP level. Such monitoring can provide critical information to decision-makers and land managers to inform coordinated responses. Weak monitoring capacity and institutional systems hinder sharing and scaling-up of successes and lessons learned. Efforts supported by international, national and local actors in the environment and natural resource management field throughout the country remain isolated and sector specific. A mechanism is lacking that ensures environmental and natural resources management issues in the sectoral ministries and line agencies provide and share information for effective monitoring of environmental policies. M&E and knowledge management processes in Sierra Leone are challenged by inadequate staff members dedicated to these tasks with inadequate budgets, limited access to good quality data and information, compounded by weak support for the tasks from senior managers. Information is dispersed and there is no mechanism to identify and disseminate knowledge and successful experiences generated by different stakeholders in the region, as well as to exchange such knowledge and lessons with the other countries of the West Africa region and beyond.

Natural resources underpin livelihoods for the majority of men and women in Sierra Leone as well as in the targeted landscape. As the primary providers of water, food and energy at the household and community levels, women are highly dependent on natural resources for their livelihoods and are therefore particularly susceptible to changes in the availability and quality of these resources as a result of degradation. In particular, lack of access to land – which underpins rights to all other natural resources and is a key asset for securing productive inputs – can force them into increasingly vulnerable situations and expose them to higher levels of physical and livelihood risk, with trickle-down impacts on community welfare. Indeed, women in agriculture and rural areas have less access than men to productive resources, and sufficient effort has not been put in place to ensure equitable access to natural resources and means of production, nor in ensuring equitable participation in decision-making on land use.

2.5 Theory of change

The goal of this project is to protect globally significant biodiversity, avoid/reduce/reverse land degradation, safeguard streams of ecosystem services, and generate local and national socio-economic benefits through integrated, sustainable management of the WAP landscape.

Based on the above analysis of barriers to promoting uptake of ILM in the multiple-use WAP landscape, the Theory of Change (see Figure 4) is grounded in four impact pathways: i) Strengthened governance frameworks will be provided to enable stakeholders to engage in an inclusive, gender-responsive and collaborative process of designing a knowledge-based integrated landscape management plan for the WAP; this will provide systemic and institutional capacities laying the long-term foundation for integrated landscape management of the 69,820 ha multiple-use landscape and contributing to LDN objectives; ii) Demonstration of ILM implementation on-the-ground, where selected SLM and FLR interventions will be demonstrated over an area of 20,000 ha, securing biodiversity, ecosystems services and resilient livelihoods; iii) Innovative financing for integrated, sustainable landscape management that will increase ILM, PA and Biodiversity Finance by at least 25% over the baseline; and iv) design and implementation of systems to ensure monitoring and evaluation, knowledge management and gender mainstreaming.

These impact pathways will enable stakeholders to agree on management objectives for the 69,820 hectares of the WAP multiple-use landscape, starting the long-term process for halting unsustainable land use practices, and putting the landscape on a path to land degradation neutrality. In the short-term, this will improve management effectiveness of the WAPNP by over 20 percentage points; put 1,000 ha of mangroves under a newly created community protected area (category IV); undertake forest landscape restoration over 2,000 ha; and increase agricultural productivity by at least 50% in six years. Over the medium to long term, the pathways will contribute to realizing national LDN targets, securing current carbon stocks, and in stabilizing biodiversity in the WAPNP and other

ecologically sensitive areas. This will be achieved while simultaneously improving resilience of livelihoods through diversification of energy and income sources. Adopting an integrated landscape management approach will provide a stable and long-term system of landscape governance, which will help create resilient institutional arrangements and decision-making processes, enabling multiple actors to pursue their individual and shared interests. These systems will be institutionalized within government structures to make them effective in the long-term.

Impact Pathway 1: Enhanced systemic and institutional capacity for integrated landscape management

The first impact pathway will build systemic capacity (establishing the conditions necessary) for long-term collaboration among different groups of stakeholders to manage multiple-use landscapes in Sierra Leone, using the WAP as a pilot. It will strengthen the policy environment and build institutional capacities at central, provincial, district and chiefdom levels to enable government and their stakeholders to develop governance, financial and market frameworks for sustainable production and management of multiple-use landscapes. Project support to the different government partners will take into account their respective legal competences in planning of activities.

At the central level, the project will develop the capacity for multi-level coordination of public stakeholders with responsibilities for the sustainable development of the WAP to optimize joint planning and coordinated implementation of public policies, and improve efficiency and effectiveness of government interventions in the WAP under a landscape approach. At provincial, district and chiefdom levels the project will promote mainstreaming of the ILM approach in several ways. It will provide training to increase the planning and management capacities of these governance structures; key staff will be trained on issues such as land use planning, landscape approach, SFM and SLM, roles and responsibilities of decentralized structures, and legal frameworks. Focus will be on institutions most relevant to ILM and biodiversity conservation namely, EPA, NPAA, MLHE, and MTCA. The process will ensure that stakeholders in different sectors and at different scales work together to coordinate action, align goals, and reduce conflicts, working collaboratively to resolve challenges, resource deficiencies, and crises, as well as finding solutions to collective needs.

With key stakeholders better prepared and organized, the project will strengthen the dialogue and decision-making mechanisms. This will include mainstreaming of the landscape approach and environmental sustainability criteria in land use planning and development in the WAP as a pilot landscape. A Coordination Platform for multi-level management of the landscape will be developed involving different government levels, civil society and private sector. A WAP Master Plan will be developed, that zones the landscape into different land use types to ensure that the landscape continues to deliver ecosystems goods and services to all stakeholder groups, while minimizing land degradation. Free Prior and Informed Consultations will be undertaken during the ILM planning, to ensure that the rights of local and indigenous peoples are not negatively affected by land use plans. The project will use the Coordination Platform to facilitate revisions of outdated policies and legislations, and to revise/refine institutional mandates to remove overlaps and contradictions, building on the review of mandates undertaken during the formulation of the National Land Policy.

This set of interventions will create an enabling framework for effective management of conflicting land uses. It optimizes sustainable land and forest management and biodiversity conservation, as well as the conditions for undertaking interventions at landscape level and promoting replication, ensuring that the future expansion of production does not compromise biodiversity and ecosystem function and contributes to the establishment of deforestation-free supply chains that provide sustainable products to the markets. Collectively, these measures advance the country towards land degradation neutrality.

Impact Pathway 2: Demonstration of sustainable land management interventions

Practical ways of implementing integrated sustainable land management interventions will be demonstrated to manage the ecological, social and economic interactions in the WAP to deliver positive synergies among interests and actors, mitigating negative trade-offs, and deliver benefits to all relevant stakeholders. The project will provide budgetary and technical support to upgrade the WAPNP 2014-2018 Management Plan and to implement agreed priorities; it will put 1,000 ha of prime mangrove forest under protected management regimes under co-

management arrangements, with capacities and legislation to support sustained implementation. Information will be collected on key biophysical properties of mangroves and the socio-economic characteristics of communities dependent on them, to inform management decisions and support sustainability of the mangrove ecosystem.

In order to address land degradation and advance the country towards achieving LDN, the project will put at least 2,000 ha of (previously) forested land under restoration, in line with the forest landscape restoration plan generated under Outcome 1. Restoration will include afforestation, agroforestry, and uptake of SLM practices. This is expected to increase land productivity substantially, indicated by increased yields of targeted agroforestry outputs by at least 50% over the baselines. It will introduce sustainable income-generating activities to increase household incomes of participating families by at least 35%. This will be supported by strengthening value chains that will promote entrepreneurship. The project will specifically target youth, to advance their business skills, ensuring they have access to vocational training, thereby addressing the mismatch between skills supply and the labor market demand. Implementation of these interventions will be guided by a gender mainstreaming strategy.

To ensure that potential negative impacts on livelihoods from possible changes in land use are minimized, the project will actively engage communities in ILM planning and in identifying and agreeing on areas for the establishment of the community mangrove protected area while adhering to Free Prior and Informed Consent (FPIC) principles and guidelines[34]. In-depth Environment and Social Impact Assessment (ESIA) will be undertaken within the first six months of implementation, based on which an Environment and Social Impacts Management Plan (ESMP) will be prepared and implemented (also see SESP in Annex 5 and draft ESMF in Annex 9).

Impact Pathway 3: Facilitation of increased financial flows to support ILM and protected area management

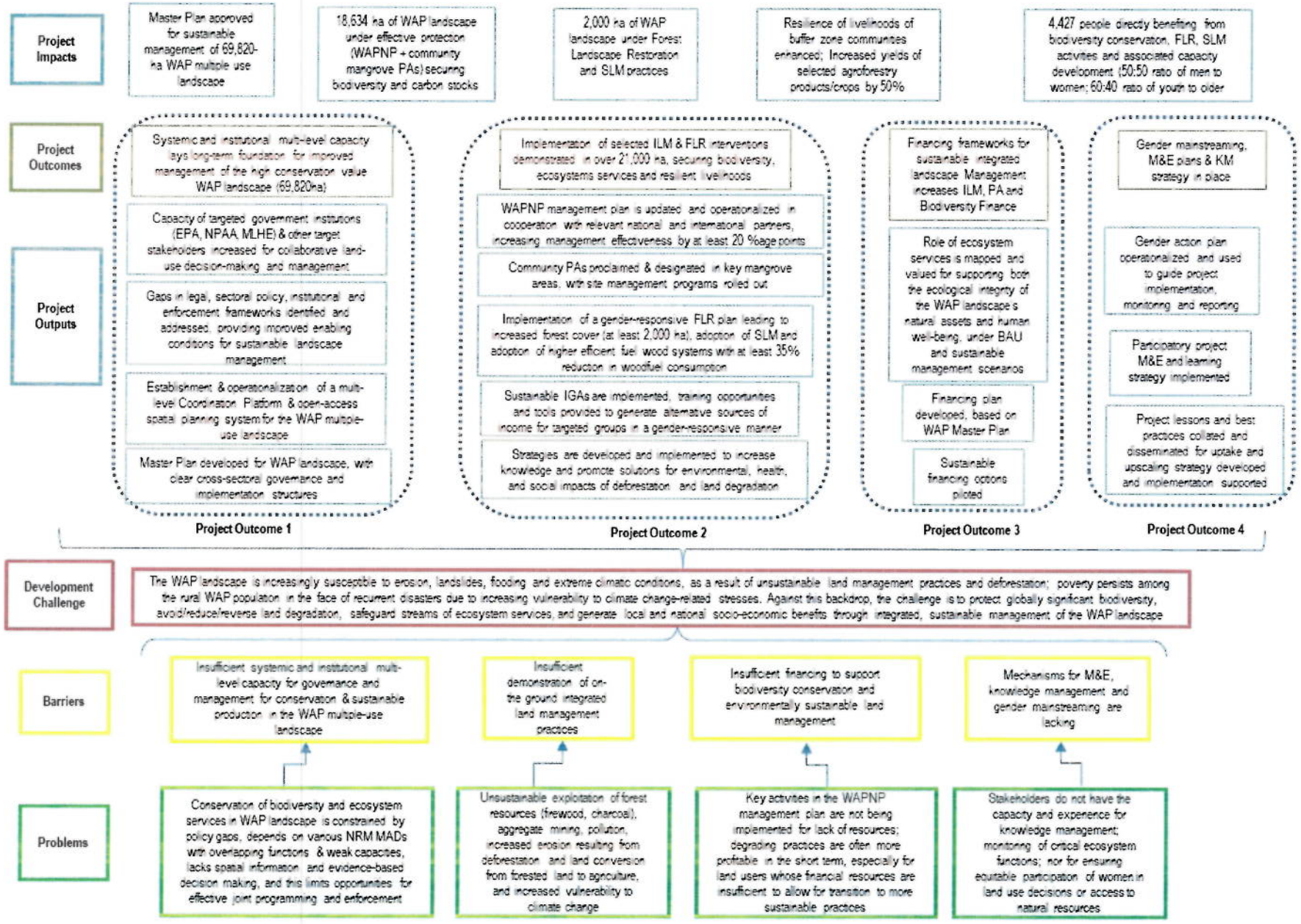
The third impact pathway will ensure that, by project end, Sierra Leone has incentivized investments into ILM ventures with benefits accruing to biodiversity conservation and protected area management as well as other stakeholders. The project will undertake targeted scenario analysis[35] to capture and present the value of ecosystem services within decision-making, to help make the business case for sustainable policy and investment choices and identify ways to increase financing for ILM interventions. A financing plan will be developed with clear costing for basic and optimal management, and interventions piloted for prioritized biodiversity and watershed protection initiatives, based on the WAP Landscape Master Plan. This is expected to increase available financing for the WAP multiple-use landscape management, with a target of 25% increase over the baseline.

Impact Pathway 4: M&E, knowledge management and gender mainstreaming

Implementation of the project will be guided by strong gender mainstreaming and stakeholder engagement. Participatory monitoring and evaluation and knowledge management processes will be used to enable adaptive project management and inform stakeholders at all levels on the nature and extent of impacts intended and achieved. This is particularly important because ILM is a long-term strategy, not confined to a project cycle approach. Due to the dynamic nature of living landscapes, it follows that there should be no defined end to an ILM approach, rather it needs to be an iterative process of negotiation, trial and adaptation, with adaptive management feedback mechanisms to provide stakeholders with the capacity to best account for conservation and development challenges within the landscape.

[34] https://info.undp.org/sites/bpps/SES_Toolkit/default.aspx
[35] https://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental_finance/targeted-scenario-analysis.html

Figure 4: Theory of Change diagram



2.6 Key Assumptions

The Theory of Change that underlies the project strategy is based on several key assumptions (see table below) fundamental to the transition of outputs into outcomes, and outcomes into longer-term impacts.

Table 2: Key assumptions underlying the Theory of Change

Change/ Transition	Assumptions
Component 1 Outputs to Outcome 1	a) Current levels of political support from the national government for the ILM approach are maintained or increased. b) Policy reviews are not affected by bureaucratic delays, and policy reform can be achieved within the timeline of the project. c) Relevant partners' willingness to cooperate and engage in ILM planning continues. d) Key stakeholders will reach agreement on ILM objectives and plans, effectively utilizing the capacities and up-to-date information on ecosystem service values provided by the project. e) Inter-sectoral, multi-stakeholder institutional framework for ILM will have appropriate staff and funding from the government to ensure its effective functioning post-project, thus institutional failure will not threaten the sustainability of the project results. This is important because ILM is a long-term process; the project will only set the conditions for it, but it must be implemented over the long-term to deliver impacts. f) Funding will be available to bona-fide, reputable NGOs, and communities. ILM is not the sole work of the government, though they are key. g) Project resources are adequately supported by co-finance in a timely manner.
Component 2 Outputs to Outcome 2	a) No external events inhibit endangered species responding to improved management effectiveness of the WAPNP, and indications of population recovery / stabilization can hence be measured within the timeframe of the project. b) No unusual climate events (droughts or floods) occur in the duration of the project. c) Existing support of communities and authorities for the proclamation and designation of coastal/mangrove PA is maintained or increased. d) SLM practices and income-generating activities supported by the project yield tangible benefits for land users in targeted areas. e) Local level economic growth will provide adequate returns on investment in ILM, SLM and income-generating options/activities, so that economic gains from these investments are not eroded by external factors such as rampant inflation. f) Capacity enhancement initiatives and education strategies supported by the project can overcome the "business-as-usual" practices. g) Project resources are adequately supported by co-finance in a timely manner.
Component 3 Outputs to Outcome 3	a) Information on ecosystems services and other incentives interest investors adequately to overcome doubts of investing in the country and the sector. b) Government continues to budget and allocate funds for WAPNP (beyond salaries). c) Government support continues for development and implementation of sustainable financing options including use of fiscal policy reforms and financial incentive mechanisms. d) International financial system continues to support biodiversity and climate finance, increasing international funding for ILM interventions. e) Project resources are adequately supported by co-finance in a timely manner.
Component 4 Outputs to Outcome 4	a) Stakeholders are active participants in knowledge management processes established by the project b) Status quo and systemic gender practices do not override implementation of operationalized gender strategy and action plan. c) Project resources are adequately supported by co-finance in a timely manner.
Outcomes to Impacts	a) All major partners (government and other stakeholders) will continue to participate effectively including provision of the required enabling conditions, financial and technical resources during the project. b) It is assumed that the government and other stakeholders will maintain a continuous up scaling process of the best practices through development of systems, mainstreaming and changing cultures. c) No unusual climate events (droughts or floods) occur in the duration of the project. d) No political unrest/instability.

III. RESULTS AND PARTNERSHIPS

3.1 Project Description and Expected Results:

The overall objective of the project is to strengthen conditions for the sustainable and integrated management of multiple-use landscapes (piloted in the WAP landscape) to protect globally significant biodiversity, safeguard ecosystem services generating local and national socio-economic benefits, and advance towards land degradation neutrality. The project will embed an integrated landscape management approach, thereby providing a stable and long-term system of landscape governance, which will help create resilient institutional capacities, systems and decision-making processes, enabling multiple actors to pursue their individual and shared interests. In addition, the project will address the immediate causes of unsustainable land management and biodiversity loss in the targeted landscape. Results will be delivered through four outcomes that are described in detail below.

Component 1: Systemic and Institutional Capacity for ILM

Outcome 1: Systemic and institutional capacity lays long-term foundation for integrated landscape management of the 69,820 ha multi-use landscape

Total: USD$ 10,007,750; GEF Grant: $899,000 (BD:399,000/LD 500,000); Co-financing: UNDP: $8,750 as grant and EPA under MOE: $9,100,000 as Public Investment

Without GEF investment: Without the project, there will be inadequate mainstreaming of ecosystem services and biodiversity conservation in sector policies, some of which are old and outdated. Sectoral development programs will continue to be a threat to the forest resources due to inadequate mainstreaming of forest values and forest landscape restoration (FLR) in sector development plans. The on-going land reforms, following the 2015 approval of the National Land Policy, and the associated refinement of mandates for institutions related to land will continue without mainstreaming of the environment, biodiversity and ecosystems management. Organizational and systemic capacities[36] for ILM of institutions responsible for natural resources management, biodiversity conservation, protected areas management and financial mechanisms[37] will continue to be at the average of 43.5% (Annex 13). In the absence of a knowledge-informed Master Plan, stakeholders will continue a business-as-usual approach, leading to further ecosystem degradation with consequent loss of biodiversity, watershed services and livelihood options. Without a coordination mechanism, technical institutions and other stakeholders will continue to operate in isolation, without appreciating opportunities for negotiating landscape objectives that meet all stakeholder needs, minimizing negative trade-offs and maximizing synergies. Technical government staff will continue to perform their duties with limited data collection and analysis tools and weak technical skills for data collection, entry and analysis, gender mainstreaming and knowledge management, weakening planning and implementation of knowledge-based, gender-sensitive ILM and FLR strategies. In addition, they will continue to work with inadequate skills to monitor, study, evaluate and assess policies and activities relevant to FLR, biodiversity conservation and household energy programs, weakening the abilities of evidence-based decision-making.

With GEF investment: The GEF investment will put in place strengthened multi-level governance frameworks for sustainable management and production in multiple use landscapes in Sierra Leone, with a special focus on the high conservation value WAP landscape. Policy reforms will be facilitated, building on the land policy reform and strategy implementation process. Institutional mandates will be refined and/or streamlined to remove overlap, conflicts and contradictions. An open-access planning system will be established, and capacity (skills and information) enhanced to develop a WAP landscape integrated management plan, with an associated forest landscape restoration plan. The

[36] Using definitions and UNDP Capacity Scores described here http://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/mainstreaming/monitoring-guidelines-of-capacity-development-in-gef-operations/Monitoring%20Capacity%20Development-design-01.pdf

[37] Ministry of Tourism and Cultural Affairs; Ministry of Agriculture and Forestry (Wild Life Department and Forestry Departments); National Conservation Trust Fund; Environmental Protection Agency; National Tourist Board; Conservation Society of Sierra Leone; Environmental Forum for Action; Environmental Forum for Action; Environmental Foundation for Africa; Department of Geography- Fourah Bay College; Climate Change Environment and Forest Conservation Consortium-Sierra Leone

plans will be developed through a consultative, gender-responsive process, enabled by a coordination mechanism that will facilitate cross-sector coordination and collaboration. The plan will be supported by participatory M&E and knowledge management systems (Outcome 4) to support upscaling. The open-access planning system will be hosted by the MLHE, building on the capacity being provided by development partners under the land policy reform (including GIS, land titling). Additional capacity will be provided (based on the refined capacity needs assessment) to ensure sustainability of the system after the project ends. This is important because the implementation of the ILM approach is a very long-term process that requires a functional open-access planning platform on a continuing basis.

Output 1.1 Capacity of targeted Government institutions and other stakeholders increased for collaborative land-use decision-making and management (Lead: EPA)

Given the multitude of topics and sub-sectors associated with the ILM, and the complex interlinkages between sub-sectors, a multi-level sector-wide approach is required that draws together all responsible stakeholders to articulate the enabling framework, coordinate a consistent approach to enforcement and compliance, conduct M&E, ensuring effective and efficient implementation of the ILM provisions and activities, to maximize positive impact and achieve sustainable development solutions.

The project will provide training to key staff of relevant institutions[38] as well as other stakeholders relevant to the functioning of the multi-level Coordination Platform that will be established under Output 1.3, including relevant NGOs. A comprehensive assessment will be conducted to determine capacity gaps (building on the capacity assessment done during project preparation, also see Annex 13) as well as to determine priority skill building/training activities.

Capacity development will address capacity needs under Output 2.1 (resources to update and implement the 2014-2018 WAPNP Management Plan) and Output 2.2 (community co-managed mangrove PAs). Training objectives will take into account the baseline results of the UNDP Capacity Scores collected during project preparation (Annex 13), targeting issues such as capacity to: i) conceptualize and formulate policies/legislations to improve sustainable and integrated landscape management for the WAP; ii) implement relevant policies/legislations; iii) engage and build partnerships; iv) mobilize knowledge and information; v) monitor, evaluate, identify gaps and measure impact of ILM. Based on the outcomes of assessments and prioritization exercises done in close engagement with targeted stakeholders, skill building/training activities could also cover relevant themes such as enforcement and compliance, environmental impact licensing, PA management, education and awareness raising as well as resource mobilization, including engagement of the private sector in environmental management. The aim of training activities will be to increase baseline capacity scores (see Results Framework for mid-term and end of project targets).

Activities under this output will include:

1.1.1 Identify key national stakeholders relevant to the planning and implementation of the ILM and FLR plans in the WAP; this is in addition to EPA, NPAA, MLHE and MTCA.

1.1.2 Refine the Capacity Score Card, agreeing on the specific scores to be monitored, and a schedule for repeating the assessment.

1.1.3 Undertake skills and capacity needs assessment and identify gaps in skills.

1.1.4 Assess training materials available and modify to suit the project requirements and the skills-gaps.

1.1.5 Design capacity enhancement strategy to enable the EPA, NPAA, MLHE and MTCA to fulfil their mandates within the WAP landscape.

1.1.6 Implement training and capacity building programs, ensuring gender mainstreaming to reach all gender groups.

1.1.7 Document the process and produce a technical report, including a section on lessons generated by the process.

[38] Environmental Protection Agency (EPA), National Protected Areas Agency (NPAA), Ministry of Lands, Housing & Environment (MLHE), and Ministry of Agriculture and Forestry (MAF) have been identified as key government partners for enabling ILM processes. However, other partners may also be added for specific training activities.

Output 1.2: Gaps in legal, sectoral policy, institutional and enforcement frameworks are identified and addressed, providing improved enabling conditions for integrated landscape management (Lead: EPA)

Mandates for relevant MDAs will be reviewed and recommendations provided to refine them and remove conflicts, overlaps and contradictions. This will be undertaken though a consultative and participatory process, building on the Management and Functional Review[39] undertaken by the Public Sector Reform Unit, which aims to enhance effectiveness of the Ministry of Lands, Country Planning and the Environment by: (i) aligning the mandate and vision of the Ministry to the National Agenda For Change, and (ii) facilitating effective structures and processes.

Institutional and policy baseline assessments undertaken during project formulation (Annex 13), identified policies and legal frameworks requiring to be reviewed and/or updated. This initial assessment will be conducted in more detail in collaboration with the Ministry of Agriculture and Forestry (MAF), Ministry of Lands, Housing and the Environment (MLHE), Ministry of Mines and Mineral Resources (MMMR), Ministry of Water Resources (MWR), and the EPA to review policies and legislation related to ILM, SLM and biodiversity conservation and identify ways to strengthen their coordination, implementation and enforcement. Sector policies and regulatory frameworks will be reviewed/ developed to support mainstreaming of biodiversity and ecosystem services in sector plans. Relevant MDAs, development partners, and NGOs will be mobilized to advocate and facilitate adoption of the recommendations to enhance coordination and collaboration amongst the institutions.

In particular, the Wildlife Conservation Act of 1972 and its implementing regulations will be reviewed to incorporate advanced biodiversity conservation and international obligations. The Forestry Act of 1988 and its implementing Regulations of 1990 will be reviewed, and recommendations made to make them compatible with modern forest approaches and principles. The review will build on the work done by NPAA (under the EU-funded project on REDD+ and Capacity Building, which closed in 2017) in developing definitions for a forest policy and the regulations for a working framework for REDD+[40]. This will include the report[41] of the review of existing forest policies and laws, and institutions impacting REDD+, as well as key identification of challenges for legal preparedness to REDD+.

Recommendations will also be generated to remove ambiguities and contradictions between the objectives of the Lands policy of 2015 and the updated Forestry Policy. Other policies to be reviewed are the Environmental Policy of 1994 and the Environment Protection Act of 2008, the Environment Protection (Mines and Minerals) Act of 2013 and the National Water Resources Management Act of 2017. Recommendations will be made to include provisions for the conservation of biodiversity and/or rehabilitation of abandoned mines in the Mines and Minerals Act. Similarly, policy, guidelines and regulations will be provided to incorporate biodiversity into urban development.

Activities under this output will include:

1.2.1 Review, in a participatory gender-responsive process, policies and legislation related to SLM and biodiversity conservation, and generate recommendations for mainstreaming ILM, SLM and biodiversity conservation in productive sector policies.

1.2.2 Building on the review of mandates undertaken during the Land Policy formulation process, review, in a participatory and gender-responsive process, the mandates for NRM MDAs (especially for MLHE, MAF, MTCA, EPA, NPAA), formulate recommendations for refining the mandates to remove overlap and conflicts.

1.2.3 With the support of the Project Board, lobby for the adoption of the recommendations, to deliver policy reforms that mainstream ILM, SLM and biodiversity conservation in productive sector policies; and, harmonize legal and institutional frameworks for ILM implementation at landscape level.

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[39] Ministry of Lands, Housing and Environment: Management and Functional Review of The Ministry of Lands, Housing and Environment; Final Draft Report. https://bit.ly/2Ts0IH2

[40] By the end of 2016, one of the key results emanating from the work of the REDD+ Coordination Mechanism was the consultation about the National REDD+ Policy and Implementation Framework for Sierra Leone, from which suggestions and recommendations have been taken on board by policy makers. However, by the time of the terminal evaluation (December 2018), a REDD+ Policy and Implementation Framework still does not exist, and key forestry related policies and regulations still need to be validated.

[41] Support for the definition of forestry policy and regulations as a working framework for REDD+ activities in Sierra Leone.

1.2.4 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 1.3: A multi-level Coordination Platform and an open-access spatial planning system are established and operationalized for the WAP Multi-Use Landscape (Lead: MLHE)

Through strong stakeholder engagement, a multi-level Coordination Platform will be established and operationalized to enable effective integrated management of the WAP landscape by involving key partners and beneficiaries at all levels. The platform will integrate lessons learned by building on existing mechanisms (Box 2) and have the long-term objective of facilitating alignment of relevant sectors and develop joint concrete actions in terms of coordinating and articulating development interventions in the landscape; exchanging information on on-going and planned interventions; sharing information, lessons and experiences; and optimizing the impact of the different interventions.

Detailed mapping of stakeholders for participation in the platform will be undertaken during the first year of project implementation. Participation of relevant NGOs, women and members of local communities will be ensured (at least 40% women), and their active participation in relevant FPIC processes encouraged. Statutes will be drafted to define rules of procedure for the platform, including objectives, protocol for meetings, record keeping, decision making and coordination mechanisms.

Box 2: Coordination mechanisms that the project will build on

a) National REDD+ Multi-Stakeholder Working Group (MSWG), established in February 2016. It consists of Technical Sub-Working Groups (Policy & Legislation Review; REDD+ Consultation & Participation; Baseline and Reference Scenarios; Monitoring, Measurement, Reporting and Verification; Piloting & Demonstration Activities; REDD+ Social & Environmental Safeguards; Gender Issues), with the overall objective to coordinate REDD+ actions in Sierra Leone and act as an advisory body to the Government.
b) Inter-ministerial mandatory meetings where senior officials of MDAs have the opportunity to share information. Currently these meetings are irregular and ineffectively coordinated.
c) Provincial Sector Security Committee and District Sector Security Committee that bring together partners once a week to discuss security issues, including those related to natural resource-use (e.g. poaching and encroachment concerns).
d) The mandatory Strategic Planning Unit at State House that brings together all MDAs working on land management and the environment that review yearly reports by MDAs.
e) Task Force established during emergencies where MDAs partner to address environmental problems such as flooding and put mechanisms in place to mitigate in the future.
f) The ENFORAC forum and #LandThatWeLove movement that bring together NGOs and other stakeholders to take action on protecting the environment, monitor compliance with environmental laws, and raise public awareness.
g) The VGGTT-Inter-Ministerial Task Force that include MAF, MFMR, MLHE, the Expert Group Task Force and the Implementing Partner (UNDP) supported by the Food and Agricultural Organization (FAO).
h) The Environmental Board involving all key sectors that filter down to different sectors sharing experiences, jointly sourcing funds and addressing gaps/challenges.

Led by MLHE, platform decision-making on sustainable development and natural resource use will be informed by an open-access spatial planning system, linking to ongoing reforms to enhance transparency and accountability of the land tenure system in the Western Area Peninsula, and building on existing capacities for GIS-based spatial planning within the Ministry and linking to monitoring systems available within the EPA and NPAA. To ensure mainstreaming of biodiversity and ecosystem services considerations into land-use decision-making, the open-access spatial planning system will provide both public and private users with the following: (i) land-use data (e.g. it identifies natural assets, urbanized areas, means of transport and key economic activities in a geo-located and fine-scale way); (ii) up-to-date threat and impact assessment (areas of concern for biodiversity and ecosystem services); (iii) key information needed for sectoral analysis to enable biodiversity mainstreaming actions (e.g. identifying areas of actual and potential land-use conflict and land-use incompatibility in close dialogue with sectors and stakeholders); and (iv) user-friendly land-use planning tools. The system will draw experiences and lessons from previous EU and UNDP funded interventions aimed at enhancing national capacities for GIS-based monitoring and planning, as well

as similar platforms including WOCAT[42], which offers a methodological framework for decision support for mainstreaming and upscaling of sustainable land management practices. Drone technologies provide substantial potential for low-cost surveys and monitoring, and the project will explore their use as a way to determine present land use patterns (ground truthing satellite data), changes in the use of the landscape, and feedback data in the planning system to inform responses and planning processes.

Activities under this output will include:

1.3.1 Stakeholder mapping to identify core members of multi-level Coordination Platform.

1.3.2 Building on existing mechanisms and lessons learned (e.g. see Box 2), establish a Coordination Platform for ILM in the WAP multi-use landscape, ensuring comprehensive representation of all stakeholder groups, including women, men, youth and marginalized groups.

1.3.3 Support the initial operational phase of the Platform by convening stakeholder meetings; assess Platform functionality after 2 years of operations; draw lessons learned and implement recommendations to ensure its longer-term viability.

1.3.4 Establish a central, open-access system with GIS-based monitoring data relevant to informing policy and decision making on ILM (integrating data on ecosystem services ref. Output 3.1).

1.3.5 Provide training for effective data processing and updating (including assessment of trends in land use, ecosystem services and biodiversity indicators) and information dissemination.

1.3.6 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 1.4: Master Plan is developed for the Western Area Peninsula Landscape, including detailed land use zoning with clear cross-sectoral governance and implementation structures (Lead: MLHE, co-lead NPAA[43])

The project will facilitate the development of the WAP Master Plan, covering a period of 20 years with provision for updates with 5-year intervals. This will involve an extensive planning process with the objective being to: i) provide a platform to bring together the stakeholders in the multi-use landscape to discuss, in a knowledge-informed setting, the importance of the landscape for each of the stakeholder and sectors; ii) increase understanding amongst stakeholders and sectors on how their actions influence, positively or negatively, the interests of others; iii) increase understanding about threats to the landscape and opportunities for collaboration to optimize all stakes, and minimize conflicts; iv) identify and broadly agree on management objectives for the landscape, including zoning, that support the delivery of multiple benefits from the WAP by increasing synergies and minimizing or mitigating trade-offs among food production, biodiversity conservation, protected area management, ecosystem service provision, and poverty alleviation; v) increase stakeholder collaboration and understanding of the requirements needed to adopt a Master Plan for the WAP landscape; vi) identify and agree on monitoring mechanisms to ensure that stakeholders and sectors are mainstreaming requirements and principles of the ILM into their day to day natural resources management, livelihood activities and business transactions resources.

The WAP Master Plan will capture the agreements and commitments of the stakeholders, including zoned land use areas. As part of the Master Plan, a Forest Landscape Restoration strategy will be developed to help retain key ecosystem services including provision of water and erosion reduction. Formulation of the FLR action plan will follow the methodology developed by the World Resources Institute (WRI) and IUCN, which was successfully piloted in Rwanda[44]. The methodology will involve a) Geospatial analysis, ground-truthing, and results validation, to quantify the areas in the landscape that present an opportunity for forest and landscape restoration[45]. This will highlight the areas with best potential for restoration; b) Economic analysis to model costs and benefits of degraded and restored

[42] https://www.wocat.net/en/decision-support-slm

[43] NPAA will lead the development of management plans for PAs within the targeted landscape.

[44] Ministry of Natural Resources – Rwanda (2014). *Forest Landscape Restoration Opportunity Assessment for Rwanda*. MINIRENA (Rwanda), IUCN, WRI. viii + 51pp.

[45] World Resources Institute (2017). Baseline Conditions of Forests and Landscapes in Gatsibo District. Methodologies for Understanding Restoration Progress through Biophysical, Socioeconomic and Governance Indicators.

land[46]; c) Designing restoration action plan, based on an in-depth assessment of the conditions required to implement the FLR in the selected sectors.

To ensure that the plan is informed by current information and science, the project will facilitate the valuation of ecosystems services, costs and benefits of ILM, generating relevant knowledge to inform the discussion on shared objectives for the WAP (under output 3.1). During the valuation, the role of ecosystem services will be mapped and valued for supporting both the ecological integrity of the Western Area Peninsula Multi-Use Landscape's natural assets and human well-being, including detailed quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios. This will include details on the landscape's water cycle and carbon assets, including forest habitats prone to deforestation, as well as both reservoirs located within the peninsula uplands, which will be integrated into WAP's overall management with a view to sustainability. To ensure that the information gathered is relevant and useful for enabling a participatory ILM planning process, the project will establish a technical team to design and manage the ecosystem valuation and other relevant assessments. The team will forge links with scientists, policy processes and resource users. The reports produced will be relevant to the ILM planning and be made easy to use in the planning processes. The reports will therefore: i) highlight the main results, provide recommendations for policy-making and follow-up questions (relevant for decision makers) raised by the research; ii) provide visual information that is immediately clear by means of graphs or diagrams; iii) provide links to further references in case policy-makers and other stakeholders need detailed information on the topic; iv) involve specific organizations, such as networks and umbrella organizations, to ensure the effective dissemination of the results; and v) collaborate in developing capacity-building events with potential users, including policymakers so that they learn how to use the proposed models, how to create scenarios, etc.

Planning will be based on geographic information systems (GIS) to combine datasets (attribute data and location data). This data will be collected via a range of methodological approaches, such as indicator system development, vulnerability analysis, policy effects and effectiveness analysis, modelling (spatial and non-spatial), systems mapping, multi-criteria assessment and integrated models. These will illuminate potential future scenarios and pathways that could help make win-win policy and development choices and minimize trade-offs.

To ensure collaboration in the planning process and sustainability of the results, the project will utilize the coordination mechanism and the open access planning system developed under Output 1.3, incentivizing greater participation across disciplinary, sectorial and political silos. The mechanism will be used to bring stakeholders together to discuss their specific expectations of the landscape, which ecosystem goods and services it provides and how optimal land-use strategies can be formulated. Such participatory engagement – underpinned by facilitation, negotiation and compromise – is a key tenet of ILM and will be undertaken with due consideration.

Planning will be done in a highly participatory gender sensitive process where stakeholders from the local, district, province and national levels will collectively: a) assess past and current conditions and trends of the ecosystems to create a baseline scenario for strategic planning; b) develop a vision for the WAP, forecasting potential future pathways and desired conditions for the landscape; c) establish and negotiate objectives to attain/respect the desired conditions in a collaborative inter-jurisdictional context. This will include agreement on zones for the various land uses such as settlements, ecologically sensitive areas for biodiversity conservation, protected areas for species, habitats and ecological processes such protecting watershed services and carbon stocks, economic development zones (towns, farming, harvesting wood products, etc.), and forest restoration.

Identification of the protected areas will build on the results of the Sierra Leone Gap Analysis and Conservation Prioritization[47] undertaken in 2015 as part of the GEF-funded PARCC West Africa Project[48]. Although the results from the gap analysis and the spatial conservation prioritization provide a wealth of data to inform conservation policy and practice in Sierra Leone, the distribution data informing the planning was based on range maps that included

[46] Ministry of Natural Resources Rwanda (2014). Forest Landscape Restoration Opportunity Assessment for Rwanda. IUCN, WRI. viii + 51pp.
[47] https://bit.ly/2WEhLYm
[48] https://bit.ly/2Rt4td7

some unsuitable habitats[49]. Moreover, the conservation planning system only contained data on three groups of vertebrates and did not include data on a range of factors that might influence implementation, such as ecosystem services, opportunity costs from agriculture or land-use plans from other sectors (ibid). Thus, the project will refine findings of the report and feed it into the system for a more comprehensive planning process.

Implementation of the Master Plan will involve stakeholders adopting the principles agreed via the planning process in their regular day-to-day natural resource management, livelihood activities and business transactions. The provisions of the plan will be largely financed through the regular budgeting processes of the relevant stakeholders, who will commit to its principles. This will be complemented by additional financial resources raised through outcome 3. Implementation of the plan will lead to increased collaboration by stakeholders, coordinated effort and resources for land use practices that are friendly to biodiversity conservation, ecosystem service provision, access to new markets for sustainably produced goods and services, and poverty alleviation.

Activities will include:

1.4.1 Assess trends in land use and indicators relevant to biodiversity and ecosystem services (integrating results from Output 3.1 on Targeted Scenario Analysis); establish a baseline scenario for strategic planning.

1.4.2 Facilitate negotiations to develop a joint vision for the WAP, forecasting potential future pathways and desired conditions (working with the Coordination Platform and stakeholders identified under Output 1.1).

1.4.3 Harmonize objectives for all stakeholder groups (working with the Coordination Platform and stakeholders identified under Output 1.1). This will include agreement on zoning for multiple land uses including protection of watershed services, biodiversity, and carbon stocks, housing, and economic development (farming, timber and non-timber forest products, tourism infrastructure, etc.).

1.4.4 Finalize a Master Plan detailing land uses per designated zone (working with the Coordination Platform and stakeholders identified under Output 1.1), including: i) dedicated plans for integrated forest restoration and biodiversity conservation (in line with the WAPNP Management Plan, see Output 2.1); and ii) action plans for resettlement and indigenous people/ minority groups (in line with FPIC principles) as deemed necessary by the ESMP developed under Output 4.2 within the first 6 months of project implementation.

1.4.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Component 2: Demonstration of ILM implementation on the ground

Outcome 2: Implementation of selected ILM and FLR interventions demonstrated in over 21,000 ha, securing biodiversity, ecosystem services and resilient livelihoods

Total: USD$10,008,750; GEF: $3,000,000 (BD:1,500,000/LD 1,500,000); Co-financing: UNDP: $8,750 as grant and EPA under MOE $7,000,000 as Public Investment

Without GEF investment: The management practices on the ground will continue under the current business as usual without an ILM approach, with all its associated consequences on land and ecosystem degradation, biodiversity loss and insecure livelihoods. In particular, the 2014-2018 WAPNP Management Plan will not be updated or implemented in full. The communities will continue to apply sub-optimal land management practices, in the absence of incentives, or means to transition to more sustainable production systems. The WAP natural forests, including the biodiversity and carbon stocks they contain, will continue to be threatened by poor management, encroachment and low levels of protection; globally significant mangroves will go unprotected; productivity of agricultural land will continue to decline, exacerbating pressure on natural forests to provide wood products and encroachment for food production. Collectively, the processes above will lead to further land degradation, biodiversity loss, loss of watershed services, and loss of carbon stocks.

[49] Robert J. Smith 2015. Sierra Leone Gap Analysis and Spatial Conservation Prioritization. UNEP-WCMC technical report.

With GEF investment: The project will demonstrate the practical implementation of the integrated landscape management plan in part of the WAP landscape, covering 20,000 ha. Demonstration of activities on the ground will be implemented in the two main catchments on the peninsula (Congo and Guma catchment areas), as well as in two key mangrove forests (Aberdeen Creek and Songo). (See section 3.2 below "Project area and sites".)

Output 2.1: The existing WAPNP Management Plan is updated and operationalized in cooperation with relevant national and international partners, increasing management effectiveness by at least twenty percentage points (Lead: NPAA)

The existing WAPNP Management Plan will be revised in line with lessons learned, noting that due to limited funding, about 80% of the activities outlined in the 2014-2018 period (Table 3) remain to be implemented. Prioritization of activities will be done through a participatory and transparent process, engaging all key stakeholders. Based on the outcomes of the prioritization exercise, and in line with the WAP Master Plan, NPAA will receive support for implementing the WAPNP Management Plan. A roundtable event will be organized with national and international partners, including Government, research institutes, NGOs, local communities, and the private sector to i) raise awareness on the importance of the WAPNP in terms of protecting biodiversity and delivering ecosystem services that are of key importance to the inhabitants of Freetown and the coastal areas of the peninsula, and ii) mobilize investments in supporting the implementation of the Management Plan.

In light of the impact that the Covid-19 pandemic has had on protected areas and edge communities, it will be important to integrate appropriate measures in the management plan. As suggested in the Hockings et al Editorial Essay in the Parks Journal (May 2020), operational levels of management and enforcement must be maintained or even enhanced in protected and conserved areas to achieve a level of effectiveness that sustains biodiversity and ecosystem services, and reduces the risks from human–wildlife conflict. Emergency protection plans should be drawn up and implemented to address poaching threats and other negative consequences of the pandemic. Such plans are vital where wildlife is likely to be susceptible to the pandemic, in particular non-human primates. Existing monitoring systems should be maintained wherever possible. New monitoring programs should be developed to assess impacts of Covid-19 on, for example, visitor numbers, patrolling effort, levels of resource harvesting, human–wildlife conflict, well-being of communities. Monitoring of local fisheries and mariculture/aquaculture, as well as monitoring, control and surveillance measures for commercial fisheries, should be maintained to assist in the recovery, restoration and resilience of many marine and coastal protected and conserved areas. The revision of the WAPNP management plan will include measures related to covid-19 (and in accordance with SES Standards 1 and 3).

Table 3: Summary of the 2014-2018 Management Plan for the WAPNP

	Activity	Primary responsibility	Contributing partners	Timing	Priority
Objective 1: Strengthening the institutional and financial settings of the park management					
1.1	Rules & Regulations for Park Management	NPAA	Consultative Forum	Year 1	High
1.2	Community management participation	NPAA, Western Area Rural District Council	ENFORAC, EPA, Forest Dept., Specialized agencies	Year 1-3	Medium
1.3	Capacity Building of key actors	NPAA	FD, EPA, Specialized Agencies	Year 2-4	Medium
1.4	Locally based civil society organizations are encouraged to contribute to conservation efforts	NPAA/ WARDC	EPA, FD, ENFORAC	Year 1-4	Medium
1.5	Disaster Risk Reduction Strategy	WARDC/ NPAA	DMD/ONS	Year 2	Medium
1.6	Law enforcement	WARDC/ NPAA	Ministry of Water	Year 1-3	Medium
1.7	Law enforcement	NPAA / Police	Operational Support Division	Year 1-4	Medium
Objective 2: Marked-based provision of eco-system services					
2.1	Market-based Management	NPAA/Management Team	ENFORAC	Year 1-4	High

	Activity	Primary responsibility	Contributing partners	Timing	Priority
2.2	Watershed Protection	NPAA/ Ministry of Water	WARDC, EPA, Communities, Private Water Companies	Year 1-4	High
2.4	Develop Hydro-Power Approaches	NPAA/ Min Energy	Ministry of Water, communities	Year 1-4	Medium
2.5	Produce Guidelines & monitor Non-Timber Forest Products harvesting	NPAA/ Fourah Bay College (FBC)	Communities, FD	Year 1-4	Medium
2.6	Display visitor information at the Park Management Centre	National Tourism Board	Communities/ WARDC	Year 3-4	Medium
2.7	Development of a REDD+ project	NPAA	Specialist agencies, FD	Year 1-4	High
2.8	Disaster Risk Reduction	DMD/ONS	FD, NPAA	Year 1-2	Medium
Objective 3: Creation of biodiversity knowledge					
3.1	Habitat mapping and biodiversity surveys	FBC, FD	NPAA	Year 1-3	Medium
3.2	Detailed biodiversity portfolio	FBC, FD	NPAA	Year 1-4	Medium
3.3	Species and habitat recovery plans	FBC, FD	NPAA	Year 1-4	Medium
3.4	Links with international organizations	FBC, NPAA	FD, EPA, CSSL	Year 3-4	Medium
3.5	Application as UNESCO World Heritage Site	NPAA/ NTB	Specialist Agency, EPA	Year 2-4	Medium
Objective 4: Environmental Education					
4.1	Communications program and media strategy	Union of Environmental Journalists	NPAA, ENFORAC	Year 1-4	Medium
4.2	Implementation of a School Program focusing on environmental education	UEJ/ CSSL	NPAA, ENFORAC	Year 3-4	Medium
4.3	Develop and maintain partnerships to optimize the educational experience of people visiting WAP- NP	UEJ/ CSSL	NPAA, ENFORAC	Year 1-4	Low
4.4	Study tours for national park staff and local partners staff to other protected areas	UEJ, NPAA, CSSL	EPA, ENFORAC	Year 3	Low
4.5	Establishment of Learning Centre	UEJ, CSSL, FBC, NPA	EPA, ENFORAC	Year 3-4	Low
4.6	Nature Classes in Schools	EPA, ENFORAC	Tacugama, EFA	Years 1-3	Low

Activities will include:

2.1.1 Review and update the existing WAPNP Management Plan, including updated METT scores, and clear prioritization of actions, timelines and estimated budgets. In addition, the process of updating the Management Plan will ensure the integration of specific measures in response to the Covid-19 pandemic, while taking into account the report of the socio-economic assessment undertaken during the PPG.

2.1.2 Organize a roundtable event to raise awareness and mobilize investments. Meetings will respect government and UNDP guidelines of hygiene, distancing and maximum numbers of participants.

2.1.3 Implement prioritized actions as per Management Plan (to be determined by taking into account availability of funding).

2.1.4 Document the process and produce a technical report, including a section on lessons generated by the process.

(Note: Training of staff involved in the implementation of the Management Plan will be delivered under Outcome 1, Output 1.1.).

Output 2.2: Community coastal/mangrove PAs are proclaimed and designated, with site management programs rolled out, including in the Sierra Leone River Estuary Ramsar site (approx. 1,000 ha) (Lead: NPAA)

At least 1,000 ha of community coastal and mangrove PAs will be gazetted in Aberdeen Creek and Songo (along the Sierra Leone River estuary – Ramsar site), building on the results of surveys implemented by the WABiCC Program[50]. Guided by the findings and agreements of the ESIA and ESMP that will be developed within the first six months of project implementation (also see SESP in Annex 5 and draft ESMF in Annex 9), the NPAA will work with local communities and biodiversity experts to identify areas suitable for the establishment of mangrove protected areas, and facilitate the process of gazettement and development of management plans for operationalization. Communities will be selected on the basis of proximity to the mangroves and the pressure their livelihoods exert on the mangroves as well as the importance of mangrove resources to their livelihoods, and under the overall guidance of the WAP Master Plan. These co-management groups will be facilitated to develop and sign co-management agreements with NPAA, detailing the roles and responsibilities of all parties involved, sustainable harvesting regimes and benefits to be accrued by the communities, while ensuring that gender issues are adequately mainstreamed.

Part of the responsibilities of local communities will include reforestation of degraded mangroves with indigenous trees and clearing invasive species if present. These tasks will utilize payments for public works to provide cash transfers as payment for carrying out these public works. Part of the benefits for the communities may include harvesting of non-timber forest products (NTFPs) from mangrove forests, under sustainable use plans (e.g. through oyster, sea cucumber or seaweed cultivation). The project will provide training on improved harvesting techniques, processing, packaging and marketing, to those engaged in NTFP value chain (in conjunction with Output 2.4). The possibility of carbon sales from the community PA will also be explored, building on the experiences generated by the Gola Rainforest National Park carbon credit scheme[51].

The development of the community PA will contribute to deepening understanding of how the national level policies and institutional arrangement for natural resources affect the effectiveness of local level implementation of mangrove management plans. This will form the basis for formulating local level regulations and by-laws for ensuring improved and sustained community-based mangrove protected areas. This will also inform Output 1.2 and identify strengths and limitations of existing institutions and policies in relation to mangrove protection, in order to inform policy reforms.

Capacity needs assessments will be undertaken to design and implement a targeted program of training and skill building interventions, including for sustainable IGAs (e.g. eco-tourism, innovative craftsmanship, value-chain additions). Transparent entrance fee systems will be put in place (linked to Output 3.2) to ensure that new PAs are managed and financed sustainably. This intervention will build on successful IGA activities previously implemented by the River No 2 community with funding from the GEF Small Grants Program[52], and integrate lessons learned from EU-funded community-driven IGA activities elsewhere on the peninsula.

Activities will include:

2.2.1 Identify, in a participatory and gender-responsive process, mangrove areas to be put under improved protection, based on agreed criteria including biodiversity and ecosystem values, and community buy-in.

2.2.2 Facilitate the establishment of local Conservation Site Management Committees.

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[50] https://www.wabicc.org/facilitating-mangrove-restoration-through-technology and https://www.wabicc.org/climate-change-vulnerability-assessment-in-mangrove-regions-of-sierra-leone

[51] The Gola Rainforest Conservation LG (GRCLG) is the Company Limited by Guarantee that was set up to be able to own and subsequently sell the carbon credits. The company structure has 3 Members: 1) the GoSL through MAF; 2) the RSPB; 3) the Conservation Society of Sierra Leone (CSSL Board Chairman). Each of the members appoint a Director; 1) NPAA (Act. Dir. Kate Garnett); 2) RSPB's appointed Director; 3) CSSL's Executive Director. In addition, to promote community ownership and involve local government/communities in the GRCLG's operations, a 4th director is appointed. This is the Paramount Chief (PC) representative for the 7 Gola Chiefdoms. The PC is elected by the 7 Gola PCs on a yearly basis and approved in the Board of Directors at the Annual General Meeting (AGM) attended by above mentioned GRCLG's Directors. All Directors are appointed/reconfirmed annually by respective Members at the AGM.

[52] http://94.126.173.140/index.cfm?module=SGP&page=ContactCountry&CountryID=SIL.

2.2.3 Prepare PA nomination files and submit for gazettement.

2.2.4 Develop and implement Community Action Plans that include actions to support protected area management, mobilize resources for financial sustainability, and local environmentally sustainable alternative IGAs.

2.2.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 2.3: Implementation of the Forest Landscape Restoration Plan demonstrated, leading to increased forest cover of at least 2,000 ha and adoption of SLM and higher efficient wood systems with at least 35% reduction in woodfuel consumption (Lead: NGO EFA)

The project will support the implementation of the Forest Landscape Restoration Plan formulated under Outcome 1 with the focus being on afforestation of selected high priority areas, adoption of SLM/SFM practices in buffer zones around the WAPNP to reduce pressure on the remaining forest. The Forest Landscape Restoration Plan will identify priority areas where forest restoration will be cost effective and sustainable. The project will pilot an incentive-based initiative to encourage the uptake of afforestation/reforestation, which will feed into Output 3.3 (PES scheme). Farmers in targeted areas will be supported to adopt SLM and SFM (including agroforestry) practices to increase land productivity while simultaneously reducing pressure on the forest. Sustainable land and forest management methods will target the improvement of ecosystem services in terms of vegetation cover, crop, fodder and wood/forest production, biomass for fuel, nutrient recycling, water regulation and carbon sequestration. Technologies will integrate traditional knowledge and science-based methods while building on good practices (e.g. WOCAT[53]). Access to credit facilities will be provided for farmers in collaboration with micro-finance institutions or community banks, to support access to improved seed varieties; farm inputs and equipment; harvesting and post harvesting processes technologies and facilities. These initiatives will be linked, wherever possible, to the income generating activities of Output 2.4.

Activities will include:

2.3.1 Identify target areas for SLM/SFM interventions.

2.3.2 Assess best practices for SLM and identify suitable interventions to be disseminated to target communities.

2.3.3 Refine socio-economic and gender assessments to identify candidates for adoption of specific SLM support, identifying clear extension avenues, and work with communities to implement the FLR plans.

2.3.4 Assess best practices for linking communities to financial institutions and identify clear actions to be undertaken by the project to ensure that land users and farmers are linked to financial systems and can access affordable credit to improve farming and fishing practices.

2.3.5 Provide targeted training to land users and farmers within the landscape on implementation of improved practices.

2.3.6 In conjunction with output 4.2, ensure that participatory M&E and learning process is adopted.

2.3.7 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 2.4: Sustainable income generating activities e.g. ecotourism, waste-to-wealth, processing of agricultural products) are implemented, micro-grants, training opportunities, and tools are provided to generate alternative sources of income for targeted groups, including local youth in critical high-impact communities (Lead: NGO WONES)

Income-generation opportunities will be identified through sustainable utilization (from harvesting, processing, marketing and sales) of locally available natural resource products and opportunities for ecotourism. The project will undertake value chain analysis and economic/financial feasibility assessments to determine the viability of the different value chains and support their development as appropriate. The project will focus on products or

[53] https://www.wocat.net/en/decision-support-slm

commodities that are currently being produced/exploited, with a view to improving the benefits to these groups and ensuring that both supply and demand sides of the supply chain are improved.

The Covid-19 pandemic has greatly affected youth in the WAP and offers an opportunity for the project to promote nature-based solutions to the crisis. The project will emphasize investments in WAP Rural communities (edge communities of WAPNP and those living near the new mangrove PAs), in their role as effective stewards of protected and conserved areas, because this could be a worthwhile insurance against future zoonotic diseases. It will be important to understand and mitigate the impacts of the pandemic on the livelihoods of edge communities and to design alternative IGAs, grounded in nature-based solutions that address livelihood disruptions and are also resilient to such events in the future.

The value chain analysis will follow the methodology developed by UNDP's African Agribusiness Supplier Development Program (AASDP)[54]. The analysis will determine key groups necessary for supply chain development and engage them in a participatory process to undertake sustainable value chain development. The key groups to be engaged will include small scale suppliers (producers), small and medium enterprises, off-takers, service providers and government departments responsible for trade. The objective is to successfully implement all identified interventions that are needed to improve supply in the respective supply chains. The project will support participants in the supply chain (especially suppliers) for at least four cycles of business/seasons, together with key partners (NGO programs, public and finance service providers etc.), to ensure that challenges are identified and addressed. This will improve production and productivity, quality management, price, lead time and organizational structures. It will also work closely with the investors to ensure they improve their technical and financial support towards suppliers, communication of specifications and regulations and in-time payments.

This will go hand in hand with additional investments in physical hardware and inputs supply, by both suppliers and buyers. This will be implemented through steps devised by the BMZ business development project for Sierra Leone[55] namely: 1) Capacity training needs assessments to provide an objective picture of the skills and the capacities available to an entrepreneur or enterprise; 2) Business training in core areas to improve entrepreneurs' business skills, including cash management, customer relations and business planning; 3) Business coaching in practical sessions with experienced business coaches who accompany the entrepreneurs as they introduce changes and track their progress; 4) Access to finance: during the training sessions, financial service providers give insights into the financial services they offer and how MSMEs can access these products and services.

Capacity of stakeholders will be enhanced to sustain the new value-addition activities and partnerships beyond the life of the project. The sustainability of the supply chain will depend on continued support from other stakeholders, such as the relevant Ministries (Tourism, Natural Resources, etc.) and other support structures to get all stakeholders in the value chain, especially small-scale producers, to a point where they can independently sustain the partnerships. The project will specifically target the youth (male and female), to advance their business skills, ensuring they have access to vocational training and decent jobs. This output will address the mismatch between the skills supply and the labor market demand by providing targeted training on business for young people, promoting entrepreneurship and employability.

This output will be implemented in close coordination with the National Youth Commission (NAYCOM) and the Ministry of Youth Affairs (MOYA) that promote youth employment through local economic development. It will also coordinate with GIZ's work through EnDev that promotes solutions for clean cooking that examines and tests all available technologies and fuels that can significantly reduce resource overuse and air pollution, as well health hazards and effects on water supply, and those technologies and fuels that prove to be the most suitable under local conditions are considered for the establishment of local production facilities/value chains. The output will also benefit from the EU-funded West Africa Competitiveness Program [56] on value chains, by building on their tools, experiences and lessons. The M&E and knowledge management system (designed under output 4.2) will be used to learn lessons from direct (farmers, SME suppliers, off-takers and service providers), and indirect stakeholders

[54] www.undp.org/content/undp/en/home/librarypage/poverty-reduction/private_sector/african-agribusiness-development-programme-toolkit
[55] https://www.giz.de/en/worldwide/20949.html. Employment Promotion Programme (EPP III) – 2016 to 2020.
[56] https://ec.europa.eu/europeaid

(government, the agri-finance banking sector, NGOs, donors etc.) in the supply chain, which will be used to improve operations and support upscaling.

Activities will include:

2.4.1 Identify value chains that demonstrate potential for further development, noting the need for an emphasis on supporting local communities in their efforts to sustain and rebuild livelihoods affected by the Covid-19 pandemic through the development of sustainable and resilient enterprises. Examples of value chains to be explored include small-scale livestock and vegetable production, processing of agricultural products, and ecotourism[57].

2.4.2 Identify and support entrepreneurs in business skills development in a gender-responsive process (based on a capacity needs assessment).

2.4.3 Establish sustainability mechanisms (institutional support, M&E, equitable sharing of benefits, etc.).

2.4.4 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 2.5: Strategies are developed and implemented to increase knowledge and promote solutions for environmental, health and social effects of deforestation and land degradation (Lead: NGO Tacugama)

Institutions will be mapped that are relevant for outreach and awareness raising on environmental, health and social effects of deforestation and land degradation. An awareness raising strategy will be designed and implemented (in conjunction with project Output 4.3 on knowledge management). To ensure that messages developed for communication and awareness raising resonate with the general public, an entity with comparative advantage in communications in the environment sector will be hired to lead this initiative.

Activities will include:

2.5.1 Undertake a stakeholder mapping to identify institutions that need to include and/or add environmental education content into their curricular and/or extension messages.

2.5.2 Develop appropriate messages – including reference to the impacts of zoonotic diseases, such as the Covid-19 pandemic and the 2014 Ebola epidemic, and the role of protected and conserved areas in reducing these risks – and disseminate them through the relevant channels per stakeholder.

2.5.3 Document the process and produce a technical report, including a section on lessons generated by the process.

Component 3: Innovative Financing

Outcome 3: Financing frameworks for sustainable integrated landscape management increase ILM, PA and Biodiversity Finance by at least 25% over the baseline

Total cost: US$ 1,491,750: GEF Grant $ 883,000 (BD 400,000/ LD 483,000); Co-finance: UNDP: $8,750 as grant and EPA under MOE: $600,000 of which $552,700 as Public Investment and $47,300 in-kind.

Without GEF investment: Limited financing frameworks and incentives will exist for investing in ILM processes with consequent limited funding for protected areas management, biodiversity conservation, protection of watershed services and resilient livelihood options.

With GEF investment: Financing for landscape management will be increased through development of government revenue streams and operationalization of new financing mechanisms. To make the case for increased investment in sustainable ecosystem management, the role of ecosystem services will be mapped and valued, including detailed

[57] The Covid-19 pandemic has had a profound impact on this sector, and future efforts to promote ecotourism must take this into account by thinking creatively about diversifying through virtual tourism, domestic tourism, etc.

quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios (in conjunction with outcome 1). A financing plan will be developed based on the Master Plan for the WAP Landscape, with clear costing for basic and optimal management, current financing level, and gaps to be addressed. In addition, a range of sustainable financing options will be explored in a resource mobilization strategy, the best options being implemented in the framework of the project.

Output 3.1: The role of ecosystem services is mapped and valued for supporting both the ecological integrity of the Western Area Peninsula multiple-use landscape's natural assets and human well-being, including detailed quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios (Lead: NPAA)

The mapping and quantitative evaluation of environmental services in the Western Area Peninsula will provide substantial information for the formulation of a Master Plan (Output 1.3), as well as for the development of a resource mobilization strategy to finance NRM, SLM and PA management over the long term (Output 3.2, 3.3). It will follow a two-step process.

Step 1: Mapping and quantitative evaluation of environmental services. Linking biophysical aspects of ecosystems with human benefits through the notion of ecosystem services is essential to assess the trade-offs involved in the loss of ecosystems and biodiversity in a clear and consistent manner. It will provide a diagnosis of the benefits generated by ecosystems and will help identify the most cost-effective financing mechanisms that can be feasibly implemented in the Western Area Peninsula and Sierra Leone. The key stakeholders i.e., those who help maintain the ecosystem services, those involved in or affected by the use, and the actors/institutions involved at different levels of decision-making will be clearly identified so that this information can be used to improve incentives and capacities for sustainable use of the relevant stakeholders. The objective will be to examine previous work carried out on the subject and determine whether the available information can support coherent and convincing arguments in favor of conservation. The results of this study will not necessarily be based on monetary estimates, since an identification of the goods and services rendered by the ecosystems, then their quantification in non-financial terms, can sometimes be sufficient.

Step 2: Targeted Scenario Analysis (TSA). Targeted Scenario Analysis captures and presents the value of ecosystem services to policymakers, to help make the business case for sustainable policy and investment choices. The product of a TSA is a balanced presentation of evidence, for a decision maker, that weighs the pros and cons of continuing with business as usual (BAU) or following a sustainable development path in which ecosystems are more effectively managed. This alternate path is termed sustainable ecosystem management (SEM). On the basis of the data and information on environmental services obtained in step 1, the TSA will juxtapose the BAU development path with alternative scenarios for the WAP landscape (increased efforts to conserve, restore, and manage forests and biodiversity). This will help highlight the costs of political inaction that are leading to ecosystem degradation and reduction in surface area of coastal and forest ecosystems. The TSA will (a) define the purpose and scope of the analysis, (b) define the BAU baseline and SEM scenarios, (c) select criteria and indicators, (d) collect data, (e) construct the BAU and SEM scenarios, and (f) make informed policy and management recommendations.

The TSA process will involve a broad list of stakeholders and be facilitated by an international expertise, possibly identified by the UNDP office in Sierra Leone. It will result in the formulation of strong and viable policy options to be disseminated broadly in the country. These recommendations will be used in the design process of the Master Plan of the Western Area Peninsula (component 1 of the project). The TSA methodology will also generate relevant data and, to a certain extent, prefigure a System of Environmental-Economic Accounting (SEEA) approach that could be developed at a national scale. The TSA methodology will demonstrate to the international community the commitment Sierra Leone is taking toward reaching Aichi target 2[58].

Activities will include:

[58] Aichi target 2: "By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems."

3.1.1 Identify ecosystem services of the Western Area Peninsula (mapping).

3.1.2 Define information needs and select appropriate methods.

3.1.3 Undertake quantitative evaluation of ecosystem services rendered (not monetary).

3.1.4 Monetary valuation of ecosystem services rendered (optional).

3.1.5 Undertake the TSA through defining the BAU baseline and SEM interventions and outline the pros and cons of possible policy options.

3.1.6 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 3.2: Financing plan for priority initiatives is developed based on the Master plan for the Western Area Peninsular Landscape, with clear costing for basic and optimal management, current financing level and gaps to be addressed (Lead: NPAA)

A financing plan for the implementation of the WAP Master Plan will be drawn up and regularly updated. The plan will compare financial needs and resources, and identify gaps according to basic and optimal management scenarios. To this end, as noted in the Hockings et al Editorial Essay in the Parks Journal (May 2020), the Covid-19 pandemic offers an opportunity for the project insofar as it has focused the attention of the world on the connection between healthy nature and human health and well-being, and highlighted how reliant we are on nature, particularly for our mental health. In particular, urban parks and protected areas are becoming a lifeline for physical and mental health (Mell, 2020; Surico, 2020); this increased usage and interest could have additional benefits for protected and conserved areas and green space more generally. The location of the WAPNP and the proposed new community-managed mangrove PAs (e.g., Aberdeen Creek) near the capital Freetown could be an impetus for greater government and private sector support for better conservation of these protected areas.

An initial matrix will be informed by a public expenditure analysis that distinguishes between the State budget dedicated to the implementation of the Master Plan versus the State budget actually disbursed. This point is important because budgets provided for in the budget laws are not always financed. In the event of a significant discrepancy, the cause of non-disbursements will be identified, and proposed solutions developed. The project will draw on the TSA analysis to mobilize additional state resources. The financing matrix will list relevant initiatives from international cooperation, including bilateral, multilateral or private organizations that align with the implementation of the Master Plan. Finally, the financing matrix will list alternative income-generating activities taking place in the project area. Government staff including from MLHE, NPAA and the National Conservation Trust Fund will receive training on regular updating of the matrix.

Activities will include:

3.2.1 Determine the cost of implementation of the WAP Master Plan, including cost of regular updates to it.

3.2.2 Undertake a public expenditure review to identify current financing levels and gaps that need to be addressed.

3.2.3 Identify other sustainable financing options that can be explored to fill the financing gap (including green tax, debt for nature swaps, endowment fund, incentive packages to scale-up SLM practices, carbon finance, performance payment mechanisms, and regular development partner funding), in collaboration with respective institutions; leverage the Covid-19 pandemic to make the case for funding to maintain essential PA management services, and provide emergency funding to PAs that have suffered income losses due to the pandemic (including support for the well-being and the food security of vulnerable edge communities of the WAPNP).

3.2.4 Facilitate participation of the private sector in financing the implementation of the Master Plan for example through investments that create jobs related to ecosystem restoration activities, eco-tourism initiatives, markets for sustainable products and services; leverage the Covid-19 pandemic to make the case for increasing funding (as above).

3.2.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 3.3: Sustainable financing options piloted (Lead: EPA)

Payment for Ecosystem Services (PES) will be explored as a way to secure longer-term financing for landscape management. If successful, buyers of ecosystems services (e.g. water companies), would be incentivized to invest in interventions that provide longer-term financial returns (e.g. water catchment protection through forest conservation)[59]. The design of incentive schemes will pay particular attention to the following: 1) ensure that the intervention is socially and culturally appropriate, builds on existing institutions, supports livelihoods, and takes into account gender and vulnerable groups issues, and builds on customary systems of natural resource management; 2) ensure there will be no challenges with non-compliance with contractual conditions, by selecting communities with clear land tenure (either as individuals or community groups); 3) avoid poor administrative selection - to ensure that contracts are not offered to areas or individuals who are not in the best position to supply environmental services cost-effectively); 4) to avoid leakage - whereby protecting the forest resources in one location pushes pressure onto resources elsewhere; and 5) to avoid adverse self-selection - where people would have supplied the contracted PES service or activity even in the absence of a payment. The scheme will describe design choices to minimize these threats and specify indicators that will permit the evaluation of the importance of these threats in the project. The design of the scheme will build on PES schemes successfully tested elsewhere, identifying lessons to inform design and implementation in the WAP landscape[60]. An independent evaluation will be conducted by the end of the project to assess impact and inform replication and upscaling.

Activities will include:

3.3.1 Review payment for ecosystems services programs world-wide and identify a model that can work in the WAP.

3.3.2 Define selection criteria and apply them to select areas to pilot the payment for ecosystems services program.

3.3.3 Design the payment for ecosystem services program, in a participatory process, ensuring gender considerations inform all decisions.

3.3.4 Support the implementation of the payment for ecosystems program, ensuring that the participants have the institutions and capacities required to effectively implement the program, earn money and equitably share it amongst relevant community and gender groups.

3.3.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Component 4: Gender Mainstreaming, Knowledge Management and M&E

Outcome 4: Systems designed and used to ensure monitoring and evaluation, knowledge management and gender mainstreaming:

Total cost: $ 666,426: GEF Grant $ 179,818 (BD – 145,820/ LD – 33,998); Co-finance: UNDP: $ 43,750 as grant and EPA under MOE: $442,858 as Public Investment

During the first six months of project implementation, several key plans will be designed in order to enable informed adaptive management and knowledge sharing. This will include a participatory monitoring and evaluation plan, a knowledge management plan, a gender mainstreaming strategy and an awareness raising strategy for ILM and FLR.

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[59] In line with STAP Guidance on GEF projects engagement with PES www.ais.unwater.org/ais/pluginfile.php/488/course/section/141/Paymentsfor_Environmental_Services_and_GEF.pdf

[60] The assessment will build on lessons learned, e.g. Rusoke et al (2017) https://www.researchgate.net/publication/320430407_EFFECTIVENESS_OF_PAYMENT_FOR_ECOSYSTEM_SERVICES_PES_PROJECTS_TOWARDS_PROTECTION_OF_PRIVATE_FORESTS_IN_UGANDA; Garowekci and Burivalova (2017) https://news.mongabay.com/2017/10/cash-for-conservation-do-payments-for-ecosystem-services-work Gobin and Landreau (2018) http://mava-foundation.org/wp-content/uploads/2018/01/MAVA_InnovatingConservationFinance_Janv2018.pdf, AFDB, 2015 - file:///D:/2018%20Bids/Sierra%20Leone/Project%20Documents/Literature%20on%20mangroves/AfDB_PES_final%20(1).pdf).

The project will then facilitate the implementation of these plans and strategies to ensure that: a) project management involves all relevant stakeholders and utilizes an adaptive management approach; b) gender is mainstreamed into all aspects of project management, ensuring that project responsibilities and benefits are equitably distributed to all gender groups; this is especially important in the implementation of Outcome 2; c) implementation of ILM and the associated FLR are monitored and data/information is provided to support adaptive management, and that a system of monitoring the initiatives is in place and capacities availed for its continuation post-project.

Output 4.1: Gender action plan operationalized and used to guide project implementation, monitoring and reporting (Lead: EPA)

Gender mainstreaming during project implementation will be guided by a Gender Action Plan (Annex 11). The action plan will be further refined during the first six months of project implementation and operationalized to ensure that both men and women benefit equitably from project outputs, and enabling transformational changes in women's ability to engage in decision-making processes relevant to governance and sustainable management of the WAP landscape.

Activities will include:

4.1.1 Refine the gender strategy, building on the gender action plan developed during the PPG.

4.1.2 Train stakeholders in gender issues and mainstreaming.

4.1.3 Facilitate mainstreaming of gender considerations in all aspects of project implementation, monitoring and reporting.

4.1.4 Document the process and produce a technical report, including a section on lessons generated by the process

Output 4.2: Participatory project Monitoring, evaluation and learning strategy developed and implemented (Lead: EPA)

A project specific monitoring and evaluation plan will be developed in a gender-responsive and participatory manner, to ensure that the project implementation is monitored, periodic evaluations are conducted for learning, lessons are collated and shared and information is used for adaptive management. Building on the M&E system described in Section 6 of this project document, the project will refine targets and baseline values for project indicators to ensure they are disaggregated by gender wherever possible and robust to monitor project processes and delivery, as well as national and global environment benefits. The results will be reported through the annual project reports (PIRS) submitted to GEF Secretariat and the half-yearly project progress reports submitted by the PMU to UNDP and government. A mid-term evaluation will be carried out with field visits to project sites and consultation with project partners at national and sub-national level. A final evaluation will also be conducted and will include review of project reports, web-based information, and field visits to selected sites, with recommendations for ensuring sustainability of project outcomes.

The M&E system will take full cognizance of the complexity of ILM initiatives, especially the uncertainties of attributing improvements in environmental status to the outcomes in the short, medium and long-term. This is important because monitoring changes in landscape use is an inherently challenging task. The size and complexity demand significant capacities and willingness, as well as financial, institutional and human resource commitments. Maintaining the motivation of local communities towards participatory monitoring processes, especially post-project is particularly challenging; hence it will be factored in during the selection of indicators and setting up of the system. Indicators and monitoring systems will be developed for a minimum of four dimensions; environmental protection and restoration; sustainable production; livelihoods security; and institutional capacity/governance. The M&E system will therefore pay equal attention to evaluating governance processes and outcomes.

The project will set up a centralized online project information management system that can be accessed by all relevant project participants, based on a code of practice for information-sharing to be developed, especially outlining how external parties can access what levels of information. The project staff will develop a basic M&E

Action Plan for how to monitor, track and measure indicators to ensure clarity about who will monitor what, when and how, while guaranteeing adequate arrangements and/or finance to implement the plan. They will be supported to systematically collect and store M&E data on the centralized online project information management system.

Implementation of the M&E system will use standard UNDP approaches and procedures (see Monitoring and Evaluation Plan section for details), and will be based on the following groups of indicators:

- Output Indicators - will measure delivery of the project outputs (the project's products and services) and monitor routine project progress on monthly and quarterly basis. The PMU will collect information on the output indicators, which will be used in project reporting and to inform discussions at the PB as well as the project Quarterly and Annual Reports;
- Outcome Indicators will track progress towards project outcomes (e.g., capacity or behavioral changes happening due to the use of the project outputs by target groups of stakeholders). Similarly, PMU will be in charge of collecting information on outcome indicators, assisted by the Implementing Partners and universities. Project progress against outcome indicators will be reflected in the Annual, Mid-Term and Terminal Project Reports and Mid-Term Review and Terminal Evaluation Reports;
- Mid-Term Impact Indicators will demonstrate how the project outcomes contribute to mid-term project impacts (e.g., increase in collaboration, financial resources for ILM and reduction in threats to the biodiversity and ecosystems services). Collecting information for the mid-term impact indicators might require consultants and will happen generally at the project mid-term and completion. PMU will report this information in the GEF Indicator Table, Mid-Term and Terminal Evaluation Reports and the Project Terminal Report.
- Long-Term Impact Indicators or GEBs will measure project contribution to the ultimate impacts (safeguarding globally significant biodiversity in vulnerable ecosystems through and restoring ecosystems function and services). Since the project can only partially achieve the long-term impacts during its lifetime (6 years), the indicators will measure the extent to which the project has contributed to the impacts, in particular, the extent to which the project has laid the conditions for long-term stakeholder collaboration in ILM, mainstreaming biodiversity and ecosystem considerations in productive sector policies and increased financing. Full realization of the impacts is likely to happen several years after the project is over. The M&E systems of partner institutions will therefore mainstream project M&E, to ensure that monitoring of impacts and sustainability continue after the GEF project ends. PMU will however collect information on impacts and sustainability, with the involvement of the project partners and consultants, and report it in the GEF Core Indicator Table, Mid-Term and Terminal Evaluation Reports, as well as the final project report.
- Gender Indicators will assess impact of the project activities on gender equality and involvement of women in IAS management. PMU will collect information on these indicators, which it will report in the framework of the Gender Mainstreaming Strategy (Output 4.1).

The project will also provide training in overall project management and M&E to the project staff and all those involved/engaged in its implementation, to enhance the effectiveness of project management and implementation. Capacities for M&E will be assessed for key stakeholders to fulfil their mandates, especially sustaining the monitoring of the four important dimensions. It will then design and implement a capacity development program, in conjunction with Output 1.1. The project will also train the Project Board (PB) members to enhance their understanding of what ILM and mainstreaming SLM is about, how these can generate multiple benefits and why they are important in securing resilient and sustainable development in Sierra Leone and the WAP. The PB will therefore be used as a platform to enhance cross-sectoral dialogue and coordination for ILM and SLM in Sierra Leone. In the unlikely event that the implementation of these capacity development activities requires funds additional to those provided by the project, the PB will engage in fundraising, as part of the exit strategy.

The M&E system and regular analysis of M&E data will allow the project to identify the most effective project strategies; to check project assumptions (hypotheses) and risks; to prepare management response to changing

political, economic, and ecological environment; to learn from successful and unsuccessful project experiences; to incorporate learning in the project planning and adaptive management; and to share experience among GEF and other projects in Africa and the world. The M&E system will thus feed into the project's knowledge management system in the next output.

Activities will include:

4.2.1 Build on the findings of the SESP (Annex 5) and draft ESMF (Annex 9) to: (1) Undertake an ESIA; (2) Use the findings to refine the draft ESMF and SESP to develop a costed Environmental and Social Impact Management Plan (ESMP), including an Indigenous People Plan, following the FPIC principles fully, and if deemed necessary; (3) Design and establish a project-level Grievance Redress Mechanism (GRM) during the first year of implementation with full details of the GRM being agreed upon during the Inception Phase, with oversight by the Project Manager and the Safeguards Officer; (4) Develop the Action Plan and Monitoring Plan for the ESMP, including annual revision of the SESP; (5) Train project staff and stakeholders on the implementation of the ESMP.

4.2.2 Formulate an M&E action plan, building on the indicators identified in the Results Framework, and in-line with guidelines from UNDP and the GEF Core Indicators.

4.2.3 Train stakeholders on M&E issues and facilitate uptake of M&E in project implementation.

4.2.4 Ensure mainstreaming of project M&E into respective institutions' M&E systems for sustainability.

4.2.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 4.3: Project lessons and best practices collated and disseminated for uptake, and upscaling strategy developed and implementation supported (Lead: EPA)

Information and knowledge accumulated and produced within the project will be documented and made available for wider communication and dissemination of project lessons and experiences to support the replication and scaling-up of project results, in conjunction with the implementation of the environmental education and awareness raising strategy (Output 2.5). The project will support the enhanced documentation and sharing of best practices and knowledge arising from project activities, including case studies and technical reports. These will document best practices and lessons. These materials will be disseminated through many channels: sharing forums on ILM, nationally and internationally, PIR, technical publications in refereed journals and attendance (and presentation of papers) at relevant International fora (such as the COPs). The information will also be shared on project-related websites, social media and a range of outreach and communication materials. The project will also help establish a community of practice on ILM in Sierra Leone and facilitate regular sharing of information. This will help ensure access of the wider stakeholder community to the experiences, challenges, and successes of the project. Three Stakeholder Forum meetings, culminating in a project completion conference will be convened in Freetown in order to comprehensively assess and share experiences between all stakeholders and provide opportunity for the development of a shared vision and collaborative efforts towards this. The project will also facilitate staff exchanges to build on lessons and knowledge accumulated under the partnership projects described in section 3.8 (Stakeholder engagement, partnerships and coordination) and other similar ones to be identified in the course of implementation. It will also identify synergies with all existing GEF projects in Sierra Leone, and those to start during its lifetime.

Activities will include:

4.3.1 Put in place a knowledge management system and ensure accessibility and visibility among stakeholders.

4.3.2 Produce analytical reports and case studies based on lessons learned from the different project outputs; disseminate through various channels.

4.3.3 Establish a community of practice on ILM in Sierra Leone.

4.3.4 Organize 3 stakeholder forum meetings, culminating in a project completion conference in Freetown in order to comprehensively assess and share experiences between all stakeholders.

4.3.5 Organize staff exchanges with other partner projects and identify synergies with other projects.

4.3.6 Formulate scaling-up and exit strategies, to be completed by the end of the fourth year of project implementation.

3.2 Project area and sites

The communities identified for project pilot interventions are Last Banking, Bathurst, Charlotte, Sussex, River No.2, Tokeh, Markobeh and Rogbeloh (see Annex 2 for geo-referenced information and map). Identification of project target sites was based on several criteria (also see technical background studies in Annexes 11, 12, 13 and 14 for more details):

- Location within the water catchments of the two dams (Congo and Guma) that deliver the main potable water supply systems of the peninsula.
- Level of degradation of natural habitats due to land use changes, and subsequent threats to biodiversity.
- Level of dependence by communities on natural resources provided by the local ecosystem.
- Accessibility for pilot activities.
- Willingness of community members to participate in project activities.

Table 4: Proposed target communities for piloting sustainable land use and income generating activities[61]

Location	Community	Intervention
Congo Dam catchment area	Bathurst and Charlotte communities	FLR, SLM, IGAs
Guma Dam catchment area	Sussex, No.2 River and Tokeh communities	FLR, SLM, IGAs
Aberdeen Creek	Last Banking	Mangrove PA along Aberdeen creek, SLM, IGAs
Songo	Markobeh and Rogbeloh communities	Mangrove PA along Sierra Leone River, SLM, IGAs

The main economic activities in the target communities are trading, farming and provision of daily labor to other traders and farmers. Fishing is traditionally an important economic activity on the peninsula, but currently it is only practiced by a small part of the population and is associated with many challenges including inadequate post-harvest processing facilities and poor access to lucrative markets. Aggregate mining, collection and processing of fuel wood, as well as jobs in the government and private sectors are economic activities for a limited number of surveyed households in the assessed villages (Annex 14). The overall average monthly cash incomes as reported by surveyed households vary from only Le100,000 to Le1m. Quite a number (46.0%) of households reported that they had almost no cash reserves or regular income especially those who depend on wages from daily labor. Only 1.8% of the respondents earn between 1 million Le (equivalent to US$ 129)[62] to 2 million Le per month. Cumulatively, an overwhelming majority (92.8%) of surveyed households spend all their cash income mainly on purchase of food, education, healthcare and clothes with almost nothing left for saving.

Farming involves backyard gardening, mainly of vegetables such as those used in the preparation of plassas[63], pepper, eggplant, cabbage, cucumber, lettuce, tomatoes. Groundnuts and cassava are planted on the hillside of the forest. About 90% of the farmers own land, while about 10% of the households cultivate communally owned land.

The majority of inhabitants harvest forest products for different purposes including fuel wood for energy, timber for construction purposes and non-timber products (medicinal plants, fruits etc.). The NPAA created a buffer zone adjacent to the WAPNP for the use of the communities within this area. Uptake of forest restoration and sustainable

[61] See Annex 14: Socio-economics baseline assessment report

[62] Le1m is equivalent to US$129 at the rate of Le7,705 to US$1.

[63] *Plassas (per-sauce)* is staple sauce made from green vegetables; it is cooked daily by majority of the population and eaten mainly with rice.

farming practices in the surveyed communities is constrained by insufficient access to skills and materials for forest restoration and agroforestry, improved crop varieties; poor quality of farm inputs; lack of access to appropriate farm equipment; shortage of labor; limited access to micro-credit and agricultural extension services; and, insufficient market access.

The overall average monthly cash incomes as reported by surveyed households vary from only Le100,000 to Le1m. Quite a number (46.0%) of households reported that they had almost no cash reserves or regular income especially those who depend on wages from daily labor. Only 1.8% of the respondents earn between 1 million Le (equivalent to US$ 129)[64] to 2 million Le per month. Cumulatively, an overwhelming majority (92.8%) of surveyed households spend all their cash income mainly on purchase of food, education, healthcare and clothes with almost nothing left for savings.

3.3 Alignment with GEF focal area strategy

The project is aligned with the following GEF-6 focal area strategies:

- BD-1 Program 1 (Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure): Project component 2 specifically addresses management effectiveness of the WAPNP and aims to establish 2 mangrove PAs that are effectively managed by local communities; and component 3 focuses on ensuring financial sustainability of the WAPNP and the two new mangrove PAs
- LD-2 Program 3 (Landscape management and restoration): Project component 1 will develop capacities and strengthen the enabling environment to pilot integrated landscape management in the WAP landscape through the development of a WAP ILM Master Plan that maintains sustainable flows of ecosystem services from this landscape; component 2 will support implementation of this Master Plan through strengthening the WAPNP, 2 new mangrove PAs, implementing FLR and SLM practices in the landscape, and promoting alternative sustainable IGAs for communities in the landscape.
- LD-3 Program 4 (Scaling-up sustainable land management through the Landscape Approach): The project will develop institutional capacity (Output 1.1) and institutional finance for sustainable land management (Output 3.2); it will secure innovative market and financing mechanisms that provide incentives for reducing the pressures and competition between land use systems (Output 3.3); it will support multi-stakeholder landscape planning involving both public and private sectors to inform decision-making on integrated management of ecosystem services through establishing a Coordination Platform (Output 1.3); and it will improve agricultural land management near protected areas, including through empowerment of local communities (Outputs 2.2, 2.3, 2.4).

3.4 Incremental Cost Analysis (Baseline vs Alternative Scenario) and Global Environmental Benefits

This GEF-financed project will assist the Government of Sierra Leone in piloting integrated land management at a landscape scale in the Western Area Peninsula Landscape by building the necessary enabling environment and local capacities to achieve this. Without GEF investment, the ecosystem services provided by the WAP landscape and its biodiversity will continue to be increasingly threatened by unplanned and environmentally unsustainable land-use practices, manifested by encroachment into forests for agriculture, increased unplanned urban expansion, industrial and artisanal mining (mainly stone quarrying and sand extraction), as well as overexploitation of natural resources (especially forest products). The incremental cost reasoning for the project is grounded in the need to remove certain key barriers to effective adoption of an integrated land management approach for the WAP namely, insufficient systemic and institutional capacity for participatory management of the multiple-use landscape, lack of adequate information and coordination mechanisms, insufficient demonstration of on-the-ground ILM measures, lack of adequate financing to support biodiversity conservation and environmentally sustainable land management over the longer term, and weak capacities and experience with ensuring equitable participation of women in land use decisions.

[64] Le1m is equivalent to US$129 at the rate of Le7,705 to US$1.

In the Alternative scenario, GEF resources will leverage co-financing from the government and UNDP to help Sierra Leone pursue four interrelated impact pathways: 1. Enhancement of systemic and institutional capacity for integrated landscape management; 2. Demonstration of sustainable land management interventions; 3. Facilitation of increased financial flows to support integrated land management and protected area management; 4. Mainstreaming of monitoring and evaluation, knowledge management and gender issues to support lessons learning, sustainability and upscaling processes. The GEF-financed project will also work closely with other partners active in the WAP to exchange lessons and collaborate in synergistic areas.

By pursuing these impact pathways, the project will generate global environmental benefits by preserving the ecosystem services of the unique WAP landscape, which occupies the western edge of the Upper Guinean Forest Ecosystem listed on the World Wildlife Fund's (WWF) "Global 200" list of critical regions, has been recognized as a Key Biodiversity Area, Important Bird Area, and also includes parts of the Sierra Leone River Estuary Ramsar Site. Specifically, the project will lead to:

- Approval of a Master Plan for sustainable management of 69,820-ha WAP multiple use landscape
- 18,634 ha of WAP landscape brought under effective protection (WAPNP + community mangrove PAs) securing globally significant biodiversity and carbon stocks
- 2,000 ha of WAP landscape brought under Forest Landscape Restoration and SLM practices.

3.5 Local and national project beneficiaries and socio-economic benefits

The project will generate national and local benefits in the following ways. At the national level, capacities of national MDAs (especially, MLHE, MAF, MTCA, EPA, NPAA) for integrated and sustainable land management, forest landscape restoration, PA management, use of ecosystem service evaluations and spatial planning in land use planning and decision-making, incorporation of a gender-sensitive approach will be greatly enhanced. Furthermore, as noted in UNDP's Country Programme Document for 2020-2023, poverty persists primarily because of four interdependent drivers, one of which is recurrent disasters due to increasing vulnerability to climate change-related stresses. By promoting integrated and sustainable land management in the WAP landscape this project will increase environmental and economic resilience in the WAP landscape through its activities related to protecting mangrove ecosystems, reducing deforestation and land degradation, managing the use of community natural assets and supporting sustainable livelihoods.

Findings from the socio-economic assessment undertaken during the PPG revealed that poverty is evident in the surveyed communities and unemployed inhabitants are dependent on the forest resources. Given the nexus between reducing environmental vulnerability, building disaster resilience and poverty eradication, the WAP Master Plan will be produced via a participatory and highly collaborative and gender responsive planning process, wherein all stakeholder groups will participate in negotiating stakes and objectives to be included in the integrated landscape management plan (budgeted under outcome 1). Within the scope of the Master Plan, alternative IGAs will be promoted (ensuring that 50% of beneficiaries are women and 60% are youth) and the viability of different value chains assessed and promoted (e.g., waste-to-wealth, small-scale livestock and vegetable production, processing of agricultural products, ecotourism). To mitigate the risks of economic displacement, the project has budgeted for an in-depth Environment and Social Impact Assessment (ESIA) within the first 6 months of implementation, based on which an Environment and Social Impacts Management Plan (ESMP) will be prepared and implemented, including a resettlement plan and an Indigenous Peoples/Ethnic Minority plan, if deemed necessary. The matter of Free, Prior and Informed Consent (FPIC) will be explored during the ESIA and the approach applied if deemed appropriate.

Local communities will participate in reforestation of degraded mangroves with indigenous trees and clearing invasive species if present. These tasks will utilize payments for public works to provide cash transfers as payment for carrying out these public works. Part of the benefits for the communities may include harvesting of non-timber forest products (NTFPs) from mangrove forests, under sustainable use plans (e.g. through oyster, sea cucumber or seaweed cultivation). The project will provide training on improved harvesting techniques, processing, packaging and marketing, to those engaged in NTFP value chain (in conjunction with Output 2.4). The possibility of carbon sales

from the community PA will also be explored, building on the experiences generated by the Gola Rainforest National Park carbon credit scheme. These national and local benefits will help maintain support for the continued implementation and enforcement of the WAP Master Plan in turn resulting in global environmental benefits. The combined impacts of all the project outcomes are expected to deliver the following local benefits:

- Increased yields of at least three crops by at least 50% through sustainable land management activities, agroforestry, and through associated reductions in land degradation. About 10% of the population of WAP (4,427 people) benefitting, in equal numbers of men and women.
- Income generating activities will increase household incomes and create employment, particularly also for targeted youth. The project will advance business skills and support access to vocational training. This will address the mismatch between the skills supply and the labor market demand by providing targeted training on business for young people.
- Connecting households to improved energy initiatives will reduce the amount of firewood required to cook and heat households. This is likely to reduce the labor required to procure firewood with dividends to women who often bear the responsibility of procuring firewood.
- Increased employment opportunities, household incomes and productivity of three crops will contribute to reducing food insecurity. Equal number of women and men will benefit (guided by the gender action plan).
- Reduction in soil erosion through better land management and reforestation, with consequent reduced siltation of water systems and associated reductions in water treatment and hydroelectricity production costs, and reduced vulnerability to disastrous floods.
- Diversified, resilient and improved livelihoods through income generating activities, with attendant reductions in climate vulnerability of households that have access to additional incomes.
- Economic value stemming from the protection of valuable biodiversity as well as soil and biomass sequestration of carbon, both of which contribute to the preservation of global public goods.
- Economic value from increasing the knowledge base on ILM, watershed services and forest-friendly land rehabilitation approaches that can be integrated into the GoSL's national land management strategy.

3.6 Consistency with national convention strategies/plans/reports/assessments and priorities

The project is consistent and fully in line with the following national plans, priorities and policies, as described below:

- This project will contribute to achieving Sierra Leone's Medium-Term National Development Plan 2019-2023: A New Direction for Improving People's Lives through Education, Inclusive Growth, and Building a Resilient Economy[65]. Specifically, the project directly supports Policy Cluster 7 – Addressing vulnerabilities and building resilience. As the MTNDP 2019-2023 notes "Sierra Leone has experienced recurring environmental disasters and viral tragedies during the last five years, with telling macroeconomic and general development consequences. This suggests the need to rethink public policy regarding management of the environment and natural resources and strengthening disaster early warning and response systems for minimized vulnerabilities and increased national resilience". The project's focus on strengthening conditions for the sustainable and integrated management of multiple-use landscapes (piloted in the WAP landscape) to protect globally significant biodiversity, safeguard ecosystem services generating local and national socio-economic benefits, and advance towards land degradation neutrality directly feeds into the following broad result areas under Policy Cluster 7: 7.1 Building national environmental resilience, and 7.2 Strengthening forest management and wetland conservation.
- The project will directly contribute to the following Aichi Targets under the UNCBD: Target 7. By 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of

[65] Accessible at: https://www.elibrary.imf.org/view/IMF002/26222-9781498324960/26222-9781498324960/26222-9781498324960_A001.xml?rskey=9pheTQ&result=4&redirect=true.

biodiversity; Target 11. By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes; Target 12. By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained; and Target 20. By 2020, at the latest, the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources, and in accordance with the consolidated and agreed process in the Strategy for Resource Mobilization, should increase substantially from the current levels.

- National Biodiversity Strategic Action Plan (2017) for Sierra Leone, under the UNCBD, which recognizes the important role biodiversity plays in poverty alleviation and sustaining life on earth, and seeks conservation measures that provide the framework for the sustainable exploitation of the country's biodiversity for the benefit of present and future generations. It advocates for an increase in the number and size of protected areas and calls for the development and implementation of management plans. It encourages the active participation of NGOs in the management of protected areas, co-management and seeks to involve important local institutions with appropriate gender balance.
- National Land Degradation Neutrality targets established under the target setting process of the UNCCD. Sierra Leone Land Degradation Neutrality National Report, February 2018 identifies the WAP as one of the land degradation hotspots, and the project contributes to achievement of the following target (1 of 6 targets) – Target 2: By 2035, ensure the rehabilitation of 12,237 sq.km of land area suggested as having declined, shown early signs of decline, or stable but stressed conditions in net productivity between 2000 and 2010. This includes 353 sq.km of total land area having declined in land productivity, 2,161 sq. km showing early signs of decline, and 9723 Sq. Km showing stable but stressed conditions between 2000 and 2010.
- National Adaptation Programme of Action (2007), which prioritizes actions to i) establish and maintain the integrity of forest reserves, protected Areas and National Park/Sanctuaries; ii), rehabilitate and protect coastal areas; and iii) manage water resources more sustainably.
- National Low-Emission Climate-Resilient Development Strategy (LECRDS).
- National Water and Sanitation Policy (2010) and the government's policy on water and sanitation as laid out in PRSPII (Agenda for Change, 2008-2012), which recognize that country's water resource base and the environment and its sustainability are threatened by human activities, and advocate for environmentally sustainable approaches in the effective exploitation and utilization of water resources.
- National Land Policy (2015), which sets ambitious targets for enhanced transparency and accountability around land tenure.
- Forestry Act of 1988, which empowers the Minister to declare any area to be a protected area for the purpose of conservation of soil, water, flora, and fauna.
- National Protected Areas Authority (NPAA) and Conservation Trust Fund (CTF) Act passed in 2012, which calls for management of designated protected areas and forest reserves to meet CBD objectives.
- Mines and Minerals Act of 2009, which provisions for an Environmental Impact Assessment (EIA), mitigating measures and fines measured in US$.

3.7 Relevance to SDGs

This project will contribute to the following Sustainable Development Goals: SDG 15 – Life on land; SDG 1- No poverty; SDG 2 – Zero hunger; SDG 7: Clean and affordable energy.

3.8 Stakeholder engagement, partnerships and coordination

The project builds on and integrates lessons learned as well as good practices from previous and on-going interventions relevant to the targeted landscape and will be implemented in close collaboration with key partners and stakeholders including from government, the private sector, civil society, CBOs and academia. Coordination of partnerships will be led primarily by the Project Management Unit (PMU) and mainstreamed through the ILM coordination mechanism created under Output 1.3.

A gender-responsive, culturally-sensitive, non-discriminatory, and inclusive stakeholder consultation process underpins the formulation as well as implementation of this project (see Stakeholder Engagement Plan – Annex 8). A project preparation workshop was held in Freetown in April 2018, at which government, development partners, NGOs, local communities and the private sector participated with the objective to review the approved PIF and to confirm that the issues captured were still relevant and prioritized. The meeting provided an open and transparent process for the stakeholders to review the project objectives and strategies, budgets and implementation arrangements, indicators, and identify baseline programs and co-finance. This was followed by stakeholder engagement during the baseline assessments (see reports in Annexes 11-14). A baseline validation workshop was held in Freetown in January 2019 to review the baseline reports, refine the project strategy and results in the light of the baseline assessments, craft specific project outputs, and discuss project implementation sites and identified project partners. The consultation process continued for the following two months (January to February 2019) through follow-up meetings, email and calls. The consultation culminated with a Stakeholder Validation Workshop, which took place in February 2019, at which the submission package was endorsed.

Project implementation will be based on comprehensive and inclusive engagement with stakeholders at all levels across the landscape. Table 5 in Annex 8 outlines the main roles/ responsibilities during project implementation for project stakeholders. In terms of stakeholders who will take the lead on different project outputs, these are listed below:

- Environmental Protection Agency (EPA)
    - Output 1.1: Capacity of targeted Government institutions and other stakeholders increased for collaborative land-use decision-making and management
    - Output 1.2: Gaps in legal, sectoral policy, institutional and enforcement frameworks are identified and addressed, providing improved enabling conditions for integrated landscape management
    - Output 3.3: Sustainable financing options piloted
    - Outcome 4: Systems designed and used to ensure monitoring and evaluation, knowledge management and gender mainstreaming
- Ministry of Lands, Housing & Environment (MLHE)
    - Output 1.3: A multi-level Coordination Platform and an open-access spatial planning system are established and operationalized for the WAP Multi-Use Landscape
    - Output 1.4: Master Plan is developed for the Western Area Peninsula Landscape, including detailed land use zoning with clear cross-sectoral governance and implementation structures.
- National Protected Area Authority (NPAA)
    - Output 2.1: The existing WAPNP Management Plan is updated and operationalized in cooperation with relevant national and international partners, increasing management effectiveness by at least ten percentage points
    - Output 2.2: Community coastal/mangrove PAs are proclaimed and designated, with site management programs rolled out, including in the Sierra Leone River Estuary Ramsar site (approx. 1,000 ha)
    - Output 3.1: The role of ecosystem services is mapped and valued for supporting both the ecological integrity of the Western Area Peninsula multiple-use landscape's natural assets and human well-being, including detailed quantitative analysis of the environmental, economic, and

social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios

- Output 3.2: Financing plan for priority initiatives is developed based on the Master plan for the Western Area Peninsular Landscape, with clear costing for basic and optimal management, current financing level and gaps to be addressed.

- Environmental Foundation for Africa (EFA)
  - Output 2.3: Implementation of the Forest Landscape Restoration Plan demonstrated, leading to increased forest cover of at least 2,000 ha and adoption of SLM and higher efficient wood systems with at least 35% reduction in woodfuel consumption
- Women's Network for Environmental Sustainability (WONES)
  - Output 2.4: Sustainable income generating activities (e.g. ecotourism, waste-to-wealth, processing of agricultural products) are implemented, micro-grants, training opportunities, and tools are provided to generate alternative sources of income for targeted groups, including local youth in critical high-impact communities
- Tacugama Chimapzee Sanctuary (Tacugama)
  - Output 2.5: Strategies are developed and implemented to increase knowledge and promote solutions for environmental, health and social effects of deforestation and land degradation

Overall, the project is set up to advance the uptake of integrated landscape management, which requires long-term collaboration among different groups of stakeholders to achieve the multiple objectives desired from the landscape, such as delivery of ecosystem services, agricultural production, and support to rural livelihoods, as well as preservation of cultural heritage and values. The project will therefore support integration across sectors and scales, increasing coordination. It will furthermore ensure harmonization of planning, as well as implementation and monitoring of relevant processes at the landscape level, to enable different stakeholders to negotiate their management objectives, to maximize synergies, increase productivity of the landscape and minimize negative trade-offs.

At a broad level, participation and representation of stakeholders will be conducted through the governance structures put in place by the project as outlined in the Governance and Management Arrangements section, and through existing governance structures at the community level. It will also utilize government structures such as PA management authorities, and district and township administrations. Stakeholders will be consulted and engaged throughout the project implementation phase to: (i) promote understanding of the project's outcomes; (ii) promote stakeholder ownership of the project through engagement in planning, implementation and monitoring of the project interventions; (iii) communication to the public in a consistent, supportive and effective manner; and (iv) maximization of linkage and synergy with other on-going projects.

The project will establish a thematic group on integrated land management (small multi-disciplinary team of scientific/technical experts) that will serve as a Technical Advisory Committee for the project. Led by the MLHE, members of the thematic group on ILM will be drawn from key government institutions and non-governmental organizations relevant to sustainable natural resources management, including: Ministry of Tourism and Cultural Affairs; Ministry of Agriculture and Forestry (Forestry Division and Tacugama programme); National Protected Area Authority and Conservation Trust Fund; Environmental Protection Agency; National Tourist Board; Conservation Society of Sierra Leone; Environmental Forum for Action; Environmental Foundation for Africa; Department of Geography - Fourah Bay College; Climate Change Environment and Forest Conservation Consortium-Sierra Leone. This list will be modified after more detailed stakeholder mapping to be undertaken during the first year of the project. For instance, in light of the Covid-19 pandemic and its impact on youth in the WAP landscape, there is an opportunity and need to link youth mobilization and conservation efforts. To this end, the National Youth Commission (NAYCOM) and the Ministry of Youth of Sierra Leone would be good partners for this. UNDP and NAYCOM have had an outstanding partnership for youth empowerment over the years as well as through the pandemic, and the project will build on this through discussions during the inception phase.

Table 5: Stakeholder engagement plan

Stakeholder	Mandate and role	Potential role in project support
Ministry of Environment (MOE)	The Ministry of the Environment was established as a standalone Ministry in 2019. It is mandated to formulate and facilitate the implementation of appropriate policies and programmes for sustainable management of the Environment. Specific functions of the Ministry include: - provision of leadership on the development and supervision of the legal and policy framework for building national environmental resilience, as it relates to climate change, natural resources management, including forestry and wetlands conservation; - ensure effective disaster management governance; - supervision of five government agencies/departments regulating activities in the Environment Sector - Environmental Protection Agency, Nuclear Safety and Radiation Protection Authority, Sierra Leone Meteorological Agency, National Protected Area Authority and Conservation Trust Fund, Forestry Division (Under the Ministry of Agriculture); - ensure environmental compliance and enforcement in Sierra Leone, through EPA; - interface with national and international organizations on environmental issues; - collaborate with relevant Ministries, Departments and Agencies working on environmental related issues; - mobilization of resources in support of strengthening environmental resilience. MOE supervises the Environment Protection Agency (EPA) and the National Protected Area Authority and Conservation Trust Fund (NPAA &CTF).	MOE is the implementing partner/ GEF executing agency for this project. It will host the Project Management Unit and be responsible for overall project coordination, monitoring and reporting. Will lead the policy, legislation and mandates review process. It will also lead the formulation of the exit strategy, to be ready by end of the fourth year of implementation, and spearhead raising of funds for its implementation, with support of the PSC. MOE will therefore be responsible for the overall smooth implementation of the project, delivery and sustainability of results.
Environmental Protection Agency (EPA) under the MOE	Under the umbrella of the MOE, coordinates with national and local Government institutions on issues relating to environmental protection and management Advises government on the formulation of policies on aspects relevant to the environment as well as climate change impacts	Active participant in the entire project as a Responsible Party to be designated by the MOE. EPA will lead activities to realize project Outputs 1.1, 1.2, 3.3, 4.1, 4.2, and 4.3.
Ministry of Lands, Housing and Environment (MLHE)	In charge of overall land administration in the country; Enhancement of balanced land administration, use, planning, and development control; Performs the general role of administration of real estate, national land	Active participant in the entire project as a Responsible Party to be designated by the MOE. MLHE will lead the development of the WAP Master Plan and will be active in the policy reforms and refinement of mandates for MDAs.

Stakeholder	Mandate and role	Potential role in project support
	survey (cadaster) and the mapping of geographical territorial information (geodesy and cartography); The MLHE is the parent Ministry and works with other Ministries to manage, preserve land and to protect the environment.	
National Protected Area Authority (NPAA) under the MOE	Strategic plan for all PAs Demarcation PAs boundaries: Management of National Parks, including designating new ones; Biodiversity conservation; Afforestation and fencing some areas around the PAs Mobilizing knowledge and resources for the above.	Active participants in the entire project as a Responsible Party to be designated by the MOE. NPAA will lead on activities related to increasing PA and ILM finance as well as the establishment of the Community PA on mangroves.
Ministry of Agriculture and Forestry (MAF) – national, provincial and district forestry officers	Implementation of government's agricultural and forestry security policy. Crop development and improvement; Policy formulation and implementation; Mobilizing resources for the above;	PSC member and active participant in the entire project. MAF will focus particularly on ILM planning processes and development of a zoned WAP Master Plan. It will lead the implementation of SLM practices (output 2.3) and the implementation of the FLR plans (reforestation of the watershed).
Ministry of Tourism and Cultural Affairs (MTCA)	The Ministry of Tourism and Cultural Affairs is tasked with the responsibility of contributing to the transformation of Sierra Leone into a middle income country as expressed in the ministry's mission statement- to promote sustainable tourism for economic growth and socio-cultural empowerment in order to preserve, protect and promote cultural diversity with a view to reviving and strengthening national consciousness, understanding and appreciation of cultural heritage and artistic creativity as well as enhance its contribution to poverty reduction and overall development.	PSC member and active participant in the entire project. MTCA will focus on ensuring that areas with tourism potential are developed, promoting environmental sustainability and nature-based (eco)tourism activities etc. It will lead the implementation of all activities aimed at increasing eco-tourism, if these become part of the value chains identified through output 2.4 (value chain analysis).
National Water Resources Management Authority (NWRMA) of the Ministry of Water Resources (MWR)	The NWRMA was established in 2017, and has mandate to ensure that the water resources of the country are controlled in a sustainable manner. It has responsibility for the: Management of water catchment areas in Sierra Leone, including the WAP as this is critical for water for Freetown and other towns in the landscape. Policy formulation and implementation; Mobilizing resources for the above.	PSC members and active participants in the entire project: it will pay special attention to enabling protection of watershed functions of the WAP landscape, including through identification of key areas for re/afforestation etc.
Chiefs and traditional	The relatively decentralized nature of governance[66] in Sierra Leone means that	PSC member and active participant in the entire project. They will particularly be engaged in the formation and management

[66] The governance structure in Sierra Leone is based on a decentralized system structured into central government, and local (city, municipal, and district) and chiefdom councils. In the Western Area, local administration is supported by a traditional system comprising of tribal headmen, who are selected through rigorous consultations with elders and opinion leaders of the tribe and then endorsed by the President, and village headmen who are democratically elected and provide village representation. The tribal headmen advise on matters concerning their specific ethnic group and once in position, rule for life. The Provinces, comprising a Northern, Eastern, and Southern Province, are ruled through a traditional system of chiefdoms. Here, local administration is coordinated through Paramount Chiefs and chiefdom councils. There are 149 chiefdoms in the country,

Stakeholder	Mandate and role	Potential role in project support
rulers	traditional authorities (including, among others, paramount chiefs, village chiefs and women's leaders), Local Councils also play an important role in land use decisions, natural resources protection and protected area management.	of the mangrove PAs and enforcement of existing and new rules of forest protection and sustainable harvesting of forest products (where this happens). They will also be heavily engaged in the dissemination of the awareness raising campaigns on the importance of ILM and forest conservation for ecosystems services to improve resilient livelihoods.
Development Partners (UNDP, FAO, World Bank, AfDB, GIZ, CARE, USAID, etc.)	Development finance Supports Private sector driven programs Funds Disbursements	Co-Finance; establishment of synergies through active and future interventions relevant to biodiversity conservation, ILM, climate change adaptation/mitigation, and livelihood-related actions, etc. (See baseline section of this document for more details). The PMU will engage with these development partners to identify and pursue opportunities for co-finance projects.
Community groups in pilot areas	Landowners and/or managers Implementers Knowledgeable about NTFPs, fish species, mangroves; These community groups will adopt community conservation of the mangrove PAs and other natural resources outside the PAs; They will benefit from piloting the payment for ecosystems services scheme; adoption of SLM practices; income generating activities based on selected value chains; and, improved household energy systems to reduce consumption of wood product	These groups will be the drivers of the ILM implementation on the ground, especially project Component 2, which will pilot ILM-related initiatives. They will participate in all project outputs ensuring engagement of all gender groups. The PMU and the PSC will ensure inclusive, meaningful consultation, avoiding the common pitfalls that challenge participation, and ensuring that the mere conducting of, and attendance at, community fora is not used as proxy for true participation. They will ensure that consultation meetings are organized to enable meaningful consultation; thus, organized with adequate notice for communities to prepare for them; held in accessible places and discussions held in a language that promotes genuine participation. The project will therefore empower communities to actively participate, providing local stakeholders an active voice in the design and management of the landscape, using relevant tools such as participatory land use planning, resource mapping, to genuinely understand local needs, identify potential conflicts and negotiate compromises. During implementation, communities will participate in the ILM planning, identification of mangroves PA areas and their gazettement, including formulating and implementing PA management plans. They will also participate in identifying suitable areas and subjects for the payment for ecosystems services pilot, as well as its implementation. They will undertake SLM/SFM and will therefore act as private sector service providers for sustainability after the project life. Under the implementation of the forest landscape restoration plan, they will suggest tree species needed, alert project facilitators about planting season, monitor the growth of trees and forests, can report cases of tree theft and destruction and provide affordable labor as a cost sharing benefit. They will actively learn and share lessons on the project initiatives.
Water Companies	The Guma Valley Water Company (GVWC) is responsible for Freetown, while the Sierra Leone Water Company (SALWACO) is responsible for other urban and peri-urban areas and for rural water supply, including the provision of technical support to local councils; Mandate to secure water security;	These companies will be members of the PSC and active participants in the entire project: they will pay special focus on the ILM planning/ production of zoned WAP Master Plan, implementation of the payment for ecosystems services pilot scheme and the implementation of the FLR plans (reforestation of the watershed).

each headed by a Paramount Chief, supported by section or sub-chiefs. Paramount Chiefs in the Provinces also rule for life but are elected by the councilors of the chiefdom and come from a ruling family

Stakeholder	Mandate and role	Potential role in project support
	Mobilizing resources for the above	
NGOs -Environmental Foundation for Africa (EFA) - Women's Network for Environmental Sustainability (WONES) - Tacugama Chimpanzee Sanctuary (Tacugama)	Facilitating biodiversity conservation, sustainable land management and community empowerment to undertake conservation-based development; Soil conservation and Forest landscape restoration, Educational campaigns on conservation, environmental management, appropriate technology and related subjects; Income generating activities based on sustainable value chains; Integrated water management Sustainable agriculture; Climate change adaptation &mitigation; Gender mainstreaming, women and youth empowerment.	Proposed Responsible Parties to be designated by the MOE. During the project implementation, they will provide advocacy and support to site management groups and additional capacity to complement the government agencies. They will be involved in providing community facilitation services, training and awareness raising campaigns. The PMU will engage these development partners to identify opportunities for collaboration on the project and pursue them, as appropriate.
Media groups such as SL television and radio, local community radios	Broadcasting to the communities the available opportunities Government and other organizations developmental programs Awareness raising on the need to combat deforestation in the WAP (and countrywide).	Awareness raising on the need to combat deforestation, and conserve watershed services and biodiversity. Broadcasting project activities and making them known Reporting on forests and the need for them The media will be engaged to formulate and disseminate the awareness raising strategy for ILM in the WAP, highlighting its costs and benefits. Dissemination will be through modern communications tools such as soap operas, kids' programs, etc.

Role that civil society will play in the project:

☐ Consulted only;
☒ Member of Advisory Body; ILM Coordination Platform
☐ Co-financier;
☒ Member of project steering committee or equivalent decision-making body;
☐ Executor or co-executor;
☒ Other (Please explain): The project will actively engage civil society in capacity enhancement, decision-making processes as part of the multi-level Coordination Platform, and in M&E processes.

The participation of the private sector will be actively promoted during the implementation of the project in the following ways:

- ILM Planning: It is expected that the open-access planning system and the coordination mechanism established under outcome 1 will ensure that the private sector participates in the policy review, the review and refinement of the mandates of the MDAs and the ILM master plan development.
- Income generating activities: Value chain development under output 2.4 will involve the private sector. The value chain analysis will follow the methodology developed by UNDP's African Agribusiness Supplier Development Program (AASDP)[67], The analysis will determine key groups necessary for supply chain development and engage them in a participatory process to undertake value chain development. The key groups to be engaged will include small scale suppliers (producers), small and medium enterprises, off-takers, service providers and government department responsible for trade.

[67] www.undp.org/content/undp/en/home/librarypage/poverty-reduction/private_sector/african-agribusiness-development-programme-toolkit

- The project intends to introduce an investment mindset in the ILM of the WAP, incentivizing private sector participation in mobilizing resources for ILM, PA, biodiversity and ecosystems management. It will undertake a targeted scenario analysis to provide ecosystems valuations and identify ways to increase financing for ILM interventions. It will facilitate the participation of the private sector in financing the implementation of the Master Plan for example through investments that create jobs related to ecosystem restoration activities, eco-tourism initiatives, markets for sustainable products and services (Output 3.2). The project will also identify market incentives for investing in ILM interventions such as payment for ecosystem services (Output 3.3).

Planned coordination with other relevant GEF/LCDF/SCCF-financed projects and further relevant initiatives: Learning opportunities and potential technology transfer from peer countries will be explored during project implementation. The PMU will formulate an action plan for collaborating with the following relevant initiatives, clearly identifying actions to be monitored to demonstrate collaboration, learning and sharing lessons.

- The Government of Sierra Leone (GoSL) and the United Nations Development Programme is implementing a Full-Size Project (FSP) funded by the GEF/LDCF along the coastal zone, in six different pilot sites (Conakry Dee, Lakka, Hamilton, Tombo, Shenge and Turtle Island). The project is designed to *"Strengthen the ability of coastal communities to systematically manage climate change risks and impacts on physical infrastructure and economic livelihoods"*. The project supports replanting of degraded mangrove areas along two coastal communities along the WAP (Lakka and Hamilton). Lakka and Hamilton are not among the pilot sites of this proposed project but coordination with the GEF/LDCF project to learn from their lessons and experiences will be important for the mangrove-related work under this project.
- The World Bank is implementing a GEF financed project on Resilient Urban Sierra Leone. This project focuses on improving integrated urban management, service delivery and disaster management in Western Area and secondary cities of Sierra Leone. Whilst the technical and geographic focus of the two projects is essentially different, there may be two potential areas of synergy: i) Spatial planning – this new UNDP project on WAP proposes to develop a WAP Master Plan for improved landscape-level, cross-sectoral, landscape management. This may have some natural points of overlap with the WB Resilient Sierra Leone Project's Outputs under Component 1, which include the development of spatial plans- both master and local level. Whilst the WB Resilient Sierra Leone project is focused on urban centres, it does also include the Western Area District (into which the domain of this new UNDP project on WAP falls). This new UNDP project, under Outcome 2, will focus on areas such as Aberdeen Creek and the Sierra Leone River Estuary, which fall within the greater Freetown area, and activities planned for this area (e.g. mangrove restoration and establishment of community-led PAs) may overlap with activities planned under the WB Resilient Sierra Leone project. ii) Forest restoration - Under Component 2 of the WB Resilient Urban Sierra Leone project, there are planned outputs relating to restoration of deforested areas and the development of a Forest Inventory. There may be points of synergy between this and proposed outputs under this new UNDP project on WAP, including the development of a Forest Landscape Restoration Plan, restoration of deforested areas, and adoption of Sustainable Land Management practices to restore production landscapes.
- NEPAD-led African Landscapes Action Plan aims to mobilize partnerships and resources to put into place the principles of ILM at the Africa-wide scale. The project will establish linkages with this initiative to gain lessons from their experience and apply it to the elaboration of the ILM Master Plan for the WAP (Output 1.3).
- World Overview of Conservation Approaches and Technologies (WOCAT): The spatial planning system (Output 1.3) will draw experiences and lessons from WOCAT, which offers a methodological framework for decision support for mainstreaming and upscaling of sustainable land management practices. Under Output 2.3, the sustainable land and forest management methods will integrate traditional knowledge and science-based methods while building on good practices provided through WOCAT.
- The Restoration Initiative (TRI) is a GEF-funded initiative supported technically by IUCN (lead agency), FAO, and UNEP, supporting forest landscape restoration (FLR) including in Cameroon, Central African

Republic, Democratic Republic of Congo, Guinea-Bissau, Kenya, and Tanzania. Support is provided under three core results areas: i) Policy development and integration; ii) Implementation of restoration programs and complementary initiatives; and iii) Capacity building and finance mobilization. A fourth component on knowledge sharing and partnerships provides support for the capture and sharing of innovative experiences and best practices, raising awareness of FLR needs and benefits, and developing and strengthening critical partnerships. The GEF-funded project in Sierra Leone will assess possibilities to link to this component and tap into knowledge sharing opportunities.

- Opportunities will also be explored to establish linkages for knowledge sharing through the UNCCD Land Degradation Neutrality (LDN) initiative, which has produced guidelines, tools, methods and best practices on the process and sustainable land management processes, hosted by its Knowledge Hub[68]. The project will coordinate with the LDN program to exchange tools and methods, experiences and lessons, with a view to synergize efforts and increase project effectiveness and sustainability.
- Promoting youth employment through local economic development (MLSS, GIZ / BMZ): Led by the Ministry of Labour and Social Security, this project aims to sustainably improve employment and income situations for young people engaged in agriculture and working in micro, small and medium-sized businesses (MSMEs). The project is active in the districts of Koinadugu, Kono and Kailahun, which include some of the poorest areas of the country. Its multifaceted approach addresses capacity support for partners, youth development, agriculture value chains, and private sector engagement. Output 2.4 will coordinate closely with this project, and exchange systems, tools and lessons to inform the implementation of the value chains and SLM interventions.
- Output 2.4 of the project on alternative IGAs will be implemented in close coordination with GIZ's work through EnDev on promoting solutions for clean cooking that examines and tests all available technologies and fuels that can significantly reduce resource overuse and air pollution, as well health hazards and effects on water supply, and those technologies and fuels that prove to be the most suitable under local conditions will be considered for the establishment of local production facilities/value chains. The output will also benefit from the EU-funded West Africa Competitiveness Program [69] on value chains, by building on their tools, experiences and lessons.
- BRAC Sierra Leone program supports integrated approaches to development with programs on agriculture, food security, and livelihoods, health, nutrition, and water and sanitation, empowerment and livelihood for adolescents; targeting the ultra-poor and microfinance. BRAC has the largest microfinance portfolio in the country, covering 11 districts out of 16 with 31 branch offices across the country. It provides access to credit to people through two main components: a group-based microloan facility targeting women (100%), and an enterprise loan targeting both male and female small-scale entrepreneurs. Under its Agriculture and Livestock Program, BRAC conducts farmers' training, establishes demonstration farms, provides input support to farmers, creates access to markets and improves sustainable farming techniques to improve the agricultural production and productivity. The project will link to BRAC's micro-finance program for good practices on successful grant making. It may also utilize BRAC on the access to financial institutions interventions, under Outcome 2.
- Gola Rainforest National Park (GRNP) REDD project (NPAA, RSPB, with EU funding): The Gola Rainforest National Park project is the first REDD+ project in Sierra Leone. Covering about 70,000 hectares of Upper Guinea forest, the project works with seven Chiefdoms to strength forest management, linked to carbon credits. The project focuses on three key areas: i) strengthening policies and regulations for the conservation and effective management for the GRNP; ii) Education, capacity building, land use planning and activities to advance sustainable natural resource management by communities; iii) Research and monitoring. The aim is to create a long-term sustainable financing source for the park through REDD+; until carbon revenues become available the RSPB will support on-going conservation management actions. Output 2.2 of this GEF-financed project that aims to establish community managed mangrove

[68] https://knowledge.unccd.int/knowledge-products-and-pillars/guide-scientific-conceptual-framework-ldn/key-elements-scientific-1
[69] https://ec.europa.eu/europeaid

PAs will explore the possibility of carbon sales from the community PA, and to this end, the project will tap in to the experiences generated by the Gola Rainforest National Park carbon credit scheme.

- Decision Support for Mainstreaming and Scaling Out SLM (DS-SLM) (FAO, GEF) has developed a methodological framework for Decision Support for Mainstreaming and Scaling Up SLM from national to local landscape levels. The Decision Support Framework (DSF) offers a detailed description of activities, tools, and methods that are available for use and adaptation by different countries to facilitate SLM Decision-Making. The DSF is currently being applied and tested by FAO with GEF funding in 15 countries. The DSF enables stakeholders to make informed decisions on mainstreaming and scaling up SLM by providing knowledge, understanding, and analysis of the effects of land use change and management, effectiveness of SLM responses, and evidence on the reasons why it is crucial to invest in SLM. Priority SLM strategies are evaluated and selected through a compilation of knowledge and analysis of experiences and shared through the World Overview of Conservation Approaches and Technologies (WOCAT) online platform[70]. This GEF-financed project will connect to the decision support tool databases (Output 1.3) and to access tools for SLM (Output 2.3).
- The project will ensure that linkages will be established with on-going and future efforts to improve climate information and resilience, including relevant GEF-funded projects (e.g. PIMS 5107 *Strengthening climate information and early warning systems for climate resilient development and adaptation to climate change*; PIMS 5178 *Adapting to climate change induced coastal risks management*) and the USAID West African Biodiversity and Climate Change (WABiCC) Programme, in order to maximize impact and sustainability of the investments.

3.9 Gender equality and women's empowerment

A gender assessment was undertaken during project preparation. The assessment sought to understand how gender disparities and different relationships with natural resources between men and women are likely to affect, or be affected by the project activities, and influence efficiency, equitable distribution of roles, responsibilities and benefits from the project as well as sustainability of the results. The assessment further focused on gender dimensions of land ownership and use, forestry, agriculture, household energy, poverty and gender-based division of labor at the household level.

The project is classified as GEN2 (i.e. gender equality is a significant objective). A Gender Action Plan (GAP) is formulated to guide project implementation in ensuring equal opportunities for men, women and youth to project benefits; active consultation with, and participation of women and underrepresented groups; collection of sex disaggregated data/information; and appropriate representation in decision-making bodies. The project will aim at enabling transformational changes in women's ability to engage in decision-making processes relevant to the governance and sustainable management of natural resources. While some of the root causes of the existing gender imbalances in Sierra Leone cannot be resolved given the focus, resources, and time that is available to this specific project, activities will ensure that both men and women will be empowered to increase their understanding and appreciation of the importance that both genders play in ensuring environmental sustainability. For more details, see Gender Action Plan (Annex 11).

3.10 Risks to project success and social/environmental safeguards

Overall, the project is categorized as high risk following SESP review (for more details see Annex 5). Risks and opportunities related to the Covid-19 pandemic are treated at the end of this section.

Table 6: Risks and Mitigation Measures

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Delays in critical policy	Strategic	P=4	PB will engage senior leadership of	PB	To be

[70] WOCAT https://www.wocat.net/en/projects-and-countries/projects/ds-slm

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
reforms for enabling effective ILM of the landscape due to slow bureaucratic processes or insufficient political will to enable change.		I=4 High	relevant ministries, advocating and facilitating ownership and support. Further support will be garnered through the coordination mechanism that will be established by the project.		monitored closely
Lack of sufficient political will to facilitate the required levels of transparency and accountability for integrated land management to be effective.	Strategic	P=4 I=4 High	The coordination platform that will be established by the project will contribute to incentivizing Government partners through joint accountability mechanisms. The project will furthermore work closely with FAO, WB and other key partners who are supporting Government in implementation of provisions in the National Land Policy and other measures aimed at enhancing good governance and transparency around land tenure and planning.	PB	To be monitored closely
Political support for ILM planning at the national, district and community level may not be enough to overcome difficulties of securing cross sector coordination and cooperation required for effective ILM planning and implementation – due to challenges of bureaucratic processes within each Ministry/sector	Operational	P = 3 I = 3 Moderate	A lack of coordination, cooperation and in some cases even animosity between relevant MDAs has hampered achievement of optimum results in many projects. Although many of the MDAs are represented in each other's Management Boards, effective cooperation and coordination doesn't always occur[71]. This is partly caused by rivalry between MDAs, overlap between mandates, giving priority to the opportunities for the own organization, issues at personal level between senior staff, and practical limitations (agendas, availability of transport, lack of tradition). Component 1 is set up to reduce this risk. The project will build on existing coordination mechanisms to identify coordination challenges and resolve them (Output 1.3). It will build operational and technical capacities of the coordination platform to lead the ILM planning process. Community participation will be secured through the community governance structures, which consist of a Headman, Chairlady, and Youth representatives.	PB, PMU	The coordination mechanisms are currently ineffective due to low operational and technical capacity, and fragmentation.
Short term economic and livelihood considerations may take precedence over long term gains from	Strategic	P = 3 I = 3 Moderate	The project is oriented towards meeting both short-term livelihood needs (increased food production, household incomes, clean energy) and securing long-term needs (ecosystem restoration,	PB	Likely increase due to population growth and continued

[71] TRANSTEC Consortium, Belgium, 2018: Report of the Ex-Post Evaluation of the EU Funded REDD+ and Capacity Building Project (RCBP) in Sierra Leone. European Union, Freetown.

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
integrated landscape management and restoration			reduce vulnerability by increasing resilience of agriculture and livelihoods). The project will raise awareness and advocate for a shift in focus from short-term individual economic gains to longer-term benefits for the larger population. The coordination platform will help to increase transparency and accountability.		dependence on agriculture, under conditions of high poverty levels
Increased institutional capacity to manage existing protected areas and the creation of new protected areas in the coastal zone could negatively affect communities through reduced access to natural resources, thereby leading to their economic displacement.	Strategic	I=3 P=3 Moderate	The ILM planning will be informed by the findings and agreements arrived at through the FPIC process, to be undertaken in the first year. In addition, following the recommendations of the ESMF, an Environmental & Social Impact Assessment (ESIA) will be conducted and an Environmental & Social Impact Management Plan (ESMP) prepared, covering all risks and including a framework for those risks that are not fully known. Human-rights based approaches will be applied at all phases of project implementation, as well as active stakeholder engagement to ensure that partners, beneficiaries and affected groups are sufficiently informed about the intended project outcomes and approaches. The project will pilot, in a participatory and gender-responsive manner, income generating activities as incentives for improved sustainable forest and land management. This will minimize risks for vulnerable populations while increasing incomes for households.	PMU, PB	Implementation of ESMF and development of ESIA and ESMP to be monitored closely
a) Insufficient capacities of duty bearers to meet obligations for integrated landscape planning; and b) insufficient capacities of rights holders to claim their rights.	Strategic	a) I=5 P=4 High b) I=2 P=3 Moderate	The project has a strong focus on increasing skills and providing up to date information to all stakeholder groups, to enable them to actively engage in project initiatives. In addition, an education and awareness raising strategy will be formulated and implemented to raise the awareness of especially rights-holders about their roles and responsibilities as well as their entitlements in accessing and utilizing natural resources for securing livelihoods and advancing local economies.	PMU, PB	Declining with the current focus on integrated and sustainable landscape management in the country.
Women's access to resources could be restricted, due to enforcement of PA rules and gazettement of mangrove PAs.	Strategic	I=3 P=2 Moderate	The project has formulated a gender strategy, based on an initial gender analysis during the project preparation phase. The strategy will be refined under the project to guide project implementation in coordination with implementation of the ESMP.	PMU, PB	To be monitored closely
The project will	Strategic	I=3	To avoid these risks, the project work on	PMU,	Unknown for

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
involve planting of trees in afforestation and agroforestry practices. These measures may pose minimal risks of introducing invasive species (of both plants and fish).		P=2 Moderate	any afforestation and harvesting NTFPs will be guided by the Forest Landscape Restoration Concept, with risk management measures built into the design. Under outputs 1.3 and 2.3, the project will facilitate the formulation of an FLR plan, with action plans for implementation. In addition, the IUCN guidelines on Preventing Biodiversity Loss from Invasive Alien Species[72] will be followed, ensuring that there will be no introduction of known invasive species; no introduction of any alien species without risk assessment; and that possibility of accidental introduction of invasive alien species will be considered and managed.	PB	now, will be established during the inception phase and reported in the first PIR
Inability to mobilize sufficient finance for ILM investments due to short time horizons required for returns by most investors, a mismatch between investment stake and size of investment opportunities, and high investment risk versus return potential.	Strategic	P=3 I=4 High	Under outcome 3, the project intends to introduce an investment mind-set into the integrated landscape management processes, identify current funding levels and gaps in funding, develop and promote sustainable financing options to finance prioritized biodiversity and watershed conservation initiatives in the WAP landscape. Both the PB and UNDP will assist to mobilize further funds to continue the implementation of prioritized interventions of the project, under the exit strategy.	Project Board	To be monitored closely by the PB and the Technical Advisory Committee
Climate change: Sierra Leone's National Adaptation Program of Action (NAPA, 2007) reported that rainfall and temperature patterns experienced in Sierra Leone are changing with negative impacts expected to affect biodiversity, livelihoods and the economy.	Environmental	P = 3 I = 3 Moderate	The Western Area Peninsula that is targeted by the project is increasingly susceptible to erosion, landslides, flooding and extreme climatic conditions, as a result of unsustainable land management practices and deforestation. The project seeks to restore the ecological integrity of the agro-ecological system within the WAP. This will strengthen the role of ecological infrastructure in providing cost effective adaptation and reducing vulnerability in the face of climate change. Vulnerability to land and forest degradation was one of the criteria for selecting project sites. All the project activities have been designed to improve the state of the ecosystem and its ability to provide goods and services, which will reduce vulnerability considerably. SLM	Project Manager/ PB	To be monitored closely

[72] http://www.fao.org/docrep/008/y5968e/y5968e07.htm

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
			technologies such as climate smart agriculture, restoring watersheds and adoption of agro-forestry are good ways of adapting livelihoods to effects of climate change.		
The China-financed Fish Harbour project proposed at Black Johnson Beach might compromise the integrity of the Western Area Peninsula National Park, increase pollution of the Atlantic Ocean, displace local people, and increase poverty in the area.	I = 5 P = 5	High	The development of the China-financed fish harbour proposed within the project landscape at Black Johnson Beach might compromise the integrity of the Western Area Peninsula National Park, increase pollution of the Atlantic Ocean, displace local people, and increase poverty in the area. To address this risk, the Ministry of Environment that is the Implementing Partner for this UNDP-GEF project will ensure that the project engages closely with the relevant authorities to ensure that: (i) a full EIA is undertaken, in line with national regulations, and that the possibility of alternate siting of the fish harbour is investigated in this EIA; (ii) appropriate environmental management plans are put in place. Further, the Ministry of Environment will ensure that it puts in place measures to monitor regularly issues such as pollution, impacts on marine life/vegetation, people's rights of access to land and their livelihoods, and implement adaptive management should it be required		

Summary analysis and project implications/opportunities for COVID-19

The tables below summarize the risks and opportunities resulting from the Covid-19 pandemic. The overarching ecological perspective of the project is that the conservation, rehabilitation and sustainable management of intact ecosystems and production landscapes, where the encroachment and fragmentation of natural ecosystems by human populations is reduced and healthy wildlife populations are protected, tend to reduce the likelihood of future zoonoses.

Risk category	Potential Risk	Risk level	Mitigations and Plans
Availability of technical expertise and capacity and changes in timelines	Continued or renewed efforts in COVID-19 containment are likely over the course of project implementation	Medium	The project development work plan and team have been built with this in mind, for example, maximizing experts in country. However, if the number of COVID-19 cases increases beyond the currently low numbers and is not effectively contained, project start-up and implementation could be delayed. Methods for biosecure implementation will be used, such as remote communication, use of PPE, etc.
	Limited capacity for remote work and interactions in Sierra Leone	Medium	The project will attempt to hold consultations in open spaces, and will ensure strict observance of government safety protocols.
			Availability of international personnel on-site will depend on working in a post-pandemic scenario. However, if the pandemic persists, experience in Sierra Leone and elsewhere to date indicates that remote video training

			modules can be developed and that planning work can be accommodated in this manner in places where wifi is available.
Difficulties of implementing community engagement activities	Depending on the development of the pandemic in-country, it may be difficult to do community-level consultations	Medium	Local level consultation will comply with government guidelines and UNDP-CO guidelines. For example, it is likely that teams for field visits and consultations will be small, and they will likely meet and consult with small group sizes (under 50 people or per local guidelines). Additionally, COVID protocols will be developed and followed, such as testing, and supply of sanitizer and masks. In any case where either party is not comfortable to engage in discussions, it will not proceed. As much as possible, remote connections will be sought, for example via local government offices visiting communities.
Stakeholder engagement process	Government may be too occupied with COVID issues to deal with regular business	Medium	At the national level, Government has its protocols in place for staff, and is requiring a full normal workload. Meetings are being conducted in small groups and via video. Unless there is a major increase in the pandemic, the risk is considered medium to low.
Enabling environment	Impacts on co-financing could result	Medium	The availability of co-financing could be affected by changes in government fiscal priorities and exchange rates if there is a major increase in the case numbers. While this possibility cannot be excluded as long as no vaccine is available in country, the likelihoods is considered medium since Government is fully supportive of the project.
Travel by tourists	Lack of tourists as a result of covid reduces livelihood options	High	The project will assess the potential for recovery of the tourism market and to identify specific disease risk mitigation/prevention measures for a post-Covid19 recovery of the tourism industry.
Future zoonoses	Potential for adverse impacts that might contribute to future pandemics, for example, there will be no focus on increasing the human-wildlife interface or any actions that cause degradation	Medium	The project will proactively work to reduce risky human-wildlife interface, towards reducing the risk of future pandemics, while over the long-term promoting an intact landscape with healthy wildlife populations.

Opportunity Category	**Potential**	**Project Plans**
Can the project do more to protect and restore natural systems and their ecological functionality?	High	The project has been designed to ensure the long-term integrity, conservation and sustainable use of its target landscape and its ecosystem functions in the WAP. Reducing encroachment of human land uses and fragmentation of ecosystems will also contribute to reducing the risk of future zoonoses.
Can the project regulate the consumption and trade of wildlife?	High	The project will reduce unregulated hunting and trade of wildlife / wild meat in the target area by strengthening the management of protected areas and promoting alternatives to hunting. Particular emphasis will be placed on the protection of non-human primates, where the risk of zoonoses is particularly high, from hunting.
Can the project include a focus on production landscapes and land use practices within them to decrease the risk of human/nature conflicts?	High	The project focuses on the WAP landscape which is composed of protected areas and surrounding community areas. Its objective is to ensure the sustainable management of both protected and surrounding areas. Reducing human-wildlife conflict and human encroachment

		on natural ecosystems is a key objective, to reduce fragmentation and increased risk of zoonoses.
Can the project promote circular solutions to reduce unsustainable resource extraction and environmental degradation?	High	The project will ensure sustainable procurement, careful waste management, avoidance of contribution to POPs (eg by reducing the use of pesticides including unauthorized ones in and around the target landscape) and GHG emissions (through forest conservation and restoration). Landscape planning will contribute to recovery of the natural vegetation and enhanced landscape connectivity and carbon storage.
Short-term opportunity to support Covid economic recovery	High	The promotion of sustainable, agroforestry and use of non-timber forest products in and around the target landscapes, as well as sustainable tourism in the protected areas, will all contribute to income generation and the recovery of the local economy. All alternative livelihoods activities are intended towards green growth models and a circular economy by focusing on business models and land uses that incorporate climate, biodiversity and sustainability.
Can the project innovate in climate change mitigation and engaging with the private sector?	High	A large part of the project involves working with local communities to mainstream climate mitigation and biodiversity into their land uses.

3.11 Innovativeness, sustainability and potential for scaling up

The project will establish a sound basis for the adoption of integrated landscape management in Sierra Leone, pilot testing its application in the WAP. It will directly apply the ILM approach to mainstream biodiversity and ecosystem services in the multiple use WAP landscape for the first time in the country. ILM is built on the principles of participation, negotiation, and cooperation; as such, it requires long-term collaboration among diverse stakeholders. The project will catalyze actions and integrate social, environmental and economic sustainable development. It intends to promote the development and testing of actions and models of sustainable land use and forest restoration that are innovative in the country context, and the promotion of new product value chains, thus enabling at medium to long term, a greater balance between productive activities and environmental conservation.

In addition, the country will benefit from the facilitation of innovative mechanisms to provide sustainable financing for biodiversity conservation and integrated landscape management. Furthermore, ILM has enormous potential for the construction of an enterprising social network formed by civil society organizations, community leaders, landowners, state and local governments and businesses, allowing the empowerment of stakeholders within the NRM context, especially communities and the private sector. By participating in ILM processes, communities become empowered by being actively engaged within a multi-stakeholder partnership and through acquisition of knowledge and capacity to make changes.

Finally, the project will help overcome gaps between narrowly focused sectoral approaches and the required integration of social, economic and environmental issues that are able to capture cumulative effects and promote a balanced view of future development on the basis of sustainability. It tests and builds on sustainable approaches that can be scaled up in other landscapes.

3.12 Knowledge Management

Output 4.3 of the project focuses on knowledge management. The project team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales. Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The project will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries)

Information and knowledge accumulated and produced during project implementation will be documented and made available for wider communication and dissemination of project lessons and experiences to support the replication and scaling-up of project results, in conjunction with the implementation of the environmental education and awareness raising strategy (Output 2.5). Knowledge will be disseminated through appropriate channels in order to reach targeted audiences. Contents and format of information dissemination will be specifically adapted to targeted audiences, their educational background, cultural contexts, and languages, in order to obtain the highest possible levels of understanding and buy-in, including through the following mechanisms (for more detailed information see Stakeholder Engagement Plan, Annex 8):

- Community skits and bulletin boards: Skits in local languages, and notifications/posters on bulletin boards/offices will be used as a tool to help raise awareness of rural beneficiaries on relevant project subjects.
- Brochures/flyers/newsletters: Printed materials will be used for sharing project summaries and knowledge products with national stakeholders (Government staff, communities around targeted sites).
- Radio, TV, newspapers, press releases: The media will be used to reach broader stakeholder groups in Sierra Leone and the WAP, mobilize support and raise awareness on project activities and relevant environmental topics.
- Exhibitions: Posters, photo's, banners, and/or short (20 min) videos may be produced for display in national and international fora and fairs.
- Policy briefs: To inform decision makers on lessons learned and good practices resulting from project implementation and enable replication/upscaling, policy briefs may be developed for sharing with Government stakeholders.
- Progress reports: Reports produced as part of M&E processes (e.g. UNDP GEF PIR) will be shared with the Steering Committee, UNDP, donor(S), as well as other relevant stakeholders (as appropriate).
- Online media: The project will share progress updates and good practices to the general public through online media, including the website for the Ministry of Lands, Housing and Environment[73] as well as platforms such as UNDP EXPOSURE[74] and PANORAMA[75]. Posts may include stories, photographs, photoblogs, short video's etc. To reach national and global audiences, the project could also consider establishing accounts on social media including Facebook, Twitter, Instagram and YouTube if sufficient capacity is available (e.g. within the PMU, or through the M&E, Knowledge Management and Communications Officer to manage these accounts appropriately.

Staff exchanges will be facilitated to build on lessons and knowledge accumulated under the partnership projects described in section 3.8 and other similar ones to be identified in the course of implementation. The project will furthermore help establish a community of practice on ILM in Sierra Leone and facilitate regular sharing of information. The Project Board will be actively engaged in ensuring synergies and integration with other relevant interventions that are being implemented in Sierra Leone and elsewhere. Learning opportunities and potential technology transfer from peer countries will be explored during project implementation.

The project will coordinate closely with relevant initiatives led by NEPAD: African Landscapes Action Plan, the World Overview of Conservation Approaches and Technologies (WOCAT); and the African Landscapes Action Plan. The Restoration Initiative (TRI) is a GEF funded initiative supported technically by IUCN (lead agency), FAO, and UNEP, supporting forest landscape restoration (FLR) including in Cameroon, Central African Republic, Democratic Republic of Congo, Guinea-Bissau, Kenya, and Tanzania. Support is provided under three core results areas: i) Policy development and integration; ii) Implementation of restoration programs and complementary initiatives; and iv) Capacity building and finance mobilization. A fourth component on knowledge sharing and partnerships provides support for the capture and sharing of innovative experiences and best practices, raising awareness of FLR needs and benefits, and developing and strengthening critical partnerships. The GEF-funded project in Sierra Leone will

[73] https://www.adaptation-undp.org/partners/ministry-lands-country-planning-and-environmentgovernment-sierra-leone
[74] https://stories.undp.org
[75] https://www.iucn.org/theme/protected-areas/our-work/projects/panorama-solutions-healthy-planet

assess possibilities to link to this component and tap into knowledge sharing opportunities. Opportunities will also be explored to establish linkages for knowledge sharing through the UNCCD Land Degradation Neutrality (LDN) Initiative, which has produced guidelines, tools, methods and best practices on the process and sustainable land management processes, hosted by its Knowledge Hub[76]. The project will coordinate with the LDN program to exchange tools and methods, experiences and lessons, with a view to synergize efforts and increase project effectiveness and sustainability.

To present opportunities for replication in other countries, the project will furthermore codify good practices and facilitate dissemination through global on-going South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy and PANORAMA. In addition, in order to bring the voice of Sierra Leone to global and regional fora, the project will explore opportunities for meaningful participation in Match-Making events, as well as specific global events, where UNDP could support engagement through side events and other meetings in the global development discourse on biodiversity conservation and sustainable landscape management.

3.13 South-South and Triangular Cooperation

Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform and PANORAMA[77].

In addition, to bring the voice of Sierra Leone to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on integrated landscape management, SLM, and FLR. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on integrated landscape management, SLM, and FLR in geopolitical, social and environmental contexts relevant to the proposed project in Sierra Leone.

[76] https://knowledge.unccd.int/knowledge-products-and-pillars/guide-scientific-conceptual-framework-ldn/key-elements-scientific-1
[77] https://panorama.solutions/en

IV. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): SDG 15 – Life on land; SDG 1- No poverty; SDG 2 – Zero hunger; SDG 7: Clean and affordable energy				
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): By 2023, Sierra Leone benefits from a more productive, commercialized and sustainable agriculture, improved food and nutrition security, and increased resilience to climate change and other shocks.				
	Objective and Outcome Indicators	**Baseline**	**Mid-term Target**	**End of Project Target**
Project Objective: To strengthen conditions for the sustainable and integrated management of multiple-use landscapes (piloted in the WAP landscape) to protect globally significant biodiversity, safeguard ecosystem services generating local and national socio-economic benefits, and advance towards land degradation neutrality	Mandatory GEF Core Indicator 11: # direct project beneficiaries disaggregated by gender (individual people)	Women: 0 Men: 0 Total: 0	Women: 1,107 Men: 1,106 Total: 2,213	Women: 2,214 Men: 2,213 Total: 4,427
	Mandatory GEF Core Indicator 1.1: Terrestrial protected areas newly created	286,000 of mangroves; 30,000 ha of it under community forest management	At least 500 ha of mangroves under new community PA management system	At least 1,000 ha of mangroves under new community PA management system
	Mandatory GEF Core Indicator 1.2: Terrestrial protected areas under improved management effectiveness	Management effectiveness of the WAPNP is currently at 46% (see METT scorecard)	Management effectiveness of WAPNP increases by 10 percentage points	Management effectiveness of WAPNP increases by 20 percentage points
	Mandatory GEF Core Indicator 3.2: Area of forest and forest land restored	0 ha	1,000 ha	2,000 ha
Project component 1	**Systemic and Institutional Capacities for ILM**			
Outcome 1: Increased systemic and institutional capacities lay long-term foundation for improved management of the 69,820-ha multiple-use Western Area Peninsula landscape	Indicator 5: Aggregated institutional capacity score for the relevant NRM institutions and community groups, as measured by the UNDP institutional capacity development scorecard	Aggregated institutional average capacity score is 43.5 (see completed UNDP Capacity Assessment Scorecard in Annex 13)	Aggregated institutional capacity score increases to at least 50 (men and women benefit equally)	Aggregated institutional capacity score increases to at least 63.5 (men and women benefit equally)
	Indicator 6: Prioritized sectorial policies incorporate SLM/ILM standards Wildlife Conservation Act of 1972 and its implementing regulations; the Forestry Act of 1988 and its implementing Regulations of 1990; the Environmental Policy of 1994; the Environment Protection Act of 2008; the Environment Protection (Mines and Minerals) Act of 2013; the National Water Resources Management Act of 2017; the Mines and Minerals Act	Seven relevant policies/Acts do not integrate SLM/ILM adequately	Prioritized policies/acts reviewed and recommend-dations developed for improvement	Prioritized policies/acts reviewed and submitted to Cabinet
	Indicator 7: Area of the landscape covered by a sustainable, integrated land management plan (the	0	ILM plan for 69,820 ha developed and under discussion	ILM plan for 69,820 ha approved

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
	WAP Master Plan) that promotes improved sustainable land management regimes			
Outputs to achieve Outcome 1	Output 1.1: Capacity of targeted government institutions and other targeted stakeholders is increased for collaborative land-use decision-making and management Output 1.2: Gaps in legal, sectoral policy, institutional and enforcement frameworks are identified and addressed, providing improved enabling conditions for integrated landscape management Output 1.3: A multi-level Coordination Platform and an open-access spatial planning system are established and operationalized for the WAP Multi-Use Landscape Output 1.4: Master Plan is developed for the Western Area Peninsula Landscape, including detailed land use zoning with clear cross-sectoral governance and implementation structures			
Project component 2	**Demonstration of ILM implementation on the ground**			
Outcome 2: Implementation of selected ILM and FLR interventions demonstrated in over 21,000 ha, securing biodiversity, ecosystems services and resilient livelihoods	Indicator 8: Increased yields of selected agroforestry products/crops in areas under improved land management regimes	(baseline tbd during inception phase)	Yields increase by at least 30% over baseline values	Yields increase by at least 50% over baseline values
	Indicator 9: Effectiveness of awareness and education outputs on the environmental, health and social effects of deforestation and land degradation	Very limited information on the importance of the environment, biodiversity, and land degradation effectively being disseminated	Education and awareness raising strategy formulated, and communication outputs reaching 100% of target audiences, with at least 25% reporting change in behavior linked to messages	Education and awareness raising strategy formulated, and communication outputs reaching 100% of target audiences, with at least 50% reporting change in behavior linked to the messages
Outputs to achieve Outcome 2	Output 2.1: The existing WAPNP Management Plan is updated and operationalized in cooperation with relevant national and international partners, increasing management effectiveness by at least 20 percentage points Output 2.2: Community coastal/mangrove PAs are proclaimed and designated, with site management programs rolled out, including in the Sierra Leone River Estuary Ramsar site (approx. 1,000 ha). Output 2.3: Implementation of the Forest Landscape Restoration Plan demonstrated, leading to increased forest cover of at least 2,000 ha and adoption of SLM and higher efficient wood systems with at least 35% reduction in woodfuel consumption Output 2.4: Sustainable income generating activities (e.g. ecotourism, waste-to-wealth, processing of agricultural products) are implemented, micro-grants, training opportunities, and tools are provided to generate alternative sources of income for targeted groups, including local youth in critical high-impact communities Output 2.5: Strategies are developed and implemented to increase knowledge and promote solutions for environmental, health and social effects of deforestation and land degradation.			
Project component 3	Innovative Financing			
Outcome 3: Financing frameworks for sustainable integrated landscape management increase ILM, PA and Biodiversity Finance by at least 25% over the baseline	Indicator 10: New financing mechanisms operationalized, increasing government funding for landscape management	There is one conservation fund; the National Protected Area Authority and Conservation Trust Fund. However, it has mobilized very limited funding. The actual	At least 1 effective financing mechanism operationalized, increasing government funding for landscape management by at least 15% over the baseline (to be established by the public expenditure review).	At least 2 effective financing mechanisms operationalized, increasing government funding for landscape management by at least 25% over the baseline (to be established by the public expenditure review).

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target
		baseline funding will be established by the public expenditure review.		
Outputs to achieve Outcome 3	Output 3.1: The role of ecosystem services is mapped and valued for supporting both the ecological integrity of the Western Area Peninsula Multi-Use Landscape's natural assets and human well-being, including detailed quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios Output 3.2: Financing plan for priority initiatives is developed based on the Master plan for the Western Area Peninsular Landscape, with clear costing for basic and optimal management, current financing level and gaps to be addressed Output 3.3: Sustainable financing options piloted			
Project component 4	**Gender mainstreaming, knowledge management and M&E**			
Outcome 4: Systems designed and used to ensure monitoring and evaluation, knowledge management and gender mainstreaming	Indicator 11: Communication outputs and knowledge products produced and disseminated to targeted audiences on lessons learned and good practices identified through project implementation, taking into account stakeholder groups and communication tools identified in the project Stakeholder Engagement Plan.	Lack of availability of knowledge products on ILM in Sierra Leone specifically targeting prioritized audiences (e.g. politicians, farmers, private sector).	At least 1 substantive knowledge output produced and disseminated to targeted audiences each 6 months	At least 12 substantive knowledge outputs produced and disseminated to targeted audiences; including minimum 1 PANORAMA publication, and 1 UNDP photo blog
	Indicator 12: % of sub-indicator targets in Gender Action Plan met	0	40%	80%
Outputs to achieve Outcome 4	Output 4.1: Gender strategy and action plan operationalized and used to guide project implementation, monitoring and reporting. Output 4.2: Participatory project monitoring, evaluation and learning strategy developed and implemented. Output 4.3: Project lessons and best practices collated and disseminated for uptake, and upscaling strategy developed, and its implementation supported			

V. MONITORING AND EVALUATION (M&E) PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators are not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 4 details the roles, responsibilities, and frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[78]. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework 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 OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
h. Formally launch the Project.

GEF Project Implementation Report (PIR):
The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform preparation of the subsequent PIR.

[78] See https://www.thegef.org/gef/policies_guidelines

GEF and/or LDCF Core Indicators:

The GEF and/or LDCF/SCCF Core indicators included as Annex 18 will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METT is in Annex 16) has been prepared for the WAPNP and the scores included in the GEF Core Indicators (Annex 18).

Independent Mid-term Review (MTR):

The terms of reference, the review process and the final MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC).

The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate.

The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by 10 June 2026. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE):

An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center.

The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP evaluation specialists to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by 09 March 2029. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:

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 written materials like 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 Policy[79] and the GEF policy on public involvement[80].

Monitoring and Evaluation Plan and Budget:			
GEF M&E requirements	**Responsible Parties**	**Indicative costs (US$)**	**Time frame**
Inception Workshop	Implementing Partner PM	11,000	Within 60 days of CEO endorsement of this project.
Inception Report	PM KM+ME Officer	None	Within 90 days of CEO endorsement of this project.
Monitoring of indicators in project results framework	PM KM+ME Officer	21,000	Annually prior to GEF PIR. This will include GEF core indicators.
GEF Project Implementation Report (PIR)	PM KM+ME Officer UNDP-GEF RTA	None	Annually typically between June-August
Monitoring all risks (UNDP risk register)	PM KM+ME Officer	None	On-going
Monitoring of ESMP implementation	Project Gender+Safeguards Officer	5,000	On-going
Supervision missions	UNDP Country Office	None[81]	Annually
Oversight/troubleshooting missions	RTA BPPS/GEF	None	Troubleshooting as needed
Mid-term GEF and/or LDCF/SCCF Core indicators and METT or other required Tracking Tools	PM	10,000	Before mid-term review mission takes place.
Independent Mid-term Review (MTR)	Independent evaluators	42,400	10 June 2026
Terminal GEF and/or LDCF/SCCF Core indicators and METT or other required Tracking Tools	MOE	10,000	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE)	Independent evaluators	47,200	09 March 2029
TOTAL indicative COST		146,600	

[79] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[80] See https://www.thegef.org/gef/policies_guidelines
[81] The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

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Monitoring and Evaluation Plan and Budget:			
GEF M&E requirements	**Responsible Parties**	**Indicative costs (US$)**	**Time frame**
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Inception Report	PM KM+ME Officer	None	Within 90 days of CEO endorsement of this project.
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Mid-term GEF and/or LDCF/SCCF Core indicators and METT or other required Tracking Tools	PM	10,000	Before mid-term review mission takes place.
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[80] See https://www.thegef.org/gef/policies_guidelines
[81] The costs of UNDP CO and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

General roles and responsibilities in the projects' governance mechanism

Implementing Partner

The Implementing Partner for this Project is the Ministry of Environment (MOE). The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. 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.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Parties

Three government agencies and three NGOs will take additional lead roles in the execution of the project, upon delegation by the primary national implementing partner/executing agency namely MOE. MOE will decide whether to formally designate these as Responsible Parties and will sign Responsible Party Agreements based on UNDP guidelines. Broadly, their roles and responsibilities per project output are as follows:

- Environmental Protection Agency (EPA) (see HACT in Annex 20b)
    - Output 1.1: Capacity of targeted Government institutions and other stakeholders are increased for collaborative land-use decision-making and management
    - Output 1.2: Gaps in legal, sectoral policy, institutional and enforcement frameworks are identified and addressed, providing improved enabling conditions for integrated landscape management
    - Output 3.3: Sustainable financing options piloted
    - Outcome 4: Systems are designed and used to ensure monitoring and evaluation, knowledge management and gender mainstreaming
- Ministry of Lands, Housing & Environment (MLHE) (see PCAT in Annex 21)
    - Output 1.3: A multi-level Coordination Platform and an open-access spatial planning system are established and operationalized for the WAP Multi-Use Landscape
    - Output 1.4: Master Plan is developed for the Western Area Peninsula Landscape, including detailed land use zoning with clear cross-sectoral governance and implementation structures.
- National Protected Area Authority (NPAA) (see HACT in Annex 20c)
    - Output 2.1: The existing WAPNP Management Plan is updated and operationalized in cooperation with relevant national and international partners, increasing management effectiveness by at least ten percentage points

- Output 2.2: Community coastal/mangrove PAs are proclaimed and designated, with site management programs rolled out, including in the Sierra Leone River Estuary Ramsar site (approx. 1,000 ha)
- Output 3.1: The role of ecosystem services is mapped and valued for supporting both the ecological integrity of the Western Area Peninsula multiple-use landscape's natural assets and human well-being, including detailed quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios
- Output 3.2: Financing plan for priority initiatives is developed based on the Master plan for the Western Area Peninsular Landscape, with clear costing for basic and optimal management, current financing level and gaps to be addressed.

- Environmental Foundation for Africa (EFA) (see HACT in Annex 20d)
  - Output 2.3: Implementation of the Forest Landscape Restoration Plan demonstrated, leading to increased forest cover of at least 2,000 ha and adoption of SLM and higher efficient wood systems with at least 35% reduction in wood fuel consumption
- Women's Network for Environmental Sustainability (WONES) (see HACT in Annex 20f)
  - Output 2.4: Sustainable income generating activities (e.g. ecotourism, waste-to-wealth, processing of agricultural products) are implemented, micro-grants, training opportunities, and tools are provided to generate alternative sources of income for targeted groups, including local youth in critical high-impact communities
- Tacugama (see HACT in Annex 20e)
  - Output 2.5: Strategies are developed and implemented to increase knowledge and promote solutions for environmental, health and social effects of deforestation and land degradation

Project stakeholders and target groups

Annex 8 provides details on methodologies used by the project to target and engage stakeholders and beneficiaries.

ILM Technical Advisory Committee/thematic group: a small multi-disciplinary team of scientific/technical experts from government agencies, implementing partners and scientific/technical organizations will be formed, primarily to coordinate a participatory ILM planning, supported by sound science to achieve integrated landscape management that encompasses biodiversity conservation, sustainable forest management, sustainable land management and community livelihoods, with due considerations to climate change issues and risks. Secondly, it will provide technical advice to the project, ensuring that the project interventions are technically sound and in keeping with Government of Sierra Leone and UNDP/GEF social, environmental and other standards.

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Project governance structure

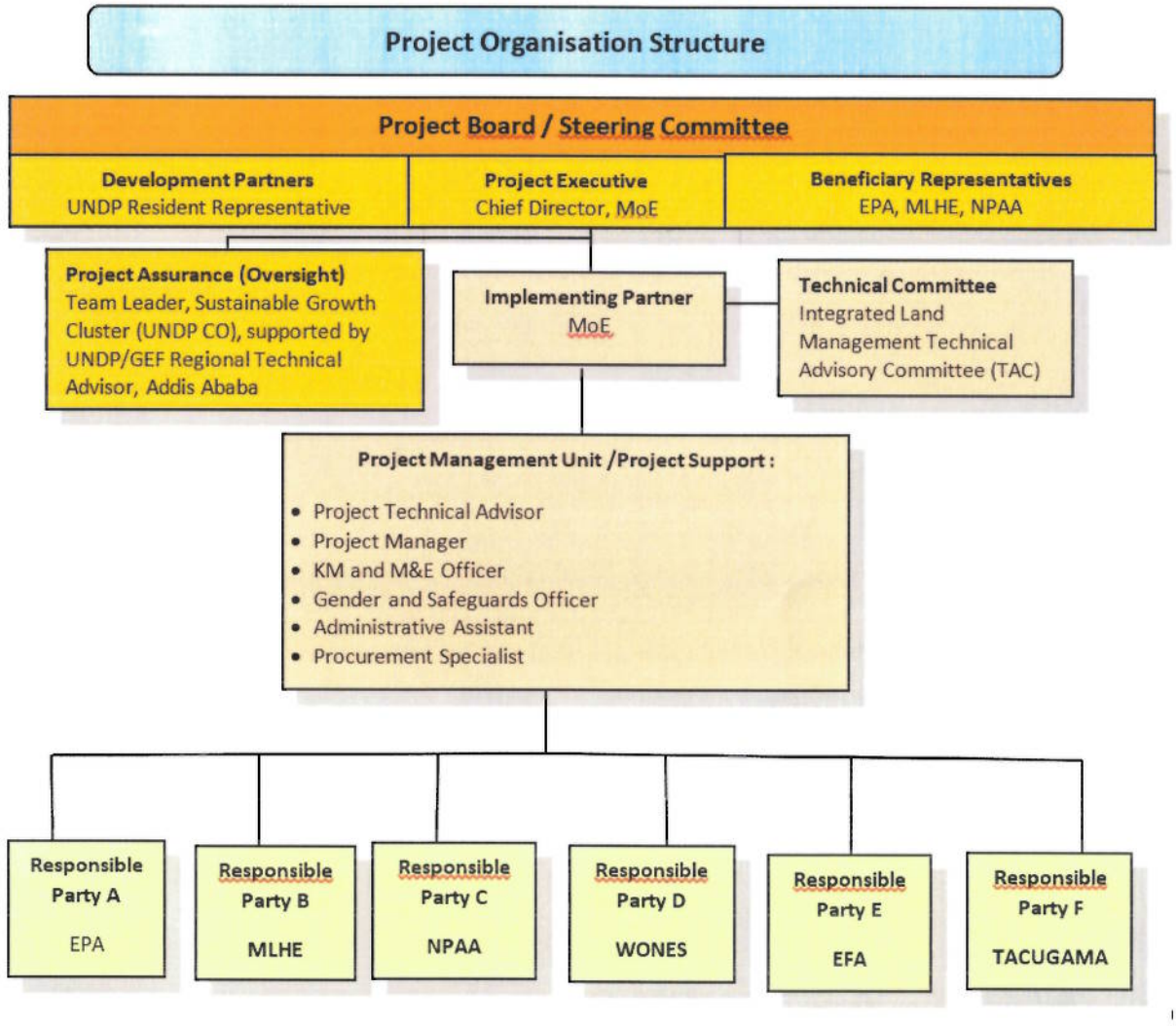


Figure 5: Project Governance Structure

The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

Roles and Responsiblities of the Project Organization Structure:

a) **Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board 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 consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the project manager and project assurance;
  - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
  - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
  - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
  - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
  - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- ✓ Risk Management:

- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:

- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is the Chief Director, MoE
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative are EPA, MHLE and NPAA
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner is the UNDP Resident Representative

b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is the CO Team Leader, Sustainable Growth Cluster.

c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project

manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

The primary PMU representative attending board meetings is the Project Manager.

VII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 23,209,909. This is financed through a GEF grant of USD 5,209,909, USD 300,000 in cash co-financing from UNDP that is to be administered by UNDP, and USD 17,700,000 in co-financing from the Government of Sierra Leone (USD 17,601,271 as Public Investment, USD 98,729 as in-kind). UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Co-financing: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis and will be reported to the GEF during the *mid-term review* and terminal evaluation process as follows:

Co-financing source	Co-financing type	Co-financing amount (USD)
Recipient government (MOE)	Public Investment In-kind Total	17,601,271 98,729 17,700,000
GEF Agency	UNDP	300,000

Budget Revision and Tolerance: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

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

Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's guidance set out in UNDP POPP.

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies. *The costs for audit cannot be included under M&E component and budget and must be included under PMC.*

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

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 (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen at the end date calculated by the approved duration after the Project Document signature or at the revised operational closure date as approved in the project extension. Any expected activity after the operational date requires project extension approval.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the project should have completed the transfer or disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project (it is strongly encouraged to be done before the operational closure date). In all cases of transfer, a transfer document must be prepared and kept on file[82]. The transfer should be done before Project Management Unit complete their assignments.

Financial completion (closure): 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).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. If Operational Closure is delayed for any justified and approved reason, the Country Office should do all efforts to Financially Close the project within 9 months after TE is completed. 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 BPPS/NCE-VF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

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[82] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE-VF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

VII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Award ID:	000114234	Atlas Output Project ID:	01000710
Atlas Proposal or Award Title:	Integrated Landscape management for the WAP		
Atlas Business Unit	SLE 10		
Atlas Primary Output Project Title	Integrated Landscape management for the WAP		
UNDP-GEF PIMS No.	5542		
Implementing Partner	MOE		

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	See Budget Note:
COMPONENT/ OUTCOME 1 Systemic and Institutional Capacity for ILM	MoE	62000	GEF TF	71200	International Consultants	34,667	34,667	34,667	34,666	34,666	34,667	**208,000**	1
				71600	Travel	6,000	6,000	6,000	6,000	6,000	5,250	**35,250**	2
				72100(a)	Contractual services - companies	33,333	33,333	33,334	33,333	33,333	33,334	**200,000**	3(a)
				72100(b)	Contractual services - companies	13,333	13,333	13,334	13,333	13,333	13,334	**80,000**	3(b)
				72100©	Contractual services - companies	13,375	13,375	13,375	13,375	13,375	13,375	**80,250**	3©
				72100(d)	Contractual services - companies	28,333	28,333	28,334	28,333	28,333	28,334	**170,000**	3(d)
				72800	Information Technology Equipment	13,500	3,500	13,500	3,500	12,500	3,000	**49,500**	4
				75700	Training, Workshops & Conferences	15,000	15,000	12,000	12,000	11,000	11,000	**76,000**	5
					Total GEF Outcome 1	**157,541**	**147,541**	**154,544**	**144,540**	**152,540**	**142,294**	**899,000**	
		4000	TRAC	72200	Equipment &Furniture	**8,750**	**0**	**0**	**0**	**0**	**0**	8,750	6
					Total TRAC Outcome 1	**8,750**	**0**	**0**	**0**	**0**	**0**	**8,750**	
					Total Outcome 1	**166,291**	**147,541**	**154,544**	**144,540**	**152,540**	**142,294**	**907,750**	

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	See Budget Note:
COMPONENT/ OUTCOME 2 Demonstration of ILM implementation on the ground	MoE	62000	GEF TF	71200	International Consultant	17,333	17,333	17,333	17,334	17,334	17,333	104,000	7
				71600	Travel	15,000	15,000	15,000	15,000	15,000	16,800	91,800	8
				72100(a)	Contractual Services - Companies	137,333	137,333	137,334	137,333	137,333	137,334	824,000	9 (a)
				72100(b)	Contractual Services - Companies	63,333	63,333	63,334	63,333	63,333	63,334	380,000	9 (b)
				72100©	Contractual Services - Companies	48,300	48,300	48,300	48,300	48,300	48,300	289,800	9 ©
				72100(d)	Contractual Services - Companies	61,666	61,666	61,668	61,666	61,666	61,668	370,000	9 (d)
				72100(e)	Contractual Services - Companies	33,280	33,280	33,280	33,280	33,280	33,280	199,680	9(e)
				72300	Material & Goods	80,000	80,000	81,000	80,000	79,400	79,000	479,400	10
				72800	Information Technology Equipment	10,000	10,000	10,800	10,000	10,000	10,000	60,800	11
				75700	Training, Workshops and Conferences	35,000	35,000	30,000	35,000	35,520	30,000	200,520	12
					Total GEF Component 2	**501,245**	**501,245**	**498,049**	**501,246**	**501,166**	**497,049**	**3,000,000**	
		4000	TRAC	72200	Equipment & Furniture	8,750	0	0	0	0	0	**8,750**	13
					Total TRAC Component 2	**8,750**	**0**	**0**	**0**	**0**	**0**	**8,750**	
					Total Component 2	**509,995**	**501,245**	**498,049**	**501,246**	**501,166**	**497,049**	**3,008,750**	
COMPONENT/ OUTCOME 3 Innovative financing	MoE	62000	GEF TF	71200	International Consultant	17,333	17,333	17,333	17,334	17,334	17,333	**104,000**	14
				72100	Contractual services Comp.	8,333	8,333	8,334	8,333	8,333	8,334	**50,000**	15 (a)
				72100	Contractual services Comp.	14,166	14,166	14,168	14,166	14,166	14,168	**85,000**	15 (b)
				72100	Contractual services Comp.	27,666	27,666	27,668	27,666	27,666	27,668	**166,000**	15 ©
				72100	Contractual services Comp.	45,066	45,066	45,068	45,066	45,066	45,068	**270,400**	15 (d)
				72800	Information Technology Equip.	22,000	0	22,000	0	0	0	**44,000**	16
				75700	Training, Workshops & Conf.	27,266	27,266	27,267	27,267	27,267	27,267	**163,600**	17
					Total GEF Component 3	**161,830**	**139,830**	**161,838**	**139,832**	**139,832**	**139,838**	**883,000**	
		4000	TRAC	72200	Equipment and Furniture	8,750	0	0	0	0	0	**8,750**	18
					Total TRAC Component 3	**8,750**	**0**	**0**	**0**	**0**	**0**	**8,750**	
					Total Component 3	**170,580**	**139,830**	**161,838**	**139,832**	**139,832**	**139,838**	**891,750**	

Atlas Activity (GEF Component)	Atlas Implementing Agent (Responsible Party[2] , IP or UNDP)	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code[3]	ATLAS Budget Account Description[3]	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	See Budget Note:
COMPONENT: OUTCOME 4: a. Gender Mainstreaming, Knowledge Management	MoE	62000	GEF TF	71300	Local consultants	5,536	5,536	5,537	5,537	5,536	5,536	**33,218**	19
		4000	TRAC	71200	International consultants	30,000	0	0	0	0	0	**30,000**	20
				72200	Equipment and Furniture	13,750	0	0	0	0	0	**13,750**	21
					Total Gender TRAC	43,750	0	0	0	0	0	**43,750**	
b. M&E		62000	GEF TF	71200	International consultants			24,000			27,200	**51,200**	22
				71300	Local consultants	9,200	9,200	17,200	9,200	9,200	19,200	**73,200**	23
				71600	Travel	1,600	1,600	2,000	2,000	2,000	2,000	**11,200**	24
				75700	Training, Workshops and Conferences	1,600	1,400	2,000	2,000	2,000	2,000	**11,000**	25
					Total GEF M&E	12,400	12,200	45,200	13,200	13,200	50,400	146,600	
					Total GEF Component 4	**17,936**	**17,736**	**50,737**	**18,737**	**18,736**	**55,936**	**179,818**	
					Total TRAC Component 4	**43,750**	**0**	**0**	**0**	**0**	**0**	**43,750**	
					Total Component 4	**61,686**	**17,736**	**50,737**	**18,737**	**18,736**	**55,936**	**223,568**	
PROGECT MANAGMENT	**MoE**	**62000**	**GEF TF**	71300	Local consultants	9,663	9,663	9,664	9,663	9,664	9,664	**57,981**	26
				71400	Contractual services Indiv.	28,544	28,544	28,544	28,544	28,544	28,544	**171,264**	27
				71600	Travel	3,000	3,000	3,000	3,000	3,500	3,346	**18,846**	28
					Total GEF Project Management	**41,207**	**41,207**	**41,208**	**41,207**	**41,708**	**41,554**	**248,091**	
		4000	TRAC	71400	Contractual services Ind.	28,544	28,544	28,544	28,544	28,544	28,544	**171,264**	29
				72500	Supplies	5,000	5,000	5,000	5,200	5,300	5,300	**30,800**	30
				74200	Audio Visual & Print Prod.	2,500	2,500	3,000	2,500	2,436	3,000	**15,936**	31
				74100	Professional Services	2,000	2,000	2,000	2,000	2,000	2,000	**12,000**	32
					Total UNDP Project Management	**38,044**	**38,044**	**38,544**	**38,244**	**38,280**	**38,844**	**230,000**	
					Total Project Management	**79,251**	**79,251**	**79,752**	**79,451**	**79,988**	**80,398**	**478,091**	
					TOTAL Budget GEF	**879,759**	**847,559**	**906,376**	**845,562**	**853,982**	**876,671**	**5,209,909**	
					TOTAL UNDP/TRAC Co-financing	**108,044**	**38,044**	**38,544**	**38,244**	**38,280**	**38,844**	**300,000**	
					GRAND PROJECT TOTAL	**987,803**	**885,603**	**944,920**	**883,806**	**892,262**	**915,515**	**5,509,909**	

SUMMARY OF FUNDS:

Summary of Funds:	Amount	A mount	Amount	Amount	Amount	Amount	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
GEF	879,759	847,559	906,376	845,562	853,982	876,671	5,209,909
UNDP	108,044	38,044	38,544	38,244	38,280	38,844	300,000
MOE	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000	17,700,000
TOTAL	3,937,803	3,835,603	3,894,920	3,833,806	3,842,262	3,865,515	23,209,909

Budget Note #	Budget Note Description
1	(50%) of the budget ($416,000) of the international technical advisor - 50% of $416,000 (approx. 640 days @ $650 per day) of the International Technical Advisor - provide technical backstopping, quality assurance, and oversight for all outputs under Outcome 1 including on provision of ILM capacity building, policy gaps analysis, review of mandates of MADs, the open-planning system, functioning of the Coordination Platform, design of the WAP Master Plan. Advise the project team on how to integrate responses to impacts of the Covid-19 pandemic. Total- $208,000
2	Local travel (fuel, DSA) for technical teams involved in the development of the Master Plan and associated FLR planning, as well as all travel under Component 1. Total- $35,250
3	$530, 250 total for Contractual Services - Companies (International) to support the implementation of all four outputs of Component 1 through: a. Contract for capacity development (Output 1.1): Hiring of a/several technical entity/ies with comparative advantage on skills development for ILM to implement skills enhancement and undertake the following: - Identify key stakeholders relevant to the planning and implementation of the ILM and FLR plans in the WAP (including EPA, NPAA, MLHE and MTCA). - Refine the Capacity Score Card, prioritizing scores to be monitored, and establishing monitoring schedule. - Undertake skills and capacity needs assessment and identify gaps in skills. - Assess training materials available and modify to suit the project requirements and skills gaps. - Design capacity enhancement strategy for EPA, NPAA, MLHE and MTCA to implement mandates within the WAP landscape. - Implement training and capacity building programs, ensuring gender mainstreaming to reach all gender groups. - Document the process and produce a technical report, including a section on lessons generated by the process. Sub-total - $200,000 (approx. 100 weeks over 5 years at $2000/week).
	b. Contract for policy gap analysis work (Output 1.2): Hiring the services of an entity with comparative advantage and capacity in policy analysis work to undertake the following: - Review, in a participatory gender responsive process, policies and legislation related to SLM and biodiversity conservation, and generate recommendations for mainstreaming ILM, SLM and biodiversity conservation in productive sector policies. - Building on the review of mandates undertaken during the Land Policy formulation process, review, in a participatory and gender responsive process, the mandates for NRM MADs (especially for MLHE, MAF, MTCA, EPA, NPAA, WRMA), formulate recommendations for refining the mandates to remove overlap and conflicts. - With the support of the PB, lobby for the adoption of the recommendations, to deliver policy reforms that mainstreaming ILM, SLM and biodiversity conservation in productive sector policies. and, harmonizes legal and institutional frameworks for ILM implementation at landscape level. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $80,000 (approx. 100 weeks over 2 years at $800/week).
	c. Contract for open-planning systems (Output 1.3): Hiring the services of an entity with comparative advantage and experience on developing open-planning systems to undertake the following: - Develop spatial planning system for the WAP Multi-Use Landscape. - Establish an organized system for data collation, storage and retrieval. - Establish mechanism for sharing data required to inform policy and decision making, including regular assessments of trends in land use and biodiversity status in the medium to long term. - Support establishment of mechanisms for effective data processing and information dissemination. - Support information coordination and sharing among stakeholders. - Produce a technical report, including a section on lessons learned. Subtotal - $80,250 (approx. 107 weeks over 4 years at $750/week) 747.664/week.

	d. Contract for ILM planning (Output 1.4): Hire the services of a technical institution with comparative advantage in ILM planning to lead stakeholders to produce an ILM master plan with associated FLR plan (integrating Environment and Social Impact Assessment results and recommendations). The entity will facilitate a participatory, gender responsive process where stakeholders will collectively develop the plans through the following activities: - Review results from the economic evaluation of ecosystems services of the WAP using TSA (Output 3.1), discuss and validate the findings with stakeholders, and produce both technical reports (with a publication) and policy briefs with recommendations for policy makers (in conjunction with output 3.1). - Assess past and current conditions and trends of the ecosystems to create a baseline scenario for strategic planning. - Undertake a stakeholder mapping and identify those who should be in the ILM coordination mechanism. - Building on the existing coordination mechanism (initial list in Box 2), establish an ILM and FLR planning coordination mechanism, ensuring comprehensive representation of all stakeholder groups, including women, men, youth and marginalized groups with complete buy-in of all stakeholder groups. - Facilitate stakeholders to develop a vision for the WAP, forecasting potential future pathways and desired conditions for the landscape. - Facilitate development of objectives for all stakeholder groups and facilitate a negotiated process to harmonize objectives from various stakes and stakeholders. This will include agreement on zones for the various land uses such as settlements, ecologically sensitive areas for biodiversity conservation, protecting watershed services and carbon stocks, economic development zones (towns, farming, harvesting wood products, etc.), and forest restoration. Facilitate development of sub-plans on integrated landscape restoration and biodiversity conservation. Both the ILM and FLR plans will have action plans for implementation, including an action plan for resettlements and/or minority groups if deemed necessary. The project will apply a range of methodological approaches, including indicator system development, Geographic Information Systems (GIS) tools, vulnerability analysis, policy effects and effectiveness analysis, physically-based models (spatial and non-spatial), systems mapping, multi-criteria assessment and integrated models. - Write-up a report on the process, documenting lessons to be shared through the knowledge management system. Subtotal - $170,000 (approx. 200 weeks in 4 years at $850/week).
4	Procurement of IT hardware and software (database and GIS) for implementing Outcome 1. Total - $49,000
5	Workshops (including Inception Workshop), training events and conferences for stakeholders from all relevant institutions to be trained on ILM and SLM, agree on processes and procedures for generated and agreeing on joint objectives for the WAP landscape, generate an ILM plan, review and finalize the plan, identify and agree lessons learnt from the process (including community groups). Expenses including Hall rental, Tea break, Soft Drink, Lunch, Water, Hand Sanitizers, Generator, DSA, Transport Refund, Fuel, Facilitator, Media Engagement, Rapporteur, Printing of Banners and stationeries like flip charts, notebooks, pens, and pencils. Total- $76,000 (about 4 events at an average cost of $19,000 per event).
6	Procurement of Vehicle for the use of PMU staff to reach stakeholders/communities for consultations, implementation and monitoring of project activities under this component (shared equally across the 4 project components). Total $ 8,750.
7	25% of $416,000 (approx. 640 days @ $650 per day) of the International Technical Advisor - provide technical backstopping, quality assurance, and oversight for all outputs under Outcome 2 including on WAPNP management, new mangrove PAs, FLR plan, alternative IGAs. Advise the project team on how to integrate responses to impacts of the Covid-19 pandemic. Total- $104,000
8	Local travel (fuel, DSA) for technical teams involved in the implementation of all outputs under component 2: Total - $91,800.

	$2,063,480 total for Contractual Services - Companies (International) to support the implementation of all five outputs of Component 2 through: a. Contract for WAPNP management planning support (Output 2.1) through the following tasks: - Review and update the existing Management Plan to produce a new plan 4-year plan, including an updated, prioritized strategic workplan for the same period that includes specific measures responding to Covid-19 pandemic. Update the METT. - Implement prioritized items of the 4-year strategic work plan, including: management of targeted endangered species within the landscape, management and rehabilitation of degraded land/ natural habitats covering 2,000 ha under SLM, restore degraded forest areas in the WAP landscape within protected areas and the buffer zones - Build partnerships (formal or informal) and strengthen SLM institutions in carrying out their respective mandates. Support the functioning of formal and informal partnerships with MDAs, Provincial Sector Security Committee (ProSec) and District Sector Security Committee (DISEC), and the CSO consortiums. Promote private sector involvement, including small-holder involvement, production and value-added activities, including agro-forestry and the long-term sustainable utilization of wood energy resources. Subtotal- $824,000 (approx. 206 weeks over 6 years at $4000/week).
9	b. Contract for new mangrove PAs (Output 2.2): Hire the services of an entity, preferably a local NGO/CBO, with comparative advantage and capacity to facilitate community engagement in conservation, and the establishment of community PA systems by undertaking the following tasks: - Identify, in a participatory and gender responsive process, mangrove areas to be put under improved protection (PA). - Prepare nomination files and submit for gazettement. - Support development of detailed management plans for the PAs and mobilize financial resources for their implementation. - Support enforcement of respective legislation for the PAs. - Support local community participation in natural resource management through the facilitation of Conservation Site Management Committees (CSMC). - Identify and develop Community Action Plans (CAP) that support conservation of the PAs-linked livelihood activities. - Review and integrate results from the in-depth Environment and Social Impact Assessment (ESIA) and the Environment and Socio Impacts Management Plan (ESMP) produced under Outcome 4. - Implement action plans of the Environment and Socio Impacts Management Plan (ESMP) to ensure that the project meets its obligations under UNDP's SES. - Link the PAs to income generated activities, wherever possible. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal- $380,000 (approx. 190 weeks over 6 years at $2000/week). The share of investment in the budget of this component is 75%. This will be used to effectively protect 18,634 ha of WAP landscape (WAPNP + community mangrove PAs), sustainable land management and forest restoration of 2,000 ha of WAP landscape; improving livelihoods and food security and connecting households to improved energy initiatives.
	c. Contract for FLR plan (Output 2.3): Hiring the services of an entity/ies, preferably a local NGO/CSO or government department, with comparative advantage and capacity to facilitate implementation of a forest landscape restoration plan through the following tasks: - Train communities on forest landscape restoration plans and their implementation. - Organize communities to implement the FLR plans including afforestation, agroforestry, etc. - Undertake an assessment of best practices for SLM practices and identify suitable interventions to be disseminated to the target communities.

	- Refine socioeconomics and gender assessment reports to identify suitable candidates for the adoption of specific SLM practices, identifying clear extension avenues. - Undertake an assessment of best practices for linking communities to financial institutions and identify clear actions to be undertaken by the project to ensure that land users and farmers are linked to financial systems and can access affordable credit to improve farming and fishing practices. - Provide targeted training to land users within the landscape on implementation of improved practices. - In conjunction with output 4.2, ensure that a participatory monitoring process is adopted and that households use it to learn lessons and engage in adaptive management. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $289,800 (approx. 207 weeks over 6 years at $1400/week)
	d. Contract for alternative IGAs for edge communities (Output 2.4): Services of an entity with comparative advantage and capacity for developing and supporting the actualization of value chains to improve household incomes through the following tasks: - Identify at least four values chains (taking into account Covid-19 pandemic's impacts on livelihoods) and introduce the necessary conditions for them to be exploited (based on a capacity needs assessment). - Identify entrepreneurs, in a gender responsive process, and organize them, providing them the relevant capacities to enable them to participate (based on a capacity needs assessment). - Support the engagement with the selected value chains, establishing sustainability mechanisms (institutions, monitoring and evaluation, equitable sharing of benefits, etc.). - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $440,000 (approx. 220 weeks over 6 years at $2000/week; $70000 in grants).
	e. Contract for environmental education (Output 2.5): Services of an entity with comparative advantage and capacity in communicating environment matters (preferably Tacugama Chimpanzee Sanctuary, the programme of MAFFS), to develop and implement an awareness raising strategy, through the following tasks: - Undertake a stakeholder mapping (in conjunction with the entity hired under budget note 1) to identify institutions that need to include and/or add environmental education content into their curricular and/or extension messages. - Develop appropriate messages, including emphasis on the impacts of Covid-19 pandemic, and disseminate them through the relevant channels per stakeholder. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $199,680 (approx. 208 weeks over 6 years at $960/week).

10	479,400 total for materials and goods to support implementation of all outputs under Outcome 2, especially the establishment of the community PAs, the implementation of the FLR plan, SLM, and alternative IGAs (($80,000 per year for years 1 and 2; $81,000 in year 3; 80,000 in year 4; and, 79,400 in year 5 and 79,000 in year 6): a. Restoration of 2000 ha of degraded agricultural land and 2000 ha of forest land: subtotal cost of USD 353,638: i) $ 121,554- procurement of approx. 112,550 seedlings per year at unit cost of $0.18 = (SLL 2,000/ $@11,325) ii) USD 121,554 - procurement of approx. 112,550 polythene bags per year at unit cost of $0.18 = (SLL 2,000/ $@11,325) iii) $ 7,947 - procurement of approx. 300 Hand trowels per year at unit cost of $ 4.42 = (SLL 50,000/$@11,325) iv) $ 7,152 - procurement of approx. 300 Hand Digging Fork per year for each location at unit cost of $3.97= (SLL 45,000/$@11,325) v) $ 43,709 - procurement of approx. 500 pieces of Rain boots per year for each location at unit cost $14.57 = (SLL 165,000/$@ 11,325) vi) $ 39,735 - procurement of approx. 500 pieces of Raincoats per year for each location at unit cost of $13.25= (SLL 150,000/$@11,325) vii) $ 8,278 - provision of procurement of approx. 50 water drum each year at unit cost of $27.59 = (SLL 200,000/$@11,325) viii) $ 3,709 - provision of hiring approx. 10 Signposts each year at unit cost of $61.81 = (SLL 700,000/$@11,325) b. Mangroves maintenance & management: Brushing, Watering and Re-planting of dead species along WAP with a total cost of $ 73,298: i) $ 3,046 - provision of approx. 5 GPS units ii) $ 1,060 for a GIS software iii) $ 20,662 - provision of approx. 313 cutlasses per year at unit cost of $ 11 = (SLL 130,000/$@11,325) iv) $ 28,609 - provision of approx. 298 watering cans per year at unit cost of $16 = (SSL 180,000/$@11,325) v) $ 11,921 - provision of approx. 284 shovels per year at unit cost of $7 = (SLL 75,000/$@11,325) vi) $ 4,238 - provision of approx. 177 Bundle Gloves per year at unit cost of $4 = (SLL 40,000/$@11,325) vii) $ 1,060 - provision of approx. 20 Bundle Ropes per year at unit cost of $ 9 = (SLL 100,000/$@11,325) viii) $ 1,272 - provision of approx. 19 Meter Rule per year at unit cost of $ 11 = (SLL 120,000/$@11,325) ix) $ 1,430 - provision of approx. 15 Gallon of yellow paint (Protection) per year at unit cost of $16 = (SLL 180,000/$@11,325) c. Demarcation of PAs along the WAP with a total cost of USD 52,466: i) $ 19,073 - provision of approx. 397 iron rods per year at unit cost of $ 8 = (SLL 90,000/$@11,325) ii) $ 127 - provision of approx. 2 bags cements per year at unit cost of $11 = (SLL 120,000/$@11,325) iii) $ 2,649 - provision of approx. 502 granite stones per year at unit cost of $ 0.88 = (SLL 10,000/$@11,325) iv) $ 19,868 - provision of approx. 473 cotton tree boards each year at unit cost of $ 7 = (SLL 75,000/$@11,325) v) $ 8,630 - provision of approx. 479 packet nails at per year unit cost of $ 3 = (SLL/$@11,325) vi) $ 2,119 - provision of approx. 88 payments for fixing markers each year along the WAP at unit cost of $ 4 = (SLL 40,000/$@11,325)
11	Information technology - Laptops, software licenses, external hard drive, cell phones, photocopying machine, printer, scanner etc. for responsible parties. IT hardware and software for components 2. Total- $60,800.
12	Community training workshops on value chains (including improved processing, packaging and marketing), FLR planning and implementation, SLM practices, improved energy savings technologies and their importance. Total- $200,520. Expenses including Hall rental, Tea break, Soft Drink, Lunch, Water, Hand Sanitizers, Generator, DSA, Transport Refund, Fuel, Facilitator, Media Engagement, Rapporteur, Printing of Banners and stationeries like flip charts, notebooks, pens, and pencils.

13	Procurement of vehicle for the use of PMU staff to reach stakeholders/communities for consultations, implementation and monitoring of project activities under this component (shared equally across the 4 project components). Total- $ 8,750.
14	25% of $416,000 (approx. 640 days @ $650 per day) of the International Technical Advisor - provide technical backstopping, quality assurance, and oversight for all outputs under Outcome 3 including on ecosystems services valuation, TSA, sustainable financing plan for the WAP Master Plan, and the PES scheme. Advise the project team on how to integrate responses to impacts of the Covid-19 pandemic. Total- $104,000
15	$571,400 total for Contractual Services – Companies(international) to support the implementation of all outputs under component 3 through: a. Contract for ecosystems valuation (Output 3.1): Hire the services of an entity to undertake the ecosystems valuation via the following tasks: - Identify ecosystem services rendered by the Western Peninsula (mapping). - Define information needs and select appropriate methods. - Undertake quantitative evaluation of ecosystem services rendered (not monetary). - Monetary valuation of ecosystem services rendered (optional). - Identify and outline the pros and cons of possible policy options (to be developed further under the TSA). Subtotal - $50, 000 (approx. 20 weeks over 2 years at $2500/week).
	b. Contract for TSA (Output 3.1): Hire the services of an entity to undertake the Targeted Scenario Analysis (TSA) and provide information for policy makers and financial planning for ILM implementation via the following tasks: Select one of two topics to guide the TSA, with justification, between continued deforestation versus forest conservation and management and continued loss of biodiversity versus biodiversity conservation. - Define the purpose and scope of the analysis. - Define the BAU baseline and SEM intervention. - Select criteria and indicators - Collect and analyze relevant data. - Construct the BAU and SEM scenarios. - Make informed policy and management recommendations - Document the process and generate lessons Subtotal - $85,000 (approx. 40 weeks over 3 years at $2125/week).
	c. Contract for developing a sustainable financing plan for implementing ILM in WAP landscape (Output 3.2): Hire an entity with comparative advantage and capacity to facilitate biodiversity/ILM financing to develop a financial plan and resource mobilization plan, through the following tasks: - Determine the cost of implementation of the WAP Master plan, including cost of regular updates. - Undertake a public expenditure review to identify current financing levels and gaps to be addressed. - Develop sustainable financing options to be explored to fill the financing gap (including green tax, debt for nature swaps, endowment fund, climate finance and regular development partner funding) while leveraging the Covid-19 pandemic to make the case for funding. - Support undertaking and adoption of financial or fiscal policy reforms, development of financial incentive mechanisms from diverse sources including the carbon financing and performance payment mechanisms. - Facilitate access to diverse financial sources including carbon financing and performance payment mechanisms in collaboration with respective institutions, - Facilitate pilot incentive packages that will strengthen increased sustainability and scale-up for landscape management within the WAP Multi-Use Landscape.

	- Support engagement, facilitate and enable participation of the private sector in implementation of the Master Plan. This will include establishment of investments that will create jobs through ecosystem restoration activities, eco-tourism initiatives, creating markets for sustainable products and services from alternative income generated activities. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $166,000 (approx. 83 weeks over 4 years at $2000/week).
	d. Contract for developing a PES scheme (Output 3.3): Hire the services of an entity with comparative advantage and capacity for developing and supporting the implementation of PES schemes to undertake the following tasks: - Undertake a review of payment for ecosystems services programs world-wide and identify a model that can work in the WAP. - Generate criteria and apply it to select areas to pilot PES. - Design a PES pilot in a participatory process, ensuring gender considerations inform all decisions. - Support the implementation of the payment for ecosystems program, ensuring that the participants have the institutions and capacities required to effectively implement the program, earn money and equitably share it amongst relevant community and gender groups. - Document the process and produce a technical report, including a section on lessons generated by the process. Subtotal - $270,400 (approx. 208 weeks over 6 years at $1300/week).
16	Information technology - Laptops, software licenses, external hard drive, cell phones, photocopying machine, printer, scanner etc. for responsible parties. IT hardware and software for components 3. Total - $44,000.
17	Technical workshops on ecosystems valuation, targeted scenario analysis, innovative biodiversity/ILM financing and development of a financial plan, payment for ecosystems services. Total - $163,600. Expenses including Facilitator, Hall rental, Tea break, Soft Drink, Lunch, Water, Hand Sanitizers, Generator, DSA, Transport Refund, Fuel, Facilitator, Media Engagement, Rapporteur, Printing of Banners and stationeries like flip charts, notebooks, pens, and pencils.
18	Procurement of vehicle for the use of PMU staff to reach stakeholders/communities for consultations, implementation, and monitoring of project activities under this component (shared equally across the 4 project components). Total- $8,750.
19	30.29% of $ 91,200 (approx. 38 days per year at $400 per day over 6 years) for the services of a local consultant - Gender and Safeguards. Total- $ 33,218. (See TORs in Annex 7).
20	International consultant fee to build on the findings of the SESP (Annex 5) to: (1) Undertake an ESIA; (2) Use the findings to refine the draft ESMP, building on the findings of the SESP to develop a costed Environmental and Social Impact Management Plan, including action plans for resettlement including indigenous people/ minority groups (in line with FPIC principles); (3) Develop the Action Plan and Monitoring Plan for the ESMP; (4) Train project staff and stakeholders on the implementation of the ESMP. This consultant will work in coordination with the Gender & Safeguards Officer. Total - $30,000 (60 days at $500/day in year 1).
21	Procurement of vehicle for the use of PMU staff to reach stakeholders/communities for consultations, implementation and monitoring of project activities under component 4. Total- $13,750.
22	MTR and TE international consultants: hiring of international consultants to carry out MTR in year 3 and TE in year 6. Total- $ 51,200 ($24,000 & $27,200 respectively).
23	$73,200 total for services of two local consultants: a. KM and M&E functions (approx. 23 days per year at $400 per day over 6 years). Total- $55,200 (see TORs in Annex 7). b. MTR and TE local consultants: $ 8,000 (20 days@ $400/day) to carry out MTR in Year 3 and $ 10,000 (25 days @ $400/day) to carry out TE in year 6. Total- $18,000
24	Travel expense for consultations related to the development of targeted assessments and reports, and management plan(s) namely Indigenous People Plan, resettlement plan, and ESMP. Total - $11,200.
25	Workshops and Conferences for Component 4. Total- $11,000.

26	69.71% of $ 91,200 (approx. 38 days per year at $400 per day over 6 years) for the services of a local consultant - Gender and Safeguards. Total- $ 57,982 (see TORs in Annex 7).
27	50% of the PMU staff cost: $ 171,264 (Total $342,528x 50%) including Project Manager (approx. 694 days @ $312 per day and $36,088 per year); Project Assistant part-time shared with other projects ($6,600 per year over 6 years); Procurement Officer part-time shared with other projects ($12,000 per year over 6 years); and Driver Total - $14,400 (estimated as $2400 per year over 6 years).
28	Travel cost of PMU staff. Total- $ 18,846
29	50% of the PMU staff cost: $ 171,264 (Total $342,528x 50%) including Project Manager (approx. 694 days @ $312 per day and $36,088 per year); Project Assistant part-time shared with other projects ($6,600 per year over 6 years); Procurement Officer part-time shared with other projects ($12,000 per year for 6 years); and Driver Total - $14,400 (estimated as $2400 per year over 6 years).
30	Office stationery and supplies, masks, sanitizers, etc. Total- $30,800.
31	Cost of producing/publishing reports and media products related to knowledge management and communication. Total - $15,936.
32	Annual Audit fee - Contractual services of an independent financial auditor to carry out the annual NIM financial audit of the project. Total- $12,000 spread evenly over Years 1 to 6.

IIX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Sierra Leone and UNDP, signed on 21 December 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Environment (MOE) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

IX. RISK MANAGEMENT

Option a. Implementing Partner is a Government Entity (NIM)

Consistent with the Article III of the SBAA, 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. To this end, the Implementing Partner shall:

a. 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;

b. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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 the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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 hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the

Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

X. MANDATORY ANNEXES ****

The following Annexes are included within this Project Document and not as separate documents. They have been completed as part of the submission package to the GEF and included in the project document that is signed by the relevant parties:

Annex 1: GEF Budget template 98

Annex 2: Project Map and Geospatial Coordinates of Project Sites 98

Annex 3: Multi Year Work Plan 104

Annex 4: Monitoring Plan 109

Annex 5: Social and Environmental Screening Procedure (SESP) 117

Annex 6: UNDP Atlas Risk Register 128

Annex 7: Overview and responsibilities of project staff and contractors 131

The following Annexes have been completed as part of the submission package to the GEF but have not been included as part of this Project Document because this is more convenient (i.e. they have been annexed separately). These separate annexes will be included in the project document that is signed by the relevant parties

Annex 8: Stakeholder Engagement Plan

Annex 9: Environmental Social Management Framework (ESMF)

Annex 10: Gender Analysis and Gender Action Plan

Annex 11: Procurement Plan – for first year of implementation especially

Annex 12: Biodiversity Baseline Assessment Report produced under the PPG (November 2018)

Annex 13: Natural Resources Management (policies, institutions) Baseline Assessment Report produced under the PPG (August 2018)

Annex 14: Socioeconomic Baseline Assessment Report produced under the PPG (July 2018)

Annex 15: Sustainable Financing Baseline Assessment Report produced under the PPG (November 2018)

Annex 16: Management Effectiveness Tracking Tool (METT) for WAPNP

Annex 17: Letters of Financial Commitments

The following Annexes have been prepared as separate documents. They have been completed as part of the submission package to the GEF and are entered line-by-line into the GEF Portal. These separate annexes do not need to be part of the project document that is signed by the relevant parties

Annex 18: GEF Core Indicators

Annex 19: GEF Taxonomy

The following Annexes have been prepared as separate documents. Most must be completed early in the PPG phase to help inform the design of the project. They must be made available to the LPAC members. They do not need to be submitted to the GEF and do not need to be part of the project document that is signed by the relevant parties

Annex 20a: HACT Assessment of MOE (Project Implementing Partner)

Annex 20b: HACT Assessment of EPA (Project Responsible Party)

Annex 20c: HACT Assessment of NPAA (Project Responsible Party)

Annex 20d: HACT Assessment of EFA (Project Responsible Party)
Annex 20e: HACT Assessment of Tacugama (Project Responsible Party)
Annex 20f: HACT Assessment of WONES (Project Responsible Party)
Annex 21: PCAT Assessment of MLHE (Responsible Party)
Annex 22: UNDP Project Quality Assurance Report (completed in UNDP online corporate planning system)

Annex 1: GEF Budget template

Note: To be provided by UNDP-GEF HW finance unit

Annex 2: Project Map and Geospatial Coordinates of Project Sites

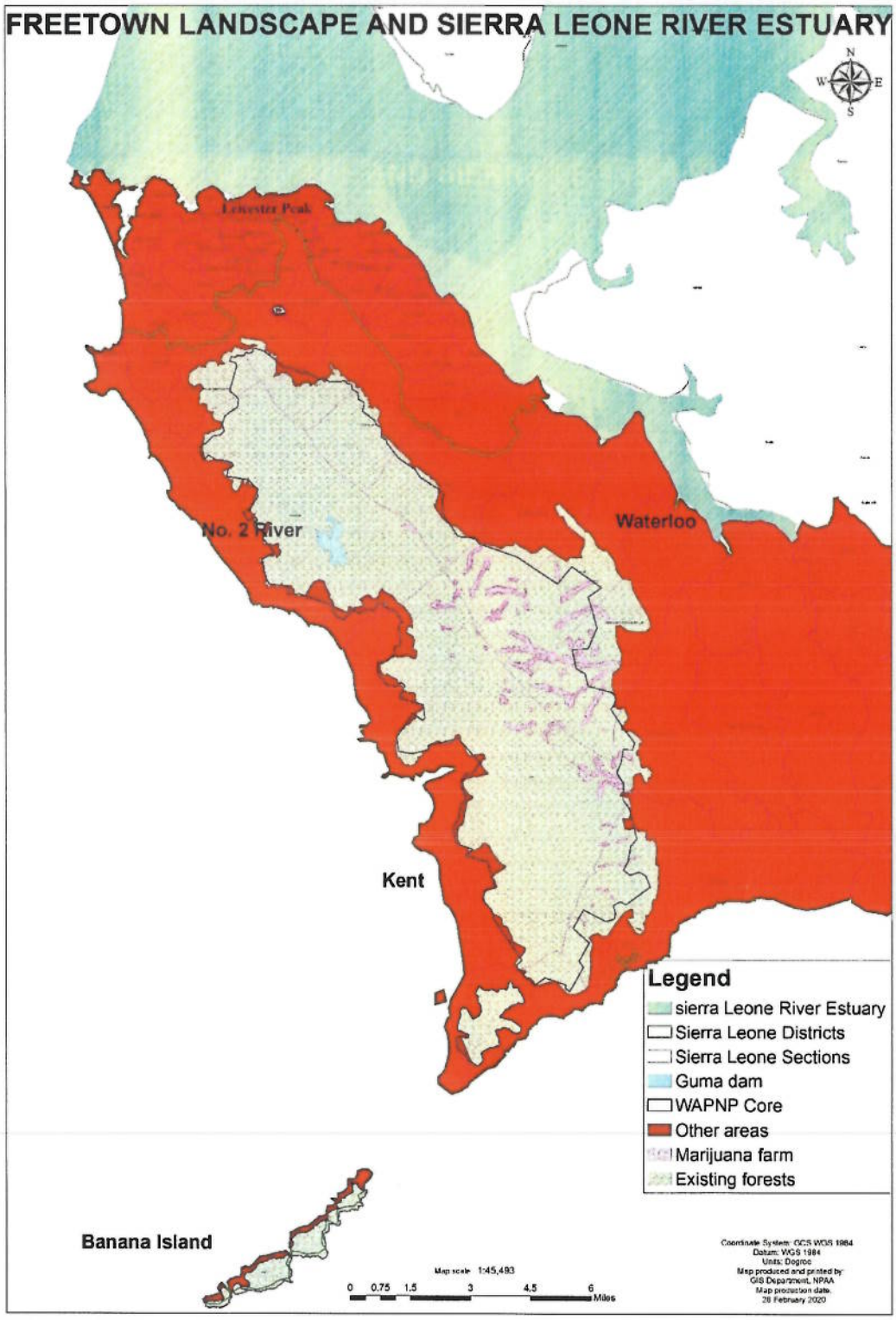
Name	Country	Feature class	Latitude	Longitude
Sierra Leone Peninsula	Sierra Leone, Western Area	peninsula	N 8° 21' 3''	W 13° 8' 40''

(Source: https://www.geonames.org/search.html?q=western+area+peninsula&country=SL)

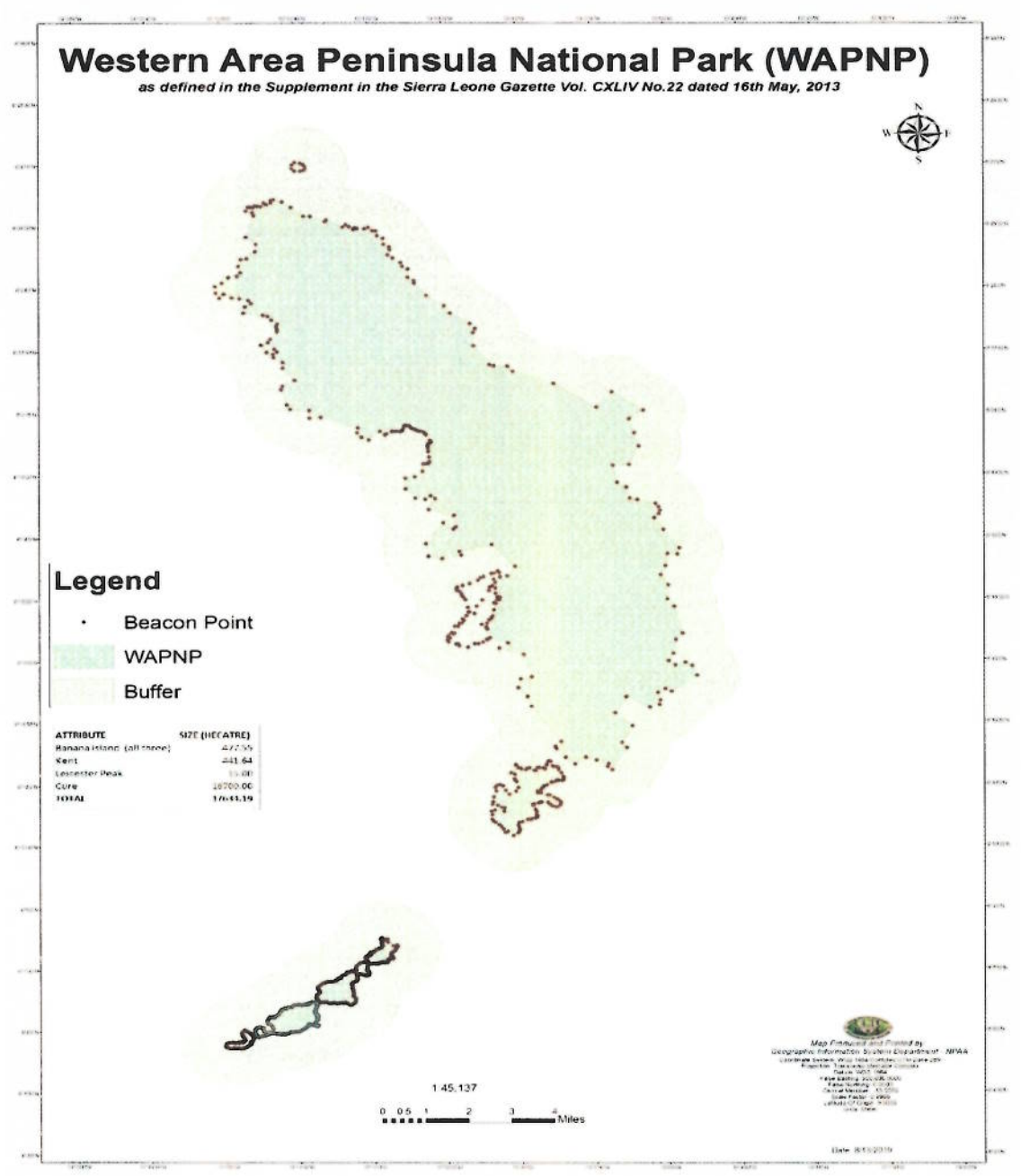
Map 1. Location of Sierra Leone



Map 2. Western Area Peninsula Landscape (also called Freetown Landscape), and the SLRE



Map 3. WAPNP – core zone and buffer zone



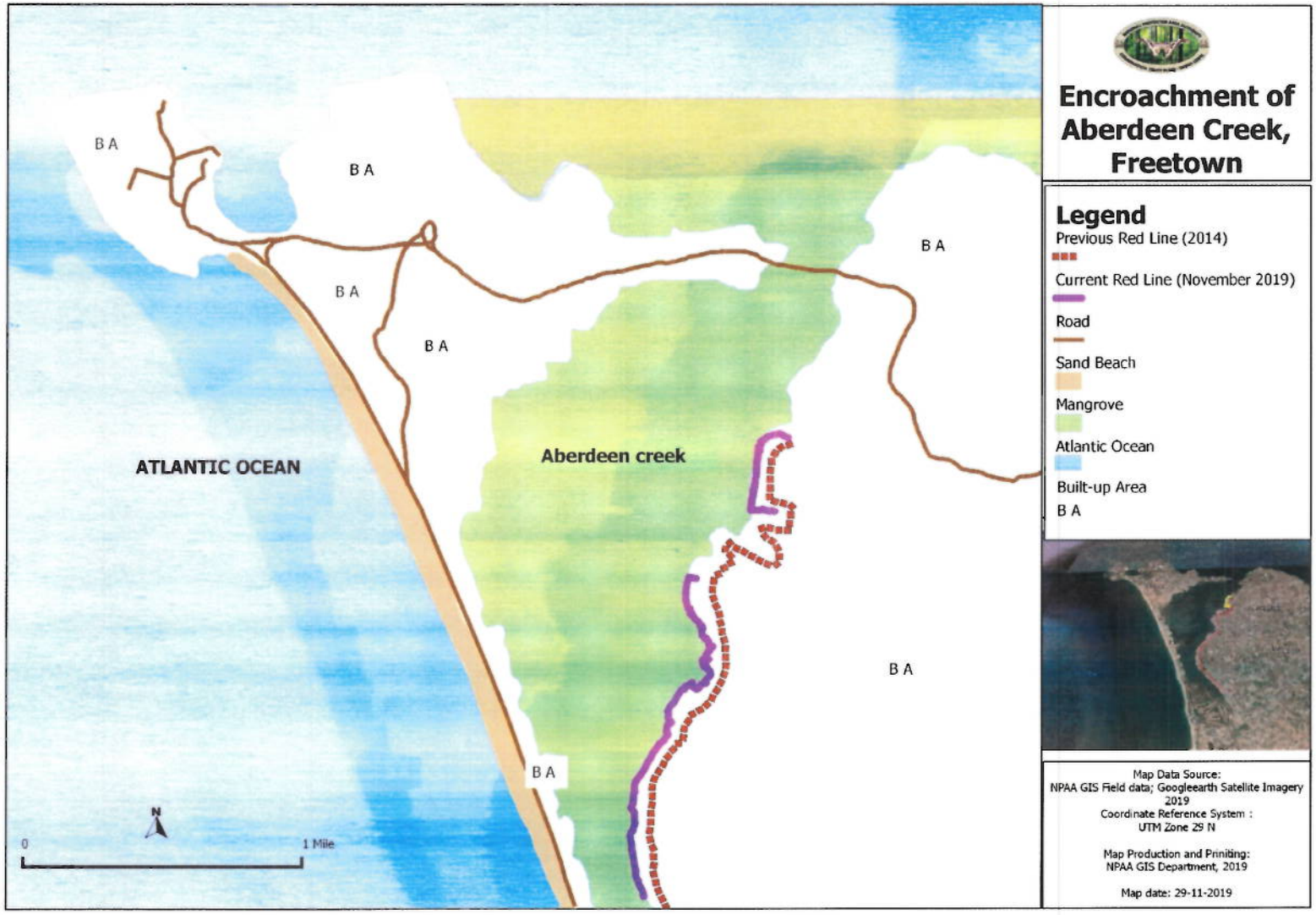
Map 4. WAPNP and its edge communities:



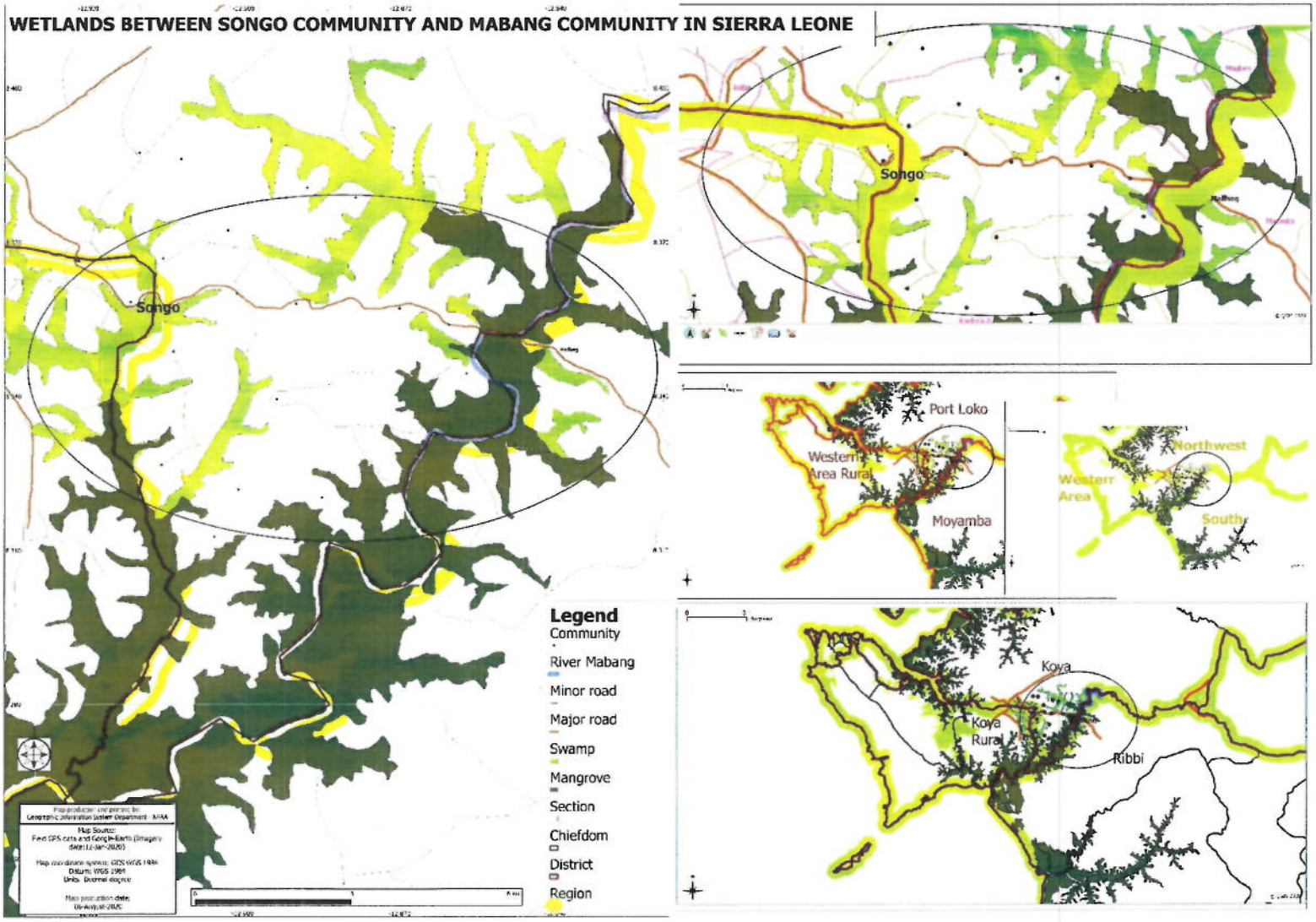
The 8 target communities of the project are:

Location	Community
Congo Dam catchment area	Bathurst and Charlotte communities
Guma Dam catchment area	Sussex, No.2 River and Tokeh communities
Aberdeen Creek	Last Banking
Songo	Markobeh and Rogbeloh communities

Map 5. Encroachment into mangrove areas in Aberdeen Creek



Map 6. Mangroves near Songo



Annex 3: Multi Year Work Plan

Components/ Outcomes	Outputs	Activities	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Proj. inception	IW, PMU est.																									
Component 1	1.1	1.1.1																								
		1.1.2																								
		1.1.3																								
		1.1.4																								
		1.1.5																								
		1.1.6																								
		1.1.7																								
	1.2	1.2.1																								
		1.2.2																								
		1.2.3																								
		1.2.4																								
	1.3	1.3.1																								
		1.3.2																								
		1.3.3																								
		1.3.4																								
		1.3.5																								
	1.4	1.4.1																								
		1.4.2																								
		1.4.3																								
		1.4.4																								
		1.4.5																								
		1.4.6																								
		1.4.7																								
Component 2	2.1	2.1.1																								
		2.1.2																								
		2.1.3																								
		2.1.4																								
	2.2	2.2.1																								
		2.2.2																								
		2.2.3																								
		2.2.4																								
		2.2.5																								
	2.3	2.3.1																								
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		2.3.5																								
		2.3.6																								
		2.3.7																								
	2.4	2.4.1																								

Components/ Outcomes	Outputs	Activities	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		2.4.2																								
		2.4.3																								
		2.4.4																								
	2.5	2.5.1																								
		2.5.2																								
		2.5.3																								
Component 3	3.1	3.1.1																								
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Activity coding

Output 1.1 Capacity of targeted government institutions and other targeted stakeholders increased for collaborative land-use decision-making and management

1.1.1 Identify key national stakeholders relevant to the planning and implementation of the ILM and FLR plans in the WAP; this is in addition to EPA, NPAA, MLHE and MTCA.

1.1.2 Refine the Capacity Score Card, agreeing on the specific scores to be monitored, and a schedule for repeating the assessment.

1.1.3 Undertake skills and capacity needs assessment and identify gaps in skills.

1.1.4 Assess training materials available and modify to suit the project requirements and the skills-gaps.

1.1.5 Design capacity enhancement strategy to enable the EPA, NPAA, MLHE and MTCA to fulfil their mandates within the WAP landscape;

1.1.6 Implement training and capacity building programs, ensuring gender mainstreaming to reach all gender groups.

1.1.7 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 1.2: Gaps in legal, sectoral policy, institutional and enforcement frameworks are identified and addressed, providing improved enabling conditions for integrated landscape management

1.2.1 Review, in a participatory gender-responsive process, policies and legislation related to SLM and biodiversity conservation, and generate recommendations for mainstreaming ILM, SLM and biodiversity conservation in productive sector policies.

1.2.2 Building on the review of mandates undertaken during the Land Policy formulation process, review, in a participatory and gender-responsive process, the mandates for NRM MDAs (especially for MLHE, MAF, MTCA, EPA, NPAA), formulate recommendations for refining the mandates to remove overlap and conflicts.

1.2.3 With the support of the Project Board, lobby for the adoption of the recommendations, to deliver policy reforms that mainstream ILM, SLM and biodiversity conservation in productive sector policies; and, harmonize legal and institutional frameworks for ILM implementation at landscape level.

1.2.4 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 1.3: A multi-level Coordination Platform and an open-access spatial planning system are established and operationalized for the WAP Multi-Use Landscape

1.3.1 Stakeholder mapping to identify core members of multi-level Coordination Platform.

1.3.2 Building on existing mechanisms and lessons learned (e.g. see Box 2), establish a Coordination Platform for ILM in the WAP multi-use landscape, ensuring comprehensive representation of all stakeholder groups, including women, men, youth and marginalized groups.

1.3.3 Support the initial operational phase of the Platform by convening stakeholder meetings; assess Platform functionality after 2 years of operations; draw lessons learned and implement recommendations to ensure its longer-term viability.

1.3.4 Establish a central, open-access system with GIS-based monitoring data relevant to informing policy and decision making on ILM (integrating data on ecosystem services ref. Output 3.1).

1.3.5 Provide training for effective data processing and updating (including assessment of trends in land use, ecosystem services and biodiversity indicators) and information dissemination.

1.3.6 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 1.4: Master Plan is developed for the Western Area Peninsula Landscape, including detailed land use zoning with clear cross-sectoral governance and implementation structures

1.4.1 Assess trends in land use and indicators relevant to biodiversity and ecosystem services (integrating results from Output 3.1 on Targeted Scenario Analysis); establish a baseline scenario for strategic planning.

1.4.2 Facilitate negotiations to develop a joint vision for the WAP, forecasting potential future pathways and desired conditions (working with the Coordination Platform and stakeholders identified under Output 1.1).

1.4.3 Harmonize objectives for all stakeholder groups (working with the Coordination Platform and stakeholders identified under Output 1.1). This will include agreement on zoning for multiple land uses including protection of watershed services, biodiversity, and carbon stocks, housing, and economic development (farming, timber and non-timber forest products, tourism infrastructure, etc.).

1.4.4 Finalize a Master Plan detailing land uses per designated zone (working with the Coordination Platform and stakeholders identified under Output 1.1), including: i) dedicated plans for integrated forest restoration and biodiversity conservation (in line with the WAPNP Management Plan, see Output 2.1); and ii) actions plan for resettlement of individuals/communities if deemed necessary (in line with FPIC principles).

1.4.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 2.1: The WAPNP Management Plan is updated and operationalized in cooperation with relevant national and international partners, increasing management effectiveness by at least twenty percentage points

2.1.1 Review and update the existing WAPNP Management Plan, including updated METT scores, and clear prioritization of actions, timelines and estimated budgets.

2.1.2 Organize a roundtable event to raise awareness and mobilize investments.

2.1.3 Implement prioritized actions as per Management Plan (tbd, and taking into account availability of funding).

2.1.4 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 2.2: Community PAs are proclaimed and designated in key mangrove areas, with site management programs rolled out, including in the Sierra Leone River Estuary Ramsar site (approx. 1,000 ha)

2.2.1 Identify, in a participatory and gender-responsive process, mangrove areas to be put under improved protection, based on agreed criteria including biodiversity and ecosystem values, and community buy-in.

2.2.2 Facilitate the establishment of local Conservation Site Management Committees.
2.2.3 Prepare PA nomination files and submit for gazettement.
2.2.4 Develop and implement Community Action Plans that include actions to support protected area management, mobilize resources for financial sustainability, and local environmentally sustainable alternative income generating activities.
2.2.5 Document the process and produce a technical report, including a section on lessons generated by the process
Output 2.3: Implementation of the Forest Landscape Restoration Plan demonstrated, leading to increased forest cover of at least 2,000 ha and adoption of SLM and higher efficient wood systems with at least 35% reduction in woodfuel consumption
2.3.1 Identify target areas for SLM/SFM interventions.
2.3.2 Assess best practices for SLM and identify suitable interventions to be disseminated to target communities.
2.3.3 Refine socio-economic and gender assessments to identify candidates for adoption of specific SLM support, identifying clear extension avenues.
2.3.4 Assess best practices for linking communities to financial institutions and identify clear actions to be undertaken by the project to ensure that land users and farmers are linked to financial systems and can access affordable credit to improve farming and fishing practices.
2.3.5 Provide targeted training to land users and farmers within the landscape on implementation of improved practices.
2.3.6 In conjunction with output 4.2, ensure that participatory M&E and learning process is adopted.
2.3.7 Document the process and produce a technical report, including a section on lessons generated by the process.
Output 2.4: Sustainable income generating activities are implemented, training opportunities, and tools are provided to generate alternative sources of income for targeted groups
2.4.1 Identify value chains that demonstrate potential for further development.
2.4.2 Identify and support entrepreneurs in business skills development in a gender-responsive process (based on a capacity needs assessment).
2.4.3 Establish sustainability mechanisms (institutional support, M&E, equitable sharing of benefits, etc.).
2.4.4 Document the process and produce a technical report, including a section on lessons generated by the process.
Output 2.5: Strategies are developed and implemented to increase knowledge and promote solutions for environmental, health and social effects of deforestation and land degradation
2.5.1 Undertake a stakeholder mapping to identify institutions that need to include and/or add environmental education content into their curricular and/or extension messages.
2.5.2 Develop appropriate messages and disseminate them through the relevant channels per stakeholder
2.5.3 Document the process and produce a technical report, including a section on lessons generated by the process.
Output 3.1: The role of ecosystem services is mapped and valued for the Western Area Peninsula multiple-use landscape, including detailed quantitative analysis of the environmental, economic, and social benefits delivered by the ecosystems under business-as-usual and sustainable management scenarios
3.1.1 Identify ecosystem services of the Western Area Peninsula (mapping).
3.1.2 Define information needs and select appropriate methods.
3.1.3 Undertake quantitative evaluation of ecosystem services rendered (not monetary).
3.1.4 Monetary valuation of ecosystem services rendered (optional).
3.1.5 Undertake the TSA through defining the BAU baseline and SEM interventions and outline the pros and cons of possible policy options.
3.1.6 Document the process and produce a technical report, including a section on lessons generated by the process.
Output 3.2: Financing plan for priority initiatives is developed based on the Master plan for the Western Area Peninsular Landscape, with clear costing for basic and optimal management, current financing level and gaps to be addressed
3.2.1 Determine the cost of implementation of the WAP Master Plan, including cost of regular updates to it.
3.2.2 Undertake a public expenditure review to identify current financing levels and gaps that need to be addressed.
3.2.3 Identify other sustainable financing options that can be explored to fill the financing gap (including green tax, debt for nature swaps, endowment fund, incentive packages to scale-up SLM practices, carbon finance, performance payment mechanisms, and regular development partner funding), in collaboration with respective institutions.
3.2.4 Facilitate participation of the private sector in financing the implementation of the Master Plan for example through investments that create jobs related to ecosystem restoration activities, eco-tourism initiatives, markets for sustainable products and services.
3.2.5 Document the process and produce a technical report, including a section on lessons generated by the process
Output 3.3: Sustainable financing options piloted
3.3.1 Review payment for ecosystems services programs world-wide and identify a model that can work in the WAP.
3.3.2 Define selection criteria and apply them to select areas to pilot the payment for ecosystems services program.
3.3.3 Design the payment for ecosystem services program, in a participatory process, ensuring gender considerations inform all decisions.
3.3.4 Support the implementation of the payment for ecosystems program, ensuring that the participants have the institutions and capacities required to effectively implement the program, earn money and equitably share it amongst relevant community and gender groups.

3.3.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 4.1: Gender action plan operationalized and used to guide project implementation, monitoring and reporting

4.1.1 Refine the gender strategy, building on the gender action plan developed during the PPG.

4.1.2 Train stakeholders in gender issues and mainstreaming.

4.1.3 Facilitate mainstreaming of gender considerations in all aspects of project implementation, monitoring and reporting.

4.1.4 Document the process and produce a technical report, including a section on lessons generated by the process

Output 4.2: Participatory project M&E and learning strategy implemented

4.2.1 Build on the findings of the SESP (Annex 5) to: (1) Undertake an ESIA; (2) Use the findings to refine the draft ESMF and SESP to develop a costed Environmental and Social Impact Management Plan (ESMP), including an Indigenous People Plan and a Resettlement Plan, following the FPIC principles fully, and if deemed necessary; (3) Design and establish a project-level Grievance Redress Mechanism (GRM) during the first year of implementation with full details of the GRM being agreed upon during the Inception Phase, with oversight by the Project Manager and the Safeguards Officer; (4) Develop the Action Plan and Monitoring Plan for the ESMP, including annual revision of the SESP; (5) Train project staff and stakeholders on the implementation of the ESMP.

4.2.2 Formulate an M&E action plan, building on the indicators identified in the Results Framework, and in-line with guidelines from UNDP and the GEF Core Indicators.

4.2.3 Train stakeholders on M&E issues and facilitate uptake of M&E in project implementation.

4.2.4 Ensure mainstreaming of project M&E into respective institutions' M&E systems for sustainability.

4.2.5 Document the process and produce a technical report, including a section on lessons generated by the process.

Output 4.3: Project lessons and best practices collated and disseminated for uptake and scaling-up strategy developed and implementation supported

4.3.1 Put in place a knowledge management system and ensure accessibility and visibility among stakeholders.

4.3.2 Produce analytical reports and case studies based on lessons learned from the different project outputs; disseminate through various channels.

4.3.3 Establish a community of practice on ILM in Sierra Leone.

4.3.4 Organize 3 Stakeholder Forum meetings, culminating in a project completion conference in Freetown in order to comprehensively assess and share experiences between all stakeholders.

4.3.5 Organize staff exchanges with other partner projects and identify synergies with other projects.

4.3.6 Formulate scaling-up and exit strategies, to be completed by the end of the fourth year of project implementation

Annex 4: Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget in Section VI of this project document will both guide monitoring and evaluation at the project level for the duration of project implementation. Key Assumptions

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
Project Objective: To strengthen conditions for the sustainable and integrated management of multiple-use landscapes (piloted in the WAP landscape) to protect globally significant biodiversity, safeguard ecosystem services generating local and national socio-economic benefits, and advance towards land degradation neutrality	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	*Mid:* Women: 1,107 Men: 1,106 Total: 2,213 *End:* Women: 2,214 Men: 2,213 Total: 4,427	Total population of WAP Rural was 44,270 in 2015. By mid-term, the project will reach at least 5% of the population (2,213), at 50:50 ratio of men and women, and 60:40 ratio of youth to the older population. By project-end, it will reach at least 10% (4,427 people) of the population, at 50:50 ratio of men and women, and 60:40 ratio of youth to the older population.	Site visits, surveys of target communities	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	Project monitoring reports	Risks: The project will deliver most benefits from the income generating activities (piloting of the PES scheme and the value chains) and increasing yields from the uptake of SLM practices. Returns from income generating activities will be highly dependent on the local economy being robust enough to support introduced enterprises/business ventures. Assumption: That the community governance structures will be robust enough to mobilize, and reach all the relevant community groups, with support of the project; thus, no cultural practices will interfere with community mobilization to participate in project.
	Mandatory GEF Core Indicators 2: Terrestrial	*Mid:* At least 500 ha of mangrove	Represents mangrove areas in Aberdeen	Site visits, surveys of target communities	Annually	Project M&E Officer	Sample surveys and observations to confirm	All major partners (government and other stakeholders) will

[83] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
	protected areas newly created	forest under new community PA management system *End:* At least 1,000 ha of mangrove forest under new community PA management system	Creek and Songo that will be brought under community management		Reported in DO tab of the GEF PIR		recorded establishment of the new mangrove PA	continue to participate effectively including provision of the required enabling conditions, financial and technical resources during the project. It is assumed that the government and other stakeholders will maintain a continuous up scaling process of the best practices through development of systems, mainstreaming and changing cultures. No unusual climate events (droughts or floods) occur in the duration of the project. No political unrest/instability.
	Mandatory GEF Core Indicators 3: Terrestrial protected areas under improved management effectiveness	*Mid:* Management effectiveness of WAPNP increases by 10 percentage points *End:* Management effectiveness of WAPNP increases by 20 percentage points	This is based on the METT provided by GEF	Will be completed through site visits and consultation with PA staff at WAPNP	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	METT assessments at MTR and TE	
	Mandatory GEF Core Indicators 4: Area of forest and forest land restored	*Mid:* 1,000 ha *End:* *2,000 ha*	This represents areas that will be restored based on specifications in the WAP Master Plan	Will be completed through site visits and consultation with PA staff at WAPNP	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	Report following site visits to lands under restoration	
Outcome 1: Systemic and institutional capacity lays long-term foundation for	Indicator 5: Aggregated institutional capacity score for the relevant NRM	*Mid:* Aggregated institutional capacity score increases to at least 50 (men	This is based on the UNDP Capacity Development Scorecard that was completed in	Will be completed through visits and discussions with staff at target institutions	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	Capacity scores reported in the MTR and TE.	Current levels of political support from the national government for the ILM approach are maintained or increased. Policy reviews are not

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
integrated landscape management of the 69,820 ha multi-use landscape	institutions and community groups, as measured by the UNDP institutional capacity development scorecard	and women benefit equally) *End:* Aggregated institutional capacity score increases to at least 63.5 (men and women benefit equally).	the PPG phase and found in the Natural Resources Management (policies, institutions) Baseline Assessment Report produced under the PPG (August 2018) and updated during project implementation					affected by bureaucratic delays, and policy reform can be achieved within the timeline of the project. Relevant partners' willingness to cooperate and engage in ILM planning continues. Key stakeholders will reach agreement on ILM objectives and plans, effectively utilizing the capacities and up-to-date information on ecosystem service values provided by the project. Inter-sectoral, multi-stakeholder institutional framework for ILM will have appropriate staff and funding from the government to ensure its effective functioning post-project, thus institutional failure will not threaten the sustainability of the project results. This is important because ILM is a long-term process; the project will only set the conditions for it, but it must be implemented over the long-term to deliver impacts. Funding will be available to bona-fide, reputable
	Indicator 6: Prioritized sectorial policies incorporate SLM/ILM standards	*Mid:* Prioritized policies/acts reviewed and recommend-dations developed for improvement *End:* Prioritized policies/acts reviewed and submitted to Cabinet	The project will focus on Wildlife Conservation Act of 1972 and its implementing regulations; the Forestry Act of 1988 and its implementing Regulations of 1990; the Environmental Policy of 1994; the Environment Protection Act of 2008; the Environment Protection (Mines and Minerals) Act of 2013; the National Water Resources Management Act of 2017; the Mines and	Counting number of reviews and tracking review and amendment processes.	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	Reported in project monitoring report, policy review reports, PIR.	

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
			Minerals Act. The aim is to have recommendations for improvement identified by midterm. PB will engage senior leadership of relevant ministries, advocating and facilitating ownership and support. Further support will be garnered through the coordination mechanism that will be established by the project.					NGOs, and communities. ILM is not the sole work of the government, though they are key. Project resources are adequately supported by co-finance in a timely manner. There is a risk that policy reform is delayed by bureaucratic processes, which has been common in Sierra Leone and many other African countries. It is likely therefore that the project will deliver recommendations, but more time will be required to actualize the policy reform.
	Indicator 7: Area of the landscape covered by a sustainable, integrated land management plan (the WAP Master Plan) that promotes improved sustainable land management regimes	*Mid:* ILM plan for 69,820 ha developed and under discussion *End:* ILM plan for 69,820 ha approved	This is the geographical extent of the area covered by the WAP Master Plan	Will be completed through site visits and discussions with staff at MLHE and NPAA in their capacity as co-leads for the Master Plan development	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	GIS maps and other means of tracking ILM planning processes; meeting minutes of ILM thematic group	
Project Outcome 2: Implementation of selected ILM and FLR	Indicator 8: Increased yields of selected agroforestry products/crops	*Mid:* Yields increase by at least 30% over baseline values	The project will support adoption of SLM practices in target communities and	Site visits, surveys, discussions with community leaders	Annually Reported in DO tab	Project M&E Officer	Annual assessment (by weighing average crop yield via the	No external events inhibit endangered species responding to improved management effectiveness of the

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
interventions demonstrated in over 21,000 ha, securing biodiversity, ecosystems services and resilient livelihoods	in areas under improved land management regimes	End: Yields increase by at least 50% over baseline values	this indicator reflects yield increases in those areas		of the GEF PIR		participatory M&E system)	WAPNP, and indications of population recovery / stabilization can hence be measured within the timeframe of the project. No unusual climate events (droughts or floods) occur in the duration of the project. Existing support of communities and authorities for the proclamation and designation of coastal/mangrove PA is maintained or increased. SLM practices and income-generating activities supported by the project yield tangible benefits for land users in targeted areas. Local level economic growth will provide adequate returns on investment in ILM, SLM and income-generating options/activities, so that economic gains from these investments are not eroded by external factors such as rampant inflation. Capacity enhancement initiatives and education strategies supported by the project can
	Indicator 9: Effectiveness of awareness and education outputs on the environmental, health and social effects of deforestation and land degradation	*Mid:* Education and awareness raising strategy formulated, and communication outputs reaching 100% of target audiences, with at least 25% reporting change in behavior linked to messages *End:* Education and awareness raising strategy formulated, and communication outputs reaching 100% of target audiences, with at least 50% reporting change in behavior linked to messages	This represents self-reporting of changes in behavior driven by communications disseminated by the project	Visits to target communities to do a rapid assessment of changes in attitudes and behaviors	Annually Reported in DO tab of the GEF PIR	Project KM & Communications Officer	Project monitoring reports, MTR and TE	

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
								overcome the "business-as-usual" practices. Project resources are adequately supported by co-finance in a timely manner.
Project Outcome 3: Financing frameworks for sustainable integrated landscape management increase ILM, PA and Biodiversity Finance by at least 25% over the baseline	*Indicator 10:* New financing mechanisms operationalized, increasing government funding for landscape management	*Mid:* At least 1 effective financing mechanism operationalized, increasing government funding for landscape management by at least 15% over the baseline (to be established by the public expenditure review). End: At least 2 effective financing mechanism operationalized, increasing government funding for landscape management by at least 25% over the baseline (to be established by	This represents additional funding that becomes available for ILM on the WAP	Will be completed through visits and discussions with staff at EPA	Annually Reported in DO tab of the GEF PIR	Project M&E Officer	Project monitoring reports	Information on ecosystems services and other incentives interest investors adequately to overcome doubts of investing in the country and the sector. Government continues to budget and allocate funds for WAPNP (beyond salaries). Government support continues for development and implementation of sustainable financing options including use of fiscal policy reforms and financial incentive mechanisms. International financial system continues to support biodiversity and climate finance, increasing international funding for ILM interventions. Project resources are adequately supported by co-finance in a timely manner.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/ Collection Methods[83]	Frequency	Responsible for data collection	Means of verification	Risks/Assumptions
		the public expenditure review).						
Project Outcome 4: Systems designed and used to ensure monitoring and evaluation, knowledge management and gender mainstreaming	Indicator 11: Communication outputs and knowledge products produced and disseminated to targeted audiences on lessons learned and good practices identified through project implementation, taking into account stakeholder groups and communication tools identified in the project Stakeholder Engagement Plan.	*Mid:* At least 1 substantive knowledge output produced and disseminated to targeted audiences each 6 months *End:* At least 12 substantive knowledge outputs produced and disseminated to targeted audiences; including minimum 1 PANORAMA publication, and 1 UNDP photo blog	This represents specific knowledge products regarding the project's efforts to promote ILM in the WAP	Survey of print and electronic knowledge products	Annually Reported in DO tab of the GEF PIR	Project KM & Communications Officer	Records of publications shared by PMU	Stakeholders are active participants in knowledge management processes established by the project Status quo and systemic gender practices do not override implementation of operationalized gender strategy and action plan. Project resources are adequately supported by co-finance in a timely manner.
	Indicator 12: % of sub-indicator targets in Gender Action Plan met	*Mid: 40%* *End: 80%*	This represents the specific indicators developed under the Gender Action Plan to measure greater participation and empowerment of women in the WAP	Site visits, surveys in target communities	Annually Reported in DO tab of the GEF PIR	Project Gender Officer	Report prepared by Gender Officer	

Annex 5: Social and Environmental Screening Procedure (SESP)

Project Information	
1. Project Title	Sustainable and integrated landscape management of the Western Area Peninsula, Sierra Leone
2. Project Number	PIMS 5542
3. Location (Global/Region/Country)	Sierra Leone

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
This project will address the three main dimensions of the interrelationship between human rights and environmental protection: • The environment as a pre-requisite for the enjoyment of human rights, including the rights to life, health, food, water and sanitation. • Certain human rights, especially access to information, participation in decision-making, and access to justice in environmental matters, as essential to good environmental decision-making. • The right to a safe, healthy and ecologically balanced environment as a human right in itself. The project will uphold human rights while improving the living conditions and general well-being of local communities around the Western Area Peninsula, including those in the capital Freetown, by taking a landscape approach to enhance environmental protection and secure ecosystem services (including water provision) and reduce the risk for local disasters (erosion, landslides). The project also includes elements that will enable duty bearers to perform their roles, through capacitation of government officials for environmental monitoring and compliance, and by promoting the uptake of environmentally sustainable income-generating activities (IGAs) and the adoption of SLM and SFM skills that will improve livelihood opportunities as well as food and water security. Through promotion of participatory reforestation and conservation activities, the project will provide increased benefits to local communities. Deliberate pro-poor measures will be put in place to ensure participation of the poorest households.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
Specific measures will be integrated in project design and implementation based on a Gender Analysis and Gender Action Plan to address gender empowerment and equality, whilst respecting the norms, values and customs of participating communities. The project will facilitate inclusion and participation of women and girls both in site-based project activities (e.g. community-based conservation, development of alternative income-generating activities, training), as well as ensuring that opportunities are created for women to take up positions of leadership in project management structures (e.g. Project Board).
Briefly describe in the space below how the Project mainstreams environmental sustainability
This project mainstreams environmental sustainability in two principal ways: (i) by enhancing systemic and institutional capacity for sustainable multi-use landscape management; (ii) by making investments that will collectively contribute to the medium and long-term restoration of ecosystem services through reforestation, biodiversity conservation, and reducing land degradation.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks?
Risk Description	***Impact and Probability (1-5)***	***Significance***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***

Risk 1: Potential for adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) through inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups. Principle 1 (q1-3)	I = 4 P = 4	High	Ultimately, the project aims to improve the overall enjoyment of human rights for the majority of the people living in the targeted area. One of the components of the project is to improve legal frameworks to protect the environment for the benefit of all. The project will put in place measures (through strengthening legal, monitoring and capacity building frameworks, including for law enforcement officials) to ensure that laws are just and equitable, and will contribute to capacitating rangers and civil servants responsible for monitoring and enforcement. People who are encroaching on Protected Areas, poaching or otherwise illegally accessing natural resources in the project area could be apprehended by officials of government agencies involved in the project (EPA, NOAA) and held accountable under Sierra Leone law, which could result in limitation of access to natural resources (land, timber, protein), particularly for marginalized groups including people living in poverty that have few alternative livelihood opportunities.	• During the first 6 months of project implementation, an Environmental & Social Impact Assessment (ESIA) will be conducted and an Environmental & Social Management Plan (ESMP) prepared, covering all risks and including a framework for managing those risks that are not fully known. • Human-rights based approaches will be applied at all phases of project implementation, as well as active stakeholder engagement to ensure that partners, beneficiaries and affected groups are sufficiently informed about the intended project outcomes and approaches, as well as grievance redress mechanisms (GRM) put in place by the project. • If decisions are made to establish PA's in coastal areas that have been encroached upon, for instance within the mangrove forests that are a Ramsar site, the project will work with government and other stakeholder to promote the creation of categories of PAs that are compatible with traditional human uses while working with communities present to strengthen the sustainability of those uses. This will include FPIC were required by the SES.
Risk 2: Exclusion of potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them. Principle 1 (q4)	I = 4 P = 2	Moderate		• The Stakeholder Engagement Analysis and Plan prepared during the PPG identified relevant stakeholders in a comprehensive manner, to minimize the chances of any groups being left out of decisions that affect them, to the greatest extent possible. • The project is set up to increase collaboration between groups of stakeholders, providing them with skills and up to date information with which to develop plans, under which they negotiate objectives to enable the landscape to meet different needs of the stakeholders. It provides them with a coordination mechanism, a platform for allowing negotiations to minimize trade-offs and increase synergies for all relevant groups, to the greatest extent possible. • Community groups will be represented, trained and facilitated to undertake collaborative consultations at the grassroots level, to ensure that their needs are considered during the development of the WAP Master Plan. • Civil society groups will be involved in both the negotiations for the Master Plan as well as implementation of income generating pilot activities. This will add another layer of representation of the interests of communities.
Risk 3: Duty bearers under the project may not possess the capacity to meet their obligations, which could exacerbate all other environmental and social risks through weak	I = 5 P = 4	High	Stakeholder capacity is generally weak in Sierra Leone, both within Government Ministries / Departments/Agencies and at the local community level.	• The subsequent ESMP will include measures for capacity building to ensure that the required safeguards measures can be implemented. Other necessary actions will also be considered in the course of the ESIA/ESMP preparation.

implementation of project activities. For example, government counterparts may not be used to applying comprehensive safeguards measures and to conduct consultations and obtain consent from local stakeholders, especially communities, prior to taking decisions and actions. This risk is particularly high where stakeholders have no formal tenure rights. Principle 1 (q5)				• The project has a strong focus on increasing skills and providing up to date information to all stakeholder groups, to enable them to actively engage in project initiatives. • Capacity enhancement will aim to ensure that decision-making on resource use and management integrates knowledge, science and best-practice to promote environmental sustainability of management interventions.
Risk 4: Rights-holders who could be impacted by the project (positively or negatively) might not have the capacity to claim their rights. This is especially the case where people are illiterate or do not have the habit, connections and financial means to raise their concerns through formal government channels. Principle 1 (q6)	I = 4 P = 2	**Moderate**	Stakeholder capacity is generally weak in Sierra Leone, especially also at the community level.	• This risk will be managed through the subsequent ESMP and the project's Stakeholder Engagement Plan (to be updated as needed), as well as through project activities specifically designed to build such capacity. • The ESMP will include or be supplemented by an Indigenous Peoples Plan (or equivalent) with procedures for Free Prior and Informed Consent (FPIC), as determined necessary for SES compliance during the ESIA. See also the risk related to Standard 6 below. • The project will work to ensure that rights-holders are actively engaged in relevant capacity enhancement, outreach and awareness raining activities. Especially, consultations with local communities will always precede any actions that could affect them.
Risk 5: Possibility that the project limits women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services. The project aims to contribute to adequate protection of biodiversity-rich areas, which might limit access to natural resources inside the PA and the newly created mangrove PAs. This could specifically affect women from poor communities as they may be dependent on resources from the forest (firewood, charcoal, protein). Principle 2 (q4)	I = 4 P = 3	**High**		• A gender analysis was conducted during the PPG and Gender Action Plan was developed to guide project implementation in ensuring that women are adequately engaged and empowered. • Women will be actively targeted for sustainable livelihood strengthening activities, with particular attention to their level of education compared to men. • To minimize the possibility of negative impacts on access to resources for local communities, the project will promote conservation measures that are compatible with traditional land uses while promoting more sustainable practices where current practices are in conflict with resource conservation.
Risk 6: Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, and (especially due to low capacity in stakeholders, as noted above) might inadvertently cause harm to those habitats.	I = 3 P = 2	**Moderate**	The project targets the Western Area Peninsula National Park, as well as critical mangrove (Ramsar site) habitats and their buffer zones.	• The project has been designed (by biodiversity experts) to strengthen institutional and PA management capacities at all levels so as to ensure effective and efficient management of key habitats and protected areas. • The project will facilitate the design and implementation of a WAP Master Plan which will clearly show ecologically significant areas for biodiversity conservation and for watershed services. It will

Standard 1 (q1.1, 1.2)				improve skills of staff members of conservation agencies, increase conservation status of currently unprotected mangrove forests. • Nonetheless this risk will be further assessed and managed through the ESIA/ESMP as determined necessary for SES compliance.
Risk 7: Project involves reforestation. Project-supported reforestation activities are intended to promote ecological and watershed benefits, and as such will involve the introduction of seedlings/ saplings. Standard 1 (q1.6)	I = 3 P = 3	**Moderate**		• Reforestation will be guided by a forest landscape restoration plan. • Plantation establishment is recognized as one form of restoration under the forest landscape restoration concept, which builds in risk management measures. If this will be recommended for the WAP, plantations will prioritize native species and will not lead to the conversion of natural habitats. In line with FLR guidelines, the project will ensure that the plantations are environmentally appropriate[84]; socially beneficial[85], economically viable[86] and utilize native species wherever feasible, giving preference to small-scale community-level forest management approaches. • In addition, the UNDP SES guidelines and IUCN guidelines on Preventing Biodiversity Loss from Invasive Alien Species[87] will be followed, ensuring that there will be no introduction of known invasive species; no introduction of any alien species without risk assessment; and that possibility of accidental introduction of invasive alien species will be considered and managed.
Risk 8: Production and/or harvesting of fish populations or other aquatic species. Aquaculture could be promoted as an alternative livelihood, which could present the risk of IAS introduction and/or other environmental risks. Standard 1 (q1.7)	I = 3 P = 2	**Moderate**	Coastal communities, including fishing communities will be actively involved in the project, and aquaculture might be considered as an alternative livelihood option.	• This risk, like all others, will be further assessed and managed through the ESIA/ESMP, per the project's ESMF. • Different options will be considered to provide alternative income generating activities for fishing communities, including those that could contribute to value chain addition of fishery products. If aquaculture is selected as an option, the use of (potentially) invasive species will be avoided by engaging experts (e.g. from IUCN ISSG) to identify species, and only non-invasive species will be promoted.
Risk 9: Sensitivity of project outcomes to climate change impacts, including increased vulnerability to landslides, erosion, flooding or extreme climatic conditions. Standard 2 (q2.2)	I = 3 P = 3	**Moderate**	Sierra Leone has been identified as one of the West African countries most vulnerable to the impacts of climate change. The coastal zone will be especially impacted, making coastal habitats and communities extremely vulnerable. The Western Peninsula area that is targeted by the project is increasingly susceptible to erosion, landslides, flooding and extreme climatic conditions, as a result of unsustainable land management practices and deforestation.	• Climate risks will be addressed in the ESIA/ESMP. • By protecting mangrove forests and strengthening livelihoods, the project will directly contribute to enhancing environmental and socio-economic resilience to the impacts of climate change. • The project aims to promote sustainable land management practices that should result in erosion reduction, land reduced risks for disasters including landslides and floods. Vulnerability to land and forest degradation was one of the criteria for selecting project sites. • Project activities have been designed to improve the state of the ecosystem and its ability to provide goods and services, which will reduce vulnerability considerably.

[84] Ensure site and natural species matching, use of integrated pest management, prevent spread of invasive species, do not degrade soil, promote protection of natural forests, set aside high conservation value areas, provide wildlife corridors.

[85] Involve communities in planning and management, respect social and economic well-being of forest workers and local communities, respect indigenous rights, safe working conditions.

[86] Sufficient capital for establishment costs and technical capacity for planting and stand management

[87] http://www.fao.org/docrep/008/y5968e/y5968e07.htm

Risk 10: The Project could result in potentially increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS, Covid-19) Directly through its normal operations and/or indirectly through the Plans it develops, etc. Primates may also be exposed to COVID through human activities in protected areas. Standard 3 (q3.6)	I = 3 P = 3	Moderate	The Western Peninsula area that is targeted by the project has been affected by the Covid-19 pandemic.	• The project team will follow all recommended safety protocols and national/UNDP guidelines related to covid-19 in carrying out project activities and consultations (such as use of face coverings, hand washing and sanitizing, maintenance of 6 feet distance, virtual/remote interactions whenever possible, etc.) so as not to increase any health risks related to the pandemic. The project budget allows for provisioning of masks, sanitizers, etc. at any in-person events or interactions organized by the project. • Under output 2.1, the revision of the WAPNP management plan will include measures related to covid-19 (and in accordance with Standards 1 and 3).
Risk 11: Through the proclamation and declaration of new coastal/mangrove protected areas, the project might inadvertently support the permanent physical displacement of some communities and/or vulnerable groups. Standards 5 (q5.1) and 6 (q6.6)	I = 5 P = 2	High	Output 2.2 involves the creation of new community PAs.	• This risk will be further assessed by the ESIA during the first six months of project implementation. If the ESIA determines that the risk cannot be fully avoided, then the subsequent ESMP will include a Resettlment Action Plan (RAP) that strictly adheres to the requirements of SES Standard 5. • The ESIA will also determine whether this risk intersects with Standard 6 (on indigenous peoples), in which case those requirements (including FPIC) would also apply and be captured in the project's ESMP and RAP. • No relocation of indigenous peoples will take place without the free, prior and informed consent (FPIC) of the indigenous peoples concerned and only after agreement on just and fair compensation, and where possible, with the option of return.
Risk 12: Increased institutional capacity to manage existing protected areas and the creation of new protected areas in the coastal zone could negatively affect communities through reduced access to natural resources, thereby leading to their economic displacement. Standards 5 (q5.2) and 6 (q6.6)	I = 3 P = 3	Moderate		• The process to develop and implement ILM plans and identification of target sites for project activities will be conducted through active consultation and engagement of partners, beneficiaries and other stakeholders, while ensuring adherence to FPIC principles. • As noted above, an Environment and Social Impact Assessment (ESIA) will be undertaken within the first six months of project implementation, including development of an Environment and

				Social Management Plan (ESMP) that will, amongst other measures, feed into the WAP Master Plan. • If determined necessary for SES compliance by the ESIA, the ESMP will include (or be supplemented by) a Livelihood Action Plan to manage the risk of economic displacement. • In addition, the PMU will establish a grievance mechanism as per guidelines provided in the Stakeholder Engagement Plan [88] to provide systems and resources for the project to receive and address concerns about its impact on the relevant stakeholders.
Risk 13: Through the proclamation and declaration of new coastal/mangrove protected areas, the project might inadvertently support forced evictions. Standards 5 (q5.3) and 6 (q6.6)	I = 5 P = 2	High	Output 2.2 involves the creation of new community PAs. There have been reports about forced evictions in Sierra Leone, although referring to urban areas.	• In line with the SES, the project will follow the prohibition on forced evictions. • The ESIA will include comprehensive assessments of this risk (direct, indirect, etc.) and measures to prevent all forms of forced eviction will be included in the ESMP, as determined necessary.
Risk 14: The project might negatively affect customary and community-based property rights, such as traditional use rights in forest and coastal habitats that are claimed by the government for the creation or improved management of protected areas with which traditional uses are perceived to be in conflict. Standards 5 (q5.4) and 6 (q6.6)	I = 4 P = 3	High		• This risk will be fully assessed during the ESIA and appropriate management measures will be included in the ESMP. • The project will respect both formally and not formally recognized rights, in line with the SES, including as relevant under Standard 6 on indigenous peoples.
Risk 15: The project might positively or negatively affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples, and other aspects of their existence if the required	I = 4 P = 3	High	The WAP landscape is inhabited by people with multiple ethnic backgrounds, and a population that is substantially more amalgamated than in other parts of the country due to historical and more recent immigration processes. The project socio-	• The ESIA will include the social and environmental assessments that are required under Standard 6, and will confirm which activities must apply FPIC.

[88] In line with UNDP guidelines on Grievances Response Mechanisms (https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Supplemental%20Guidance_Grievance%20Redress%20Mechanisms.pdf)

measures are not taken or if they fail. FPIC has not yet been initiated. Standard 6 (q6.1, 62., 6.3, 6.4, 6.5, 6.7)			economic assessment (Annex 13) identified 10 ethnic groups in the eight targeted communities, dominated by Krio (33.6%), Temne (21.9%), Mende and Sherbro (each 17.2%). Other ethnic groups including Fula, Susu, Kissi, and Kono are also represented. It is noted that the Sherbro (along the coastal line) and the Krio (returnee slaves from the colonial era) were mostly the original inhabitants of the Western Area Peninsula. While traditional tenure systems persist upcountry, tenure system in the WAP changed upon return of freed slaves who established themselves in the Freetown area since about 1865, and has been freehold for more than a century.	• Procedures for FPIC will be developed in line with SES requirements (i.e. through a stakeholder consultation and validation exercise to define the parameters of the FPIC process); documented in the project's IPP (or equivalent); and applied throughout the project's implementation. • No relevant actvities will commence until FPIC is secured.
Risk 16: Armed rangers or police might pose a safety risk to local people, especially where these are perceived to be illegally present in an area or engaged in illegal activities. Standard 3	**I = 4** **P = 2**	**Moderate**		• Training activities of the project will focus on communication skills and reducing the use of force. • The risk will be addressed in the ESIA.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	☐	
	Moderate Risk	☐	
	High Risk	X	In line with the SES, the required social and environmental assessment and adoption of appropriate mitigation and management measures will be completed, disclosed, and discussed with stakeholders (via applicable consultation and FPIC processes) prior to implementation of any activities that may cause adverse social and environmental impacts.
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X	
	Principle 2: Gender Equality and Women's Empowerment	X	
	1. Biodiversity Conservation and Natural Resource Management	X	
	2. Climate Change Mitigation and Adaptation.	X	
	3. Community Health, Safety and Working Conditions	X	

	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	X	
	6. Indigenous Peoples	X	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	*Date*	*Description*
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**(Y/N)**
1.1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	**Y**
1.2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [89]	**Y**
1.3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	**Y**
1.4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	**Y**
1.5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	**Y**
1.6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	**Y**
1.7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	**N**
1.8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	**N**
Principle 2: Gender Equality and Women's Empowerment		
2.1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	**N**
2.2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	**N**
2.3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	**N**
2.4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	**Y**
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
3.1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	**Y**
3.1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	**Y**
3.1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? *(Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)*	**N**
3.1.4	Would Project activities pose risks to endangered species?	**N**
3.1.5	Would the Project pose a risk of introducing invasive alien species?	**N**
3.1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	**Y**
3.1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	**Y**
3.1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	**N**
3.1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	**N**
3.1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	**N**

[89] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

3.1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	N
Standard 2: Climate Change Mitigation and Adaptation		
3.2.1	Will the proposed Project result in significant[90] greenhouse gas emissions or may exacerbate climate change?	N
3.2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Y
3.2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	N
Standard 3: Community Health, Safety and Working Conditions		
3.3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Y
3.3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS, Covid-19)?	N
3.3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	Y
Standard 4: Cultural Heritage		
3.4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
3.4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
3.5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	Y
3.5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Y
3.5.3	Is there a risk that the Project would lead to forced evictions?[91]	Y
3.5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Y

[90] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

[91] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 6: Indigenous Peoples		
3.6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
3.6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Y
3.6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	Y
3.6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Y
3.6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Y
3.6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Y
3.6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
3.6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
3.6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
3.7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
3.7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
3.7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	N
3.7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
3.7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

Annex 6: UNDP Atlas Risk Register

Description	Type	Impact & Probability	Mitigation Measures
Inability to mobilize sufficient finance for ILM investments due to short time horizons required for returns by most investors, a mismatch between investment stake and size of investment opportunities, and high investment risk versus return potential.	Strategic	P=3 I=4 High	Under outcome 3, the project intends to introduce an investment mind-set into the integrated landscape management processes, identify current funding levels and gaps in funding, develop and promote sustainable financing options to finance prioritized biodiversity and watershed conservation initiatives in the WAP landscape. Both the PB and UNDP will assist to mobilize further funds to continue the implementation of prioritized interventions of the project, under the exit strategy.
Delays in critical policy reforms for enabling effective ILM of the landscape due to slow bureaucratic processes or insufficient political will to enable change.	Strategic	P=4 I=4 High	PB will engage senior leadership of relevant ministries, advocating and facilitating ownership and support. Further support will be garnered through the coordination mechanism that will be established by the project.
Political support for ILM planning at the national, district and community level may not be enough to overcome difficulties of securing cross sector coordination and cooperation required for effective ILM planning and implementation – due to challenges of bureaucratic processes within each Ministry/sector	Operational	P = 3 I = 3 Moderate	A lack of coordination, cooperation and in some cases even animosity between relevant MDAs has hampered achievement of optimum results in many projects. Although many of the MDAs are represented in each other's Management Boards, effective cooperation and coordination doesn't always occur[92]. This is partly caused by rivalry between MDAs, overlap between mandates, giving priority to the opportunities for the own organization, issues at personal level between senior staff, and practical limitations (agendas, availability of transport, lack of tradition). Component 1 is set up to reduce this risk. The project will build on existing coordination mechanisms to identify coordination challenges and resolve them (Output 1.3). It will build operational and technical capacities of the coordination platform to lead the ILM planning process. Community participation will be secured through the community governance structures, which consist of a Headman, Chairlady, and Youth representatives.
Short term economic and livelihood considerations may take precedence over long term gains from integrated landscape management and restoration	Strategic	P = 3 I = 3 Moderate	The project is oriented towards meeting both short-term livelihood needs (increased food production, household incomes, clean energy) and securing long-term needs (ecosystem restoration, reduce vulnerability by increasing resilience of agriculture and livelihoods). The project will raise awareness and advocate for a shift in focus from short-term individual economic gains to longer-term benefits for the larger population. The coordination platform will help to increase transparency and accountability.
The project will contribute to strengthening PA management and enforcement of PA	Strategic	I=3 P=4 Moderate -	The ILM planning will be informed by the findings and agreements arrived at through the FPIC process, to be undertaken in the first year. In addition, following the recommendations of the ESMF, an Environmental &

[92] TRANSTEC Consortium, Belgium, 2018: Report of the Ex-Post Evaluation of the EU Funded REDD+ and Capacity Building Project (RCBP) in Sierra Leone. European Union, Freetown.

Description	Type	Impact & Probability	Mitigation Measures
boundaries. People who are encroaching on PAs, poaching or otherwise illegally accessing natural resources could be apprehended and held accountable, which could result in displacement and limitation of access to natural resources.		High	Social Impact Assessment (ESIA) will be conducted and an Environmental & Social Impact Management Plan (ESMP) prepared, covering all risks and including a framework for those risks that are not fully known. Human-rights based approaches will be applied at all phases of project implementation, as well as active stakeholder engagement to ensure that partners, beneficiaries and affected groups are sufficiently informed about the intended project outcomes and approaches. The project will pilot, in a participatory and gender-responsive manner, income generating activities as incentives for improved sustainable forest and land management. This will minimize risks for vulnerable populations while increasing incomes for households.
a) Insufficient capacities of duty bearers to meet obligations for integrated landscape planning; and b) insufficient capacities of rights holders to claim their rights.	Strategic	a) I=5 P=4 High b) I=2 P=3 Moderate	The project has a strong focus on increasing skills and providing up to date information to all stakeholder groups, to enable them to actively engage in project initiatives. In addition, an education and awareness raising strategy will be formulated and implemented to raise the awareness of especially rights-holders about their roles and responsibilities as well as their entitlements in accessing and utilizing natural resources for securing livelihoods and advancing local economies.
Women's access to resources could be restricted, due to enforcement of PA rules and gazettement of mangrove PAs.	Strategic	I=3 P=2 Moderate	The project has formulated a gender strategy, based on an initial gender analysis during the project preparation phase. The strategy will be refined under to guide project implementation in coordination with implementation of the ESMP.
The project will involve planting of trees in afforestation and agroforestry practices. These measures may pose minimal risks of introducing invasive species (of both plants and fish).	Strategic	I=3 P=2 Moderate	To avoid these risks, the project work on any afforestation and harvesting NTFPs will be guided by the Forest Landscape Restoration Concept, with risk management measures built into the design. Under outputs 1.3 and 2.3, the project will facilitate the formulation of an FLR plan, with action plans for implementation. In addition, the IUCN guidelines on Preventing Biodiversity Loss from Invasive Alien Species[93] will be followed, ensuring that there will be no introduction of known invasive species; no introduction of any alien species without risk assessment; and that possibility of accidental introduction of invasive alien species will be considered and managed.
Climate change: Sierra Leone's National Adaptation Program of Action (NAPA, 2007) reported that rainfall and temperature patterns experienced in Sierra Leone are changing with negative impacts expected to affect biodiversity, livelihoods and	Environmental	P = 3 I = 3 Moderate	The Western Area Peninsula that is targeted by the project is increasingly susceptible to erosion, landslides, flooding and extreme climatic conditions, as a result of unsustainable land management practices and deforestation. The project seeks to restore the ecological integrity of the agro-ecological system within the WAP. This will strengthen the role of ecological infrastructure in

[93] http://www.fao.org/docrep/008/y5968e/y5968e07.htm

Description	Type	Impact & Probability	Mitigation Measures
the economy.			providing cost effective adaptation and reducing vulnerability in the face of climate change. Vulnerability to land and forest degradation was one of the criteria for selecting project sites. All the project activities have been designed to improve the state of the ecosystem and its ability to provide goods and services, which will reduce vulnerability considerably. SLM technologies such as climate smart agriculture, restoring watersheds and adoption of agro-forestry are good ways of adapting livelihoods to effects of climate change.
Due to Covid-19 restrictions and containment measures, the project team could face greater challenges in terms of organizing and carrying out stakeholder consultations that are necessary to advance project activities.	Operational	I=3 P=3 Moderate	The Western Peninsula area that is targeted by the project has been affected by the Covid-19 pandemic. While it is true that almost half of the country's population falls under the youthful bracket and current understanding of the virus suggests that the severity of the disease is less among younger age groups, the project will nevertheless follow all recommended safety protocols in carrying out project activities and consultations (such as use of face coverings, hand washing and sanitizing, maintenance of 6 feet distance, virtual/remote interactions whenever possible, etc.) so as not to increase any health risks related to the pandemic. The project budget will allow for provisioning of masks, sanitizers, etc. at any in-person events or interactions organized by the project.

Annex 7: Overview and responsibilities of project staff and contractors

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
Local / National contracting	
Project Manager Rate: $694/week Time: 312 weeks over 6 years	The Project Manager (PM), together with the Lead Technical Advisor, will be appointed by the project implementing partner. The PM will be responsible for the overall management of the Project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. It is the PM's primary responsibility to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the Project Board and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. <u>Duties and Responsibilities (project management services)</u> The PM will provide the following project management services: • Manage the overall conduct of the project. • Plan the activities of the project and monitor progress against the approved workplan. • Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work. • Monitor events as determined in the project monitoring plan, and update the plan as required. • Provide support for completion of assessments required by UNDP, spot checks and audits. • Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form. • Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports. • Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results. • Ensure that changes are controlled and problems addressed. • Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities. • Prepare and submit financial reports to UNDP on a quarterly basis. • Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log; • Capture lessons learned during project implementation. • Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required. • Prepare the inception report no later than one month after the inception workshop. • Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR. • Prepare the GEF PIR; • Assess major and minor amendments to the project within the parameters set by UNDP-GEF; • Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans; • Monitor and track progress against the GEF Core indicators. • Support the Mid-term review and Terminal Evaluation process. <u>Duties and Responsibilities (technical backstopping services)</u> In addition to the above project management services, the PM will provide technical backstopping services to deliver the following outputs: • Outcome 2, Output 2.3: Support on-the-ground sustainable land management actions in participation with local communities. • Outcome 3, Output 3.2: Technical backstopping services of PM to support the development and implementation of activities under Outcome 3 specifically on the development and implementation of the sustainable finance plan and all associated technical and consultation processes. • Outcome 4, Outputs 4.2, 4.3: Technical backstopping services of PM to support the PMU in facilitating stakeholder engagement for the following: - Formulate and implement an M&E action plan (working in coordination with M&E+KM Officer), building on the indicators identified in the Results Framework, and in line with guidelines on UNDP

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
	and GEF Core Indicators. The M&E system will serve to ensure participatory monitoring of progress in achieving the intended outcomes of project implementation. In addition, a system will be established to enable monitoring of the longer-term success in achieving ILM in the targeted landscape. Development of the latter will take full cognizance of the complexity of ILM initiatives, including uncertainties of attributing improvements in environmental status to the outcomes in the short, medium and long-terms. Ideally, ILM/FLR initiatives should be assessed along a minimum of four dimensions; environmental protection and restoration; sustainable production; livelihoods security; and institutional capacity/governance. The long-term M&E plan will be mainstreamed into the M&E systems of the relevant ILM/natural resources management, to make sure that monitoring continues after the project is concluded. This is important because ILM is a very long-term process, which requires continuous monitoring and learning. - Monitor GEF7 core indicators and METT at mid-term and project end. - Establish a knowledge management system (working in coordination with KM and M&E Officer) including a community of practice to promote the use of monitoring schemes and indicators as learning tools in developing strategic plans and policies by multiple stakeholders, by providing access to the collected information, developing understandable indicators for non-experts, helping with interpreting the information and using the indicators in strategic planning processes. S/he will also develop an exit strategy, to be completed by the end of the fourth year of project implementation. Supported by the PB, the consultant (PM) will spearhead the fundraising process to ensure that ILM implementation will be financed beyond the project end. - Train stakeholders (in conjunction with the entity developing skills under budget note 1) in M&E processes, including data collection, analysis and use of the results in adaptive management. <u>Qualifications required:</u> • A university degree (MSc or PhD) in a subject related to natural resource management or environmental sciences. • At least 5 years of demonstrable project/programme management experience. • At least 5 years of experience working with ministries, national or provincial institutions that are concerned with natural resource and/or environmental management. <u>Competencies</u> • Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects. • Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies. • Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project. • Ability to coordinate and supervise multiple Project Implementation Units in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government. • Strong drafting, presentation and reporting skills. • Strong communication skills, especially in timely and accurate responses to emails. • Strong computer skills, in particular mastery of all applications of the MS Office package and internet search. • Strong knowledge about the political and socio-economic context related to the Indonesian protected area system, biodiversity conservation and law enforcement at national and subnational levels. • Excellent command of English and local languages
Procurement Officer (part time, shared with other projects) Rate 12,000/year Time: part-time over 6 years	The Procurement Officer will be responsible for procuring consultants and contractual services from companies, civil society groups and government entities. Standard UNDP terms of reference for procurement positions will apply.
Project Assistant (part time, shared with other projects) Rate 6,600/year	The Project Assistant (PA) will play a key role in supporting project implementation by supporting timely delivery of project activities while ensuring compliance with UNDP and GEF financial and administrative rules, regulations and procedures. He/she will be part of the Project Management Unit (PMU), working under the

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
Time: part-time over 6 years	supervision of the Project Manager (PM) and in close cooperation with the UNDP Programme Associate, project partners and other key stakeholders. Specifically, the PA will be expected to fulfil the following duties: • Assist the PM in day-to-day management and oversight of project activities; providing administrative support and assisting with logistic arrangements. • Keep track of project delivery; notify PM if there are any risks to timely implementation of activities. • Support the PM with the development of Annual Workplan and Budgets. • Ensure that project funds are used in compliance with the Project Document and financial rules and procedures of UNDP, the GEF and the Government. • Keep records of project funds and expenditures, ensuring that all project-related financial transactions are adequately documented and readily available when required by the PM or other relevant parties; Review annual budgets and project expenditure reports; notify the PM in case of discrepancies or issues. • Validate and certify FACE forms before submission to UNDP. • Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports. • Provide necessary financial information as and when required for project management decisions and during project audits. • Ensure adequate record keeping in Atlas, including updating of risk logs. • Support M&E exercises, and assist in the preparation of progress reports, including GEF Project Implementation Report (PIR), quarterly reports, and other reports as may be required by UNDP, GEF and other oversight agencies. • Ensure all project documentation (reports, consulting and other technical reports, minutes of meetings, etc.) is properly maintained in an efficient and readily accessible filing system; ensure that information can be easily made available when required by the PM, PB, UNDP, or other relevant parties. • Provide other administrative duties as required. Requirements: <u>Education</u> • BSc degree or an advanced diploma in accounting/ financial management. • Additional educational experience/certificates relevant to the TORs of this post would be considered an advantage. <u>Experience</u> • Minimum five years of relevant professional experience preferably in a project management setting involving multi-lateral/ international funding agency; previous experience working with UNDP or another UN agency would be an asset. • Demonstrable experience in financial administration. • Knowledge and understanding of results-based management and project cycle management. <u>Skills & Competencies</u> • IT literate; proficiency in the use of MS Office applications. <u>Language:</u> Fluency in both written and spoken English. Fluency in Krio. Knowledge of other local languages would be an asset
Gender and Safeguards Officer (National consultant with experience in gender mainstreaming strategies and in monitoring of environmental and social safeguards) Rate: $400/day Time: Approx. 38 days per year over six years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA), the consultant will undertake the following related to implementing Output 4.1: • Refine the gender strategy, building on the draft gender plan developed during project preparation (Annex 11). • Train stakeholders in gender issues and mainstreaming. • Facilitate mainstreaming of gender considerations in all aspects of project implementation, monitoring and reporting. • Document the process and produce a technical report, including a section on lessons generated by the process. In close coordination with the international social safeguards consultant and under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA), the consultant will undertake the following related to implementing Output 4.2: • Undertake an ESIA

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
	• Use the findings to refine the draft ESMF and SESP to develop a costed Environmental and Social Impact Management Plan (ESMP), including an Indigenous People Plan and a Resettlement Plan, following the FPIC principles fully, and as deemed necessary • Monitor the ESMP • Design and establish a project-level Grievance Redress Mechanism (GRM) during the first year of implementation with full details of the GRM being agreed upon during the Inception Phase, with oversight by the Project Manager and the Safeguards Officer • Develop the Action Plan and Monitoring Plan for the ESMP • Lead on annual revision of the SESP
KM and M&E Officer (National consultant with experience in knowledge management and M&E) Rate: $400/day Time: Approx. 23 days per year over six years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA), the consultant will undertake the following, related to implementing Output 4.2: • Formulate an M&E action plan, building on the indicators identified in the Results Framework, and in-line with guidelines on UNDP and the GEF Core Indicators approved in July 2018. • Monitor project indicators • Train stakeholders on M&E issues and facilitate their uptake of M&E in the project implementation. • Ensure mainstreaming of project M&E into respective institutions M&E systems for sustainability. • Formulate a project exit strategy, to be completed by the end of the fourth year of project implementation. Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA), the consultant will undertake the following, related to implementing Output 4.3: • Support PMU in designing and implementing the project's knowledge management system, including the establishment of a community of practice on ILM in Sierra Leone
National consultant with experience in project evaluation for MTR Rate = $400/day Time: 21 days in year 3	Standard UNDP-GEF Evaluation guidelines
National consultant with experience in project evaluation for TE Rate = $400/day Time: 25 days in year 6	Standard UNDP-GEF Evaluation guidelines
Driver Rate= $200/month Time= 12 months per year over 6 years	Logistical support
An entity with comparative advantage and capacity for policy reforms Rate: $800/week Time: Approx. 100 weeks over 2 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to Output 1.2: • Review, in a participatory gender responsive process, policies and legislation related to SLM and biodiversity conservation, and generate recommendations for mainstreaming ILM, SLM and biodiversity conservation in productive sector policies. • Building on the review of mandates undertaken during the Land Policy formulation process, review, in a participatory and gender responsive process, the mandates for NRM MDAs (especially for MLHA, MAF, MTCA, EPA, NCAA), formulate recommendations for refining the mandates to remove overlap and conflicts. • With the support of the Project Board, lobby for the adoption of the recommendations, to deliver policy reforms that mainstreaming ILM, SLM and biodiversity conservation in productive sector policies; and, harmonizes legal and institutional frameworks for ILM implementation at landscape level. • Document the process and produce a technical report, including a section on lessons generated by the process.
Entity with comparative advantage and capacity to facilitate co-management	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity (preferably a local NGO/CBO) will undertake the following, related to Output 2.2:

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
arrangements at community level. Rate $2,000/week Time: Approx. 190 weeks over 6 years	• Identify, in a participatory and gender responsive process, mangrove areas to be put under improved protection (PA). • Prepare nomination files and submit for gazettement. • Support development of detailed Management Plans for the PAs and mobilize financial resources for their implementation. • Support enforcement of respective legislation for the PAs. • Support local community participation in natural resource management through the facilitation of Conservation Site Management Committees (CSMC). • Identify and develop Community Action Plans (CAP) that support conservation of the PAs linked livelihood activities. • Implement and monitor action plans for resettlements and indigenous people/ minority groups as deemed necessary by the ESMP developed under Output 4.2 within first 6 months. • Link the PAs to income generating activities, wherever possible. • Document the process and produce a technical report, including a section on lessons generated by the process.
Services of an entity with comparative advantage and capacity to facilitate FLR and SLM (Led by Ministry of Agriculture) Rate $ 1,400/week Time: Approx.207 weeks over 6 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity (preferably a local NGO/CSO or government department) will undertake the following, related to implementing Output 2.3: • Train communities on forest landscape restoration plans and their implementation; • Organize communities to implement the FLR plans including afforestation, agroforestry, etc.; • Undertake an assessment of best practices for SLM practices and identify suitable interventions to be disseminated to the target communities; • Refine socio-economic and gender assessments to identify suitable candidates for the adoption of specific SLM support, identifying clear extension avenues. • Undertake an assessment of best practices for linking communities to financial institutions and identify clear actions to be undertaken by the project to ensure that land users and farmers are linked to financial systems and can access affordable credit to improve farming and fishing practices. • Provide targeted training to land users and farmers within the landscape on implementation of improved practices. • In conjunction with output 4.2, ensure that a participatory monitoring process is adopted and that households use it to learn lessons and engage in adaptive management. • Document the process and produce a technical report, including a section on lessons generated by the process.
An entity with comparative advantage and capacity for developing and supporting the actualization of value chains to improve households' incomes. Rate $2000/week Time: approx. 220 weeks over 6 years; $70000 in grants	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing Output 2.4: • Identify at least four values chains and introduce the necessary conditions for them to be exploited (based on a capacity needs assessment); • Identify entrepreneurs, in a gender responsive process, and organize them, providing them the relevant capacities to enable them to participate (based on a capacity needs assessment); • Support the engagement with the selected value chains, establishing sustainability mechanisms (institutions, monitoring and evaluation, equitable sharing of benefits, etc.); • Document the process and produce a technical report, including a section on lessons generated by the process.
Tacugama Chimpanzee Sanctuary Rate: 960/week Time: Approx. 208 weeks over 6 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing Output 2.5: • Undertake a stakeholder mapping (in conjunction with the entity hired under budget note 1) to identify institutions that need to include and/or add environmental education content into their curricular and/or extension messages. • Develop appropriate messages and disseminate them through the relevant channels per stakeholder. • Document the process and produce a technical report, including a section on lessons generated by the process.

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
International / Regional and global contracting	
Technical Advisor Rate: $650/day Time: 640 days over 6 years	The Technical Advisor (TA) will be responsible for providing strategic technical guidance and backstopping to the project, providing capacity enhancement services, as well as supporting knowledge management and quality assurance processes. Under coordination from the assigned UNDP task manager, he/she will be an integrated part of the Project Management Unit (PMU) rendering support to the Project Manager (PM), Project Board (PB) and other counterparts as necessary. Specifically, the TA will be expected to fulfil the following duties: *Project Inception Phase* • Support the PM in reviewing the project logical framework, ensuring that targets and indicators remain relevant and achievable; facilitate collection of baseline data (including gender-related indicators) to complete the results framework and tracking tools; put in place a system to ensure regular feedback of data into project M&E processes. • Provide advice to the PM to ensure that the UNDP Social and Environmental Safeguards Policy is adequately applied throughout project implementation; review the project SESP[94] report; support the development, implementation and monitoring of safeguard plans. • Establish an easy-to-use system for the PMU to track co-financing from project partners. • Provide advice for the preparation of detailed Annual Work Plans (AWP) in line with the Project Document and approved budget. • Support the PM in effective start-up of initial project activities as prioritized in the AWP. *Strategic Advice and Technical Support* • Provide strategic advice to the PM, PB, and project partners to guide impactful and timely delivery of outputs and activities, ensuring that stakeholders are adequately engaged, safeguards are implemented, and gender mainstreaming is integrated in project implementation (see Gender Action Plan and Stakeholder Engagement Plan, available as separate Annexes to the Project Document). • Provide *on-the-job* guidance and mentoring to the PMU team and Government partners to strengthen capacity for effective implementation of technical aspects of the project. • Coordinate and provide technical support, particularly in areas related to integrated land management, forest restoration, alternative income generating activities and financing for biodiversity conservation and sustainable natural resource management. • Support the PM in ensuring timely production of adequate and sufficiently comprehensive Terms of Reference for consultancies, and tenders for procurement of inputs and services; and evaluate and provide recommendations on bids. • Support the PM and PB in coordination between other projects and programs relevant to achieving the intended outcomes of the GEF-funded project. • Provide support in negotiating synergies between the project and any parties beyond the scope of the project; facilitate strategic partnerships for resource mobilization. *Knowledge Management* • Support the PM to ensure adequate implementation of the project M&E plan through updates of project indicators and Tracking Tools, inputs to the Inception Report, GEF Project Implementation Report (PIR), technical reports, quarterly reports, and reports as may be required by UNDP, GEF and other oversight agencies. • Participate in visits to project pilot sites and activities in order to monitor progress, flag risks to the timely/successful delivery of project activities, and provide advice for improvement if needed. • Identify opportunities and facilitate exchange of knowledge and skills between stakeholders of this GEF-funded project and other successful interventions (implemented in Sierra Leone or elsewhere). • Support knowledge management processes, identifying lessons learned and good practices from project implementation that can be replicated/upscaled, and ensuring that these are documented and disseminated in appropriate format to targeted audiences (also see Stakeholder Engagement Plan, available as Annex 8 to the Project Document). Requirements: <u>Education</u>

[94] www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-screening-procedure

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
	• Postgraduate degree (Masters or PhD) in Environmental Science, Natural Resources Management or similarly relevant field. • Additional educational experience/certificates relevant to the TORs of this post would be an advantage. <u>Experience</u> • At least 10 years of professional experience in areas relevant to sustainable land management, natural resource management, integrated landscape management planning, biodiversity conservation, or similar. Experience relevant to protected area financing would be an asset. • Demonstrable experience in successful programme/project management. Experience working with large donor funded projects (e.g. GEF, EU, WB) would be an advantage. • Familiar with knowledge management principles, including M&E processes and adaptive management feedback. • Experience successfully engaging and collaborating with diverse stakeholders, from Government to community level. • Experience in capacity enhancement in a developing country context, preferably in Africa. • Experience working for UNDP/UN/or large development agencies would be an advantage. <u>Skills & Competencies</u> • Ability to tactfully negotiate, lead, manage and motivate diverse groups of project partners, stakeholders and beneficiaries to achieve results. • Demonstrable strong analytical skills. ability to quickly familiarize with complex issues. ability to transform data into information for targeted audiences. • Excellent communication skills; ability to produce convincing, logical and concise written outputs; strong presentation skills. NB: evidence of writing skills will be required during the application and selection process. • IT literate; including standard office software as well as use of social media. • Language: Fluency in both written and spoken English
International consultant with experience in environmental and social safeguards Rate = $ 500/day Time: 60 days in year 1	This budget will be funded from the UNDP Grant to the project. A consultant will be engaged to build on the findings of the SESP report (Annex 5) to undertake the following: • Undertake an ESIA • Use the findings to refine the draft ESMF and SESP to develop a costed Environmental and Social Impact Management Plan (ESMP), including an Indigenous People Plan and a Resettlement Plan, following the FPIC principles fully, and if deemed necessary • Design and establish a project-level Grievance Redress Mechanism (GRM) during the first year of implementation with full details of the GRM being agreed upon during the Inception Phase, with oversight by the Project Manager and the Safeguards Officer • Develop the Action Plan and Monitoring Plan for the ESMP • Train project staff and stakeholders on the implementation of the ESMP
International consultant with experience in project evaluation for MTR Rate: $ 800/day Time: 30 days in year 3	Standard UNDP-GEF Evaluation guidelines
International consultant with experience in project evaluation for TE Rate = $ 800/day Time: 34 days in year 6	Standard UNDP-GEF Evaluation guidelines
An entity with experience and expertise in developing capacity (skills and operations) for ILM Rate: $2,000/week Time: Approx. 100 weeks over 6 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following as per description of Output 1.1: • Identify key National stakeholders relevant to the planning and implementation of the ILM and FLR plans in the WAP; this is in addition to EPA, NPAA, MLHE and MTCA, which will be the key focus of capacity building under Outcome 1. • Refine the Capacity Score Card, agreeing on the specific scores to be monitored, and a schedule of repeating the assessment. • Undertake skills and capacity needs assessment and identify gaps.

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
	• Assess training materials available in the country and beyond, and modify to suit the project requirements and the skills-gaps. • Design capacity building program to enhance the EPA, NPAA, MLHE and MTCA to implement their mandates within the WAP landscape. • Implement training and capacity building programs, ensuring gender mainstreaming to reach all gender groups. • Document the process and produce a technical report, including a section on lessons generated by the process.
An entity with comparative advantage and capacity for developing spatial planning systems Rate $ 750/week Time: approx. 107 weeks over 4 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to Output 1.3: • Develop spatial planning system for the WAP Multi-Use Landscape; • Establish an organized system for data collation, storage and retrieval; • Establish an easy access to data required to inform policy and decision making; • Support data updating practice to facilitate assessment of trends in land use and biodiversity status in the medium to long term; • Support establishment of mechanisms for effective data processing and information dissemination; • Support information coordination and sharing among stakeholders. • Document the process and produce a technical report, including a section on lessons generated by the process.
An entity with experience in facilitating ILM planning processes Rate: $850/week Time: approx. 200 weeks in 4 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing Output 1.4: • Review findings of the economic valuation of ecosystems services of the WAP, using the targeted scenario analysis, discuss and validate the findings with the stakeholders, and produce both technical reports (with a publication) and policy briefs with recommendations for policy makers (in conjunction with output 3.1). • Assess past and current conditions and trends of the ecosystems to create a baseline scenario for strategic planning. • Undertake Free, Prior and Informed (FPIC) process to identify indigenous groups, their rights to resources and to negotiate and agree on their objectives within the landscape, in accordance with UNDP Guidelines on FPIC. • Undertake a stakeholder mapping and identify those who should be in the ILM coordination mechanism. • Building on the existing coordination mechanism (initial list in Box 2), establish an ILM and FLR planning coordination mechanism, ensuring comprehensive representation of all stakeholder groups, including women, men, youth and marginalized groups; and, complete buy in of all stakeholder groups. • Facilitate stakeholders to develop a vision for the WAP, forecasting potential future pathways and desired conditions for the landscape. • Facilitate development of objectives for all stakeholder groups and facilitate a negotiated process to harmonize objectives from various stakes and stakeholders. This will include agreement on zones for the various land uses such as settlements, ecologically sensitive areas for biodiversity conservation, protecting watershed services and carbon stocks, economic development zones (towns, farming, harvesting wood products, etc.), and forest restoration. • Facilitate development of sub-plans on integrated landscape restoration and biodiversity conservation. • Implement and monitor action plans for resettlements and indigenous people/ minority groups as deemed necessary by the ESMP developed under Output 4.2 within first 6 months. • Write-up a report on the process, documenting lessons to be shared through the knowledge management system.
An entity with comparative advantage and capacity for supporting management planning of the WAPNP Rate: $4000/week Time: approx. 206 weeks over 6 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA), the entity will undertake the following related to implementing Output 2.1: • Review and update the existing Management Plan to produce a new plan 4-year plan, including an updated, prioritized strategic workplan for the same period that includes specific measures responding to Covid-19 pandemic. • Update the METT. • Implement prioritized items of the 4-year strategic work plan, including: management of targeted endangered species within the landscape, management and rehabilitation of degraded land/ natural

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
	habitats covering 2,000 ha under SLM, restore degraded forest areas in the WAP landscape within protected areas and the buffer zones • Build partnerships (formal or informal) and strengthen SLM institutions in carrying out their respective mandates. • Support the functioning of formal and informal partnerships with MDAs, Provincial Sector Security Committee (ProSec) and District Sector Security Committee (DISEC), and the CSO consortiums. • Promote private sector involvement, including small-holder involvement, production and value-added activities, including agro-forestry and the long-term sustainable utilization of wood energy resources
An entity with comparative advantage and capacity to undertake the ecosystems valuation Rate: $2500/week Time: approx. 20 weeks over 2 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA)the entity will undertake the following, related to implementing Output 3.1: • Identify ecosystem services rendered by the WAP landscape. • Define information needs and select appropriate methods. • Undertake quantitative evaluation of ecosystem services rendered (not monetary). • Monetary valuation of ecosystem services rendered (optional). • Identify and outline the pros and cons of possible policy options (to be developed further in the next sub-section, TSA).
An entity with comparative advantage and experience on Targeted Scenario Analysis (TSA). Rate: $2125/week Time: approx. 40 weeks over 3 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing Output 3.1: • Select one of two topics to guide the TSA, with justification, between continued deforestation versus forest conservation and management and continued loss of biodiversity versus biodiversity conservation. • Define the purpose and scope of the analysis. • Define the BAU baseline and SEM intervention. • Select criteria and indicators. • Collect and analyze relevant data. • Construct the BAU and SEM scenarios. • Make informed policy and management recommendations. • Document the process and generate lessons.
An entity with comparative advantage and experience on biodiversity finance. Rate: $2000/week Time: approx. 83 weeks over 4 years	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing Output 3.2: • Determine the cost of implementation of the WAP Master plan, including cost of regular updates. • Undertake a public expenditure review to identify current financing levels and gaps to be addressed. • Develop sustainable financing options to be explored to fill the financing gap (including green tax, debt for nature swaps, endowment fund, climate finance and regular development partner funding – definitions and details of these options is found in Annex 15, the Assessment of sustainable ILM financing report). • Support undertaking and adoption of financial or fiscal policy reforms, development of financial incentive mechanisms from diverse sources including the carbon financing and performance payment mechanisms; • Facilitate access to diverse financial sources including carbon financing and performance payment mechanisms in collaboration with respective institutions. • Facilitate pilot incentive packages that will strengthen increased sustainability and scale-up for landscape management within the WAP Multi-Use Landscape; • Support engagement, facilitate and enable participation of the private sector in implementation of the Master Plan. This will include establishment of investments that will create jobs through ecosystem restoration activities, eco-tourism initiatives, creating markets for sustainable products and services from alternative income generating activities; • Document the process and produce a technical report, including a section on lessons generated by the process.
An entity with comparative advantage and experience developing and piloting PES schemes.	Under supervision from the Project Manager (PM) and with technical guidance from the Technical Advisor (TA) the entity will undertake the following, related to implementing output 3.3: • Undertake a review of payment for ecosystems services programs world-wide and identify a model that can work in the WAP.

Staff/ Contractual Services (rates, time)	Tasks, Inputs and Outputs
Rate: $1300/week Time: approx. 208 weeks over 6 years	• Generate criteria and apply it to select areas to pilot the payment for ecosystems services program. • Design the payment for ecosystem services program, in a participatory process, ensuring gender considerations inform all decisions. • Support the implementation of the payment for ecosystems program, ensuring that the participants have the institutions and capacities required to effectively implement the program, earn money and equitably share it amongst relevant community and gender groups. • Document the process and produce a technical report, including a section on lessons generated by the process.