National Monitoring and Evaluation System
for the Non-legally Binding Instrument (NLBI) on All Types of Forests in Liberia

April 2013

Prepared by:

Wakweya Tamiru, FAO M&E Coordinator

Edward Suloe, FAO National Consultant

Jesse Yuan, FAO M&E Assistant

Table of contents

List of Acronyms

CFDC	Community Forest Development Committee
CFF	County Forest Forum
CI	Conservation International
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization of the United Nations
FDA	Forestry Development Authority
FFI	Forest and Fauna Institute
FMC	Forest Management Contract
FRA	Forest Resource Assessment
FTI	Forestry Training Institute
GEF	Global Environmental Facility
GOFs	Global Objectives on Forests
GoL	Government of Liberia
ITTO	International Tropical Timber Organization
LBA	Liberian Business Association
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MLME	Ministry of Lands, Mines and Energy
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MoGD	Ministry of Gender and Development
MoJ	Ministry of Justice
MPEA	Ministry of Planning and Economic Affairs
NFP	National Forest Programme
NFRL	National Forest Reform Law
NGOs	Non-Governmental Organizations
NLBI	Non-legally Binding Instrument
NTFPs	Non-timber Forest Products
ODA	Overseas Development Aid
PRS	Poverty Reduction Strategy
PUP	Private Use Permit
REDD	Reducing Emissions from Deforestation and Forest Degradation
SFM	Sustainable Forest Management
SGS	Société Générale de Surveillance
TSC	Timber Sales Contract
UL	University of Liberia
UNCED	United Nations Conference on Environment and Development
UNFF	United Nations Forum on Forests
UNMIL	United Nations Mission in Liberia
VPA	Voluntary Partnership Agreement

Executive Summary

Liberia has since 2010 initiated a project *Moving Forward in the Implementation of the Non-legally Binding Instrument (NLBI) on All Types of Forests* with the assistance of the German Federal Ministry for Economic Cooperation and Development and the FAO. The project specifically aimed at addressing the NLBI by identifying gaps, strengths and weakness, determining priorities and formulating projects to address the gaps.

In 2011, series of workshops were conducted at national and county level to create awareness on the *Forest Instrument* and assess Liberia status vis-à-vis the twenty five (25) principles and measures. Fifteen (15) workshops were conducted covering all counties in the country. A total of 665 people comprising County Forest Forum (CFF), civil society, government agencies, judiciary, NGOs, women groups, youth groups, etc participated in the workshops to identify their respective county priority policies and measures.

Besides, a two-day national stakeholder workshop was organized on October 27-28 2011. The workshop was attended by more than 80 participants representing government agencies, experts in forestry sector, civil society, universities, local authorities, development partners and representatives of the CFFs. It also included representatives of the media and the wood industry. The origin of the *Forest Instrument*, its purpose, and the national policies and measures agreed in the instrument were presented to the participants.

During the workshop, participants determined where Liberia stands in relation to the implementation of the policies and measures of the *Forest Instrument*. The participants identified the policies and measures that are not adequately addressed. Through a prioritization process and taking into account the outcomes of the county workshops, participants agreed on *five* policies and measures that Liberia needs to pay more attention with regards to the achievement of sustainable forest management (SFM). These are (in order of priority):

1. Policies and measures **#22**: Support capacity building of workers and local communities in resource management approaches to reduce pressure on forests (collaborative forest management);
2. Policies and measures **#23**: Promote stakeholders participation in development and implementation of forest related policies and programs (e.g. forest forum);
3. Policies and measures **#14**: Review and strength law enforcement;
4. Policies and measures **#5**: Promote efficient utilization of forest products; and
5. Policies and measures **#4**: Enhance the contribution of forest to poverty reduction and sustainable development.

One of the outcomes expected from the project was '*'progress in the implementation is monitored and lessons learned documented and shared".* To achieve this outcome, there should be a simple and transparent M&E system put in place. In this regard, a team from FAO Liberia was given the assignment. The M&E framework for the 25 policies and measures was developed with active participation of the relevant forestry stakeholders and community. Participatory approaches were employed in order to ensure that the system will be acceptable and owned by all stakeholders.

During designing of the framework, a result-based approach was adopted. Different Outputs that contributes to the achievement of the Outcome and then to the policies and measures were indentified. And a baseline data indicating the status of Outputs were established, with source of information. A validation meeting was also conducted to verify the information in the framework involving experts from various institutions. Finally, testing of the tools was conducted in the two forest areas of the region (Lofa and River Gee Counties).

The Forestry Development Authority (FDA) will be responsible for the overall coordination, management and implementation of the M&E framework. The framework was developed for three years, up to the end of 2015. For monitoring of the framework, it was agreed to undertake the exercise through stakeholder assessments, using the same scoring methods as applied during the national stakeholder workshop (baseline assessment), on annual basis. For effective implementation of the framework, the FDA must plan, manage, and provide the adequate resources (both human and financial).

Moreover, in order to put this system in place, it is recommended to create M&E Unit within the FDA. The Unit will be responsible for implementing as well as integrating the system in the overall M&E framework of the Agency. Also communicating the progress to stakeholders is a necessary condition, including those agencies directly involved in implementation of the M&E system as well as the general public. Using the existing National Multi-stakeholder platform to share the information on regular basis is an opportunity.

1. Introduction

Ever since the United Nations Conference on Environment and Development (UNCED), which took place in Rio de Janeiro in 1992, countries have been trying to come to an international agreement on how to protect and sustainably manage the world's forests. Finally, in 2007, the 192 member states of the United Nations Forum on Forests (UNFF) – including Liberia - adopted the *Non-legally Binding Instrument on All Types of Forests (NLBI),* which is also commonly known as the "*Forest Instrument*". The adoption of the *Forest Instrument* proved an important step in promoting SFM globally. This significant international consensus was reached to strengthen forest governance, technical and institutional capacity, policy and legal frameworks, forest sector investment and stakeholder participation, within the framework of national forest programs (NFPs). It also maintains and enhances the economic, social and environmental values of all types of forests, for the benefit of present and future generations.

The NLBI can be a powerful tool to strengthen the NFPs or similar national forestry policy processes and to reinforce its implementation consistent with international obligations. The NLBI also can support efforts to reduce deforestation and forest degradation and enhance coordination among various forest-related policy processes. Through this agreement, the countries committed themselves (on a voluntary basis) to carry out a wide range of policies and measures promoting stakeholder participation in forest management and decision making, benefits for local communities, valuation of all goods and services from forests, good governance of the forest sector, forest financing, strengthening of forestry education and many other areas that are important to ensure the protection and sustainable management of forest resources and to combat deforestation and forest degradation. Liberia has agreed to become one of the first countries to implement the *Forest Instrument*.

The country has been implementing the NLBI and supported its efforts by the project *GCP/INT/111/GER "Moving Forward in the Implementation of the Non-legally Binding Instrument on All Types of Forests in Liberia, Nicaragua and the Philippines: A Contribution to Reducing Deforestation and Forest Degradation"*. The aim of the project is to strengthen political commitment and action at all levels to enhance SFM to contribute toward Poverty Reduction Strategies (PRS).

Monitoring and assessing progress towards effective implementation of SFM on all types of forest and the achievement of the Global Objectives on Forests (GOFs)[1] are the main purpose of the *Forest Instrument*. In this regard, the successful implementation of the *Forest Instrument* required improved monitoring and national reporting by countries to help assess progress, identify needs, and to promote a more effective sharing of experiences and best practices. Therefore, this report presents the M&E framework of the NLBI in Liberia with the aim to provide a basis for reporting progress and lessons learned to the UNFF.

---

[1] Global Objectives on Forests: 1) Reverse the loss of forest cover worldwide through SFM; 2) Enhance forest-based economic, social and environmental benefits; 3) Increase significantly the area of protected forests worldwide, and the portion of forest products from SFM; and 4) Reverse the decline of Overseas Development Aid (ODA) for SFM and increase financial resources for SFM.

1.1 Organization of the Report

This report is divided into nine sections; Section one introduces the report and entails the background information, why Liberia selected to implement the NLBI project and objectives of the project. Section two and three highlights the purpose and benefits; and objectives of the framework, respectively. The fourth and fifth sections describe some basic definitions of the terminologies and basic principles that should be considered in the designing process. The sixth section presents the various methods and approaches adopted to design the framework. Section seven presents the key results of the assignment, i.e. monitoring and evaluation framework. Section eight covers key challenges and constraints. The last section provides the recommendations to be considered while implementing the framework. In addition, various annexes are attached.

1.2 Why Liberia selected to implement NLBI?

Liberia is situated within the tropical rain forest belt of West Africa and accounts for 43% of the Upper Guinea Forest. Forests cover about 45% of the total land area (4.4 million hectares). This forest area is classified as closed dense forest (2.4 million hectares), open dense forest (1.02 million hectares) and agricultural degraded forest (0.95 million hectares), in addition to mixed agriculture with small forest land (1.28 million hectares). Its biodiversity is diverse in animal and plant species: containing: 590 bird species; 125 mammal species; 74 reptile and amphibian species; 1,000 insect species; 2,000 flowering plants, 59 endemic to Liberia; and 240 timber species of which about 60 species have been exploited and exported[2].

The country is endowed with rich forest resources that are important to the livelihoods of the people, particularly for those in rural communities. About one third of the population lives in forested areas and depends upon forests. Fuel wood and charcoal production employ numerous people and these products remain by far the most important sources of energy for over 98 percent of Liberians. Similarly, the harvesting and sale of bush meat makes a significant contribution to local income and employment, as well as providing a protein source for an estimated three-quarter of the population.

Liberia's past efforts to sustainably manage its forest resources have been seriously hampered by the civil war and the country has lost a significant part of its forest cover over time. Now that the country is on the path of recovery, there is a need for increased efforts to conserve and sustainably manage the remaining forests with the participation of all relevant stakeholders, so that they continue to provide benefits to the local population and help generate much needed income.

A national forest policy has been launched based on three pillars namely: Conservation, Commercial and Community (3 C's). The Forest Management Strategy for these three pillars is based on integrated development for sustainable management of the forest. The National Forest Reform Law (NFRL) has been enacted to provide a legal framework dictating the mandate of the FDA.

---

[2] FAO: Global Forest Resources Assessment 2010, County Reports, Liberia.

The FDA is the sole government agency mandated to managing forest resources in the country. The FDA uses a "3 C's philosophy to focus on management of Liberia's forests in order to achieve the agency's overall goal of developing and sustaining the benefits of the forest resources. In addition, Liberia has already established its NFP as well as stakeholder fora at the county and national level that actively participate in decision making about the management of the country's forests.

In this regard, the *Forest Instrument* provides an overarching policy framework that guides decision making because it includes all the measures the country should undertake to achieve SFM. The *Forest Instrument* also provides a tool to assess Liberia's current situation with regards to SFM, especially for the policy-related, institutional and socio-economic aspects. It allows Liberia to identify priority areas and key actions to be undertaken to improve access to and management of forests by local people and to ensure equitable benefit sharing among stakeholders.

1.3 Objectives of the project

The overall objective of the project was "*to support Liberia to move forward in the implementation of the non-legally binding instrument on all types of forests*".

The project aimed to achieve the following outcomes that jointly contribute to the achievement of the overall objective:

1. Increase awareness of relevant government institutions and non-governmental stakeholders of the *Forest Instrument*, its purpose, the global objectives on forests and the national policies and measures to be untaken by member states.

2. Assess national policies and measures vis-à-vis those outline in the *Forest Instrument*, identify major gaps, determine their national goals with respect to the purpose of the *Forest Instrument*, and identify priority policies and measures to strengthen the implementation as well as the needs for support and coordination.

3. Build the capacity of relevant institutions to implement priority policies and measures of the *Forest Instrument* in coordination with other ongoing forest policy processes in the countries.

4. Monitor progress in the implementation of the *Forest Instrument* and share lessons learned among countries as well as with others, including the UNFF.

2. Purpose and benefits

The primary purposes of the NLBI M&E system are to enhance effectiveness, learning and accountability among the forestry sectors. Effective implementation of the system will facilitate institutional learning and can help the Government and other stakeholders to exercise accountability to the public about actions taken with regard to implementation of the NLBI. Furthermore, it will harmonize the M&E system of other existing forest-related policy process such as the NFP, VPA, REDD and others. In general, it facilitates the assessment of overall progress made towards SFM and the four Global Objectives on Forests.

Specifically, the M&E system will:

- monitor and assess progress towards achieving the 25 policies and measures;
- increase awareness amongst national stakeholders of the NLBI and its importance;
- identify the weakness, strengths and gaps in the implementation of the *Forest Instrument* and to propose policy actions;
- enhance accountability to stakeholders; and
- identify good practice and lessons learned.

On the other hand, the information on NLBI implementation generated through M&E will also be useful at the international level. In 2015, at the occasion of the Eleventh Session of the UNFF, the effectiveness of the NLBI will be reviewed and its contribution to SFM and to the achievement of the four global objectives on forests will be assessed. This international assessment will only be possible if countries engaged in NLBI implementation, including Liberia, report on progress made and their experiences with implementation.

3. Objectives

Develop a monitoring and evaluation system for the implementation of the *Forest Instrument* in Liberia, which is efficient, easy to implement and cost-effective.

4. Definitions

Some of the key terminologies used in this framework are defined as below:

Monitoring is an ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. Monitoring focuses on reviewing progress against achieving goals.

Evaluation is judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of interventions, based on agreed criteria and benchmarks among key partners and stakeholders.

Impacts are long-term effects produced by an intervention. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. Example: health conditions improved, illegal use of forest resources diminished, improvement in livelihoods through SFM.

Outcomes are medium term effect or changes as a result of interventions that occur between the completion of outputs and the achievement of impact. Example: income increased, jobs created, forest laws enforced.

Outputs are the products and services that result from the completion of activities. Example: studies completed, people trained, road constructed, forest laws reviewed.

Indicators are quantitative or qualitative measures by which change is measured. It should be should be "SMART" **(**Specific, Measurable, Attainable, Relevant and Time bound)

Criteria: an aspect that is considered important by which SFM may be assessed. It is accompanied by a set of related indicators.

Baseline is information (facts and figures) collected at the initial stages of a project (or process) that provides a basis for measuring progress in achieving objectives and outputs.

Targets are the value to be reached by a particular date.

National Forest Programme (NFP) is a generic term encompassing a wide range of approaches to SFM within different countries that can be applied at national and sub-national levels based on a number of principles[3].

NFP Principles: The three core principles include: National sovereignty and country leadership; Consistency within and integration beyond the forest sector; and Participation and partnership.

Sustainable Forest Management (SFM) is the process of managing forest to achieve one or more clearly specified objectives of management with regard to production of a continuous flow of desired forest products and services without undue reduction of its inherent values and future productivity and without undue undesirable effects on the physical and social environment.

The seven *thematic elements* in the SFM are: (1) Extent of forest resources; (2) Biological diversity; (3) Forest health and vitality; (4) Productive functions of forest resources; (5) Protective functions of forest resources; (6) Socio-economic functions; (7) Legal, policy and institutional framework[4].

Voluntary Partnership Agreement (VPA) is an agreement between Liberia and the EU that aims to ensure that no illegal timber leaves Liberia and enters the European market.

National Forestry Reform Law (NFRL) establishes the legal ground-rules, procedures, and mechanisms for SFM in Liberia. The law makes provision for the issuance of four categories of forest resource licenses to access forest contracts, which are: 1) Forest Management Contract (FMC); 2) Timber Sales Contract (TSC); 3) Private Use Permit (PUP); and 4) Forest Use Permit (FUP)

Ten (10) Core Regulations are set of rules, guidelines and procedures promulgated by the FDA for SFM in accordance with policies and requirements of the National Forest Reform Law of 2006.

Code of Forest Harvesting Practices are the codes that define specific procedures and best practices that logging companies shall follow in timber harvesting to reduce impacts on the environment or public.

Guidelines for Forest Management Planning are the guidelines which outline the plans for forest management and Environmental Impact Assessment (EIA), to which the FDA requires all contract holders to adhere, and upon which the approval of management plans will be

---

[3] http://www.fao.org/forestry/nfp/74079/en/
[4] http://www.fao.org/forestry/sfm/24447/en/

made. The guidelines also make provision that promotes the health and safety of forest workers and the public.

Chain of Custody is the process which establishes the path of custodianship followed by logs, timber, wood products through harvesting, transport, interim storage, processing, distribution, and export, from source of origin in the forest to end use. This system is a set of procedure and mechanism used to track legal and illegal logs, and to ensure that all forest fees are accurately assessed and timely remitted to the appropriate authorities.

5. Basic Principles in the M&E

Results-oriented: M&E of NLBI implementation should focus on the achievement of results and impacts rather than on the completion of activities and outputs. Essentially it implies that the M&E system should help to determine to which extent the outputs of NLBI implementation are used by different stakeholders to improve the NFP and, ultimately, lead to SFM.

National demand and ownership: The M&E processes should encourage national counterparts to participate and strengthen capacities in the process. In addition, there should be a strong and continuous demand on the national side to ensure its sustainability.

Simple, transparent and supportive: The M&E system should be simple but analytical. The systems should have a supporting function to the implementation of the NLBI, rather than added workload to stakeholders. Additionally, it should be transparent and shared with relevant stakeholders at all levels.

Partnerships: Engage stakeholders in the process to promote partnership and get feedback from them. The success of M&E relies, to a significant extent, on cohesive and collaborative partnerships. This will facilitate knowledge sharing and delineation of roles and responsibilities as well as reduce costs.

Sustainability: Strengthen the capacity of relevant stakeholders to implement the national policy and measures agreed in the *Forest Instrument.* This will support the existing national multi-stakeholder forest policy and complement ongoing forest policy processes (e.g. REDD, FLEGT).

Lesson learned: Involving stakeholders is a key for learning and improving quality of the system. The lessons learned can be helpful in selecting approaches that have proven to be effective and informative; and should be systematically captured.

6. Methods and approaches

Participatory approach was used to design the monitoring and evaluation system involving relevant stakeholders and forest-community both at county and national level. The methods adopted include: desk review, consultation meeting, baseline data collection, validation and testing.

6.1 Desk review

The relevant existing documents have been reviewed including a guideline to M&E of the NLBI on all types of forest; national and county level workshop reports, National report to the tenth session of the UNFF (Liberia), Outcome and impact monitoring and evaluation system (OIMES) of the NFP-Facility, FDA Annual reports, Global forest resources assessment country report (Liberia) and NLBI project document and progress reports.

6.2 Individual meeting

Stakeholders in the forestry sector were visited by the team to inform them on the establishment of the M&E system, and get information on the types of intervention they are implementing in terms of SFM. During the visits basic documents including the 25 policies and measures drafted by the UNFF, the national workshop report and some initial tools drafted for the M&E were shared. This has helped them to get ready for the stakeholder inception meeting organized later. Also the cooperation and participation of the stakeholders in the process of developing the M&E system were sought during these visits.

6.3 Inception meeting with stakeholders

A one day meeting was organized involving relevant stakeholders on 5 February, 2013 in Monrovia. The objective of the meeting was to agree on procedure for developing the M&E framework. Overview of the current status of the project implementation was presented by the project coordinator. A presentation and discussion was facilitated by the M&E Coordinator. During the presentations the following topics were covered: Basic concepts/terminology in M&E; Why monitoring the NLBI; Result orientation of the M&E system for the NLBI; Principles of the M&E system for the NLBI; How to organize an M&E system for the NLBI; Proposed M&E Framework template; and timeline to finalize the framework. At the end of the meeting, the stakeholders agreed to adopt the standardized NLBI M&E framework template. The meeting has helped to have a common understanding on the procedures of designing the system and some basic concepts in M&E.

6.4 Baseline information

During the county and national level workshop, a systematic assessment of the country's situation vis-a-vis the 25 policies and measures was conducted using a numbered scale scoring from 0 to 3[5]. The stakeholders agreed to accept this qualitative assessment as baseline information for the framework. This will enable stakeholders later on to compare changes achieved through the NLBI process with the initial situation and see whether or not progress has been made towards SFM (see Annex 10.2).

In addition to the scoring, the five top priorities that are not adequately addressed at national level were selected, out of the 25 policies and measures. These are (in order of priority):

---

[5]Legend for scores:
  0 - The measure has not yet been undertaken;
  1 - Just started; plenty of room for further attention;
  2 - Action initiated; is progressing well within the NFP process;
  3 - Action carried out to full satisfaction; can serve as a model for others to follow

1. *Policies and measures # 22:* Support capacity building of workers and local communities in resource management approaches to reduce pressure on forests (collaborative forest management)

2. *Policies and measures # 23*: Promote stakeholders participation in development and implementation of forest related policies and programs

3. *Policies and measures # 14:* Review and strengthen law enforcement

4. *Policies and measures # 5:* Promote efficient utilization of forest products

5. *Policies and measures # 4*: Enhance the contribution of forest to poverty reduction and sustainable development

With regards to the baseline information for the outputs, there was consensus among the stakeholders that the baseline period should be 2012. Thus the M&E team gathered both qualitative and quantitative data based on the outputs established under each policy and measure (see Annex 10.1). The sources of information for identified outputs of the framework were verified to help determine quantitative data and qualitative information as well as check for ease of monitoring in the future.

6.5 Stakeholder validation meeting
After finalization of the draft M&E framework, a validation workshop was organized with the relevant stakeholders to get more suggestions and check if the outcome indicator and outputs were relevant in ensuring the SFM. The participants were from FDA, UNMIL Civil Affairs, VPA Secretariat, FTI and FAO. The meeting agreed that the framework is essentially good and should be integrated into existing operations of the FDA.

6.6 Testing of the framework
Testing of the framework was conducted in two selected forest areas, namely Lofa County (Northwest of the Country) and River Gee County (Southeast of the Country). The objective was to find out if the framework is appropriate and realistic to monitor and evaluate progress made towards the achievement of the 25 policies and measures of the NLBI. The testing showed that the framework was easy to use and relevant as perceived by the respondents. In general, there was no major adjustment made on the framework.

6.7 Presentation to the decision makers
The draft report was shared with the stakeholder for review. After incorporating the comments/input, the final report will be presented to the FDA and FAO for implementation. The FDA will be responsible to implement the system.

7. Monitoring and Evaluation Framework
Series of meetings were organized throughout the process with forestry sector stakeholders at county and national level. Based on the agreement with the stakeholders at the inception meeting, the standard M&E framework template was adopted (see Annex 10.1). The framework consists of *outcome, indicator for outcome, outputs, baseline, source of information and scoring.*

A result-based approach was used to design the outcome and outputs. The achievement of the outputs should contribute to the outcome and the achievement of the outcome should also contribute to the policies and measures. In other word, there is a logical linkage between the different levels of results in the framework.

The framework will help to assess how the implementation of the 25 policies and measures is progressing. Through implementing this system, it will be possible to verify whether or not the targets/outputs have been met. The results of the exercise will also show whether or not change has taken place with regard to the overall objective of SFM.

During the national stakeholder workshop, the participants agreed to merge policy and measure # 2 and # 7 (Develop criteria and indicator for SFM). Therefore, in total there are 24 policies and measures included in the framework.

The first step in the process was defining the expected outcome for each policy and measure with indicator to measure the outcome. In this case, the proposed outcomes and indicators in the NLBI M&E guideline were adopted with minor adjustments; and the number of outcome was limited to one. The next step was to define outputs for each outcome, which are the product of activities undertaken to achieve the outcome. It was also agreed to limit the number of outputs (maximum four) for each policy and measure. The baseline shows the status in year 2012, both qualitative and quantitative. The source of information section shows stakeholders involved in implementation of some or all of the outputs and where possible to get the information. The last section of the framework is for qualitative assessment/scoring.

The same methodology used during the national and county workshop should be adopted for the qualitative assessment. The scoring can also be done at the output level by multi-stakeholder group made up of all representatives in the sector. Then weighted scoring should be used to get the score for the policy and measure. During the scoring exercise, the participants should have good understanding of the status of the 25 polices and measures in the country.

The scoring can be done at regional (sector) or county level, besides the national level. The FDA has four regional (sectors) namely; Region 1 (Montserrado, Bomi, Cape Mount and Gbarpolu Counties); Region 2 (Margibi, Bong and Lofa Counties); Region 3 (Nimba, Rivercess and Grand Bassa Counties); and Region 4 (Grand Gedeh, River Gee, Sinoe, Maryland and Grand Kru Counties). One option is to conduct the qualitative assessment of the framework at regional level bringing together relevant stakeholders in the region. The second option is to conduct at county level (similar to the baseline). The FDA management can decide out of the two options depending on the availability of resources.

7.1 Responsibilities and timeframe
The FDA will be responsible for the overall coordination, management and implementation of the M&E framework. The framework was developed for three years, up to the end of 2015. For the monitoring of the framework, it was agreed to undertake the exercise through stakeholder assessments, using the same scoring system as applied during the baseline

assessment, on annual basis. For effective implementation of the framework, the FDA must plan, manage, and provide the adequate resources (both human and financial).

In addition, the FDA should determine how the information resulting from the M&E framework will be managed, how it fits into decision-making processes, both specifically relating to FDA strategy and ongoing policy and planning processes, how information will be analyzed to get a more comprehensive picture of progress and how it will be communicated to stakeholders.

In order to put this system in place, it is recommended to create a M&E Unit within the FDA. The Unit will be responsible for implementing and integrating the system in the overall M&E framework of the Agency. Also communicating the progress to stakeholders is a necessary condition, including those agencies directly involved during implementation of the M&E system as well as the general public. Using the existing National Multi-stakeholder platform to share the information on regular basis is an opportunity.

Building the capacity of relevant stakeholders involved in the framework is very necessary for the successful implementation of the system. They should have a clear understanding of the purpose of the framework. Training programmes for FDA staff and stakeholders in charge of data collection and reporting should be undertaken before starting the implementation of the framework.

7.2 Steps to implement the M&E framework

Step 1: Approval of the M&E framework by the FDA management.

Step 2: Create a M&E Unit that is in charge of ensuring the implementation of the M&E framework and define its structure, functions and responsibilities.

Step 3: Prepare a work plan and a budget for the implementation of the framework and obtain approval by the management of the FDA.

Step 4: Organize training programme for FDA staff and stakeholders in charge of data collection and reporting.

Step 5: Design and organize an information collection process related to the *Forest Instrument* indicators for the established baseline; and develop reporting system at county/regional and national level.

Step 6: Collect primary data required for each of the outputs, and conduct annual qualitative assessment/scoring of the policies and measures. Adopt the same methods and approaches implemented during the baseline assessment, to enable comparison of the progress with the baseline.

Step 7: Validate the result of the assessment with a team of experts in the forestry sector.

Step 8: Define mechanisms to disseminate information from the M&E system to the different actors of the forest sector (upload on the FDA website, share with the National Multi-Stakeholder platform, etc)

8. Challenges and constraints

Some of the observed challenges and constraints during the development of the framework were:

- Lack of data and information: It was difficult and took much time to get information on the baseline.
- Lack of M&E system and inadequate trained manpower in areas of M&E in the FDA.
- Some stakeholders have minimal knowledge on the result-based M&E framework, especially at county level. As a result, they had to be briefed on the concepts of some of the terminologies.

9. Recommendations

The following recommendations are made for effective implementation of the M&E framework:

1. The FDA must give priority and allocate resources to implement the framework. There should be a M&E Unit within the Agency with a clear responsibility to implement this framework.

2. Capacity building of institutions including the FDA and other relevant stakeholders in the sector. Training on M&E including data collection, analysis and reporting should be provided to enhance the successful implementation.

3. The M&E framework should be considered as integral parts of SFM planning process and mainstreamed into the existing management operations of the FDA.

4. There should be a continuous awareness creation on the importance of the *Forest Instrument* at all level.

5. The M&E framework is a ''living document'' and will be updated depending on the needs and changing situations.

6. There should be a regular sharing of information on the progress of the *Forest Instrument* progress to the stakeholders as well as to the public.

7. Active participation of stakeholders and communities in the implementation of this framework should be encouraged.

10. Annexes:
10.1 Monitoring and Evaluation Framework

> **Legend for scores:**
> 0 = has not been done/is absent from the NFP
> 1 = just started/ plenty room for further attention
> 2 = action initiated/is progressing well within NFP process
> 3 = action carried out to full satisfaction/can serve as a model for others to follow

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
1	Develop and implement National Forest Programme (NFP)	National Forestry Law implemented in accordance with NFP principles	Coherence of National Forest Law with NFP principles	1.1 National Forest Policy implemented	The National Forest Policy developed based on integrated 3C's pillar of SFM (Community, Commercial and Conservation)	FDA FTI CAF MoJ				
				1.2 National Forestry Laws reviewed, simplified and published	The National Forestry Reform Law (NFRL) enacted in October 2006, gaps identified					
				1.3 National Forest Sector Plans incorporated into the work plan of relevant sector agencies	Regular quarterly meeting with relevant stakeholders and submission of annual reports to FDA put in place					
2+7	Develop criteria and indicators for Sustainable Forest Management (SFM)	Criteria and indicators for SFM are applied	Criteria and indicators for the thematic elements of SFM agreed and adopted	2.1 Criteria and indicators for SFM reviewed in line with national priorities	Criteria and indicators for SFM exists	FDA FTI ITTO				
				2.2 Awareness creation on criteria and indicators for SFM	ITTO project conducted series of workshops. Field testing have been done but not finalized.					
3	Promote EIA on projects that impact on forests	National impact assessment guidelines prepared and applied	Number of projects assessed with help of EIA guideline	3.1 Law enforced to follow EIA guidelines	EIA regulation 113-08 on impact assessment put in place (FDA) EIA guideline and regulation in put place (EPA)	FDA EPA SGS FFI CI				
				3.2 Capacity building on implementation of EIA enhanced	EPA has trained personnel in the forestry sector to enhance assessment for monitoring environmental impact					

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
4	Enhance the contribution of forest to poverty reduction and sustainable development **(Priority #5)**	Forest sector is included in national strategy for poverty reduction	National action programs for poverty alleviation contain forest-related activities	4.1 Forest based poverty reduction programmes developed and implemented	Work plan for forest based poverty reduction incorporated in PRS2	FDA FTI				
				4.2 Forest-dependent communities benefited in sustained way	30% area based benefit sharing, production based fees and social agreement put in place. Four communities in Grand Bassa and Gbarpolu Counties received US$ 31,364 as benefit accrued from logging operation of TSC areas in 2012.	FAO NGOs CFF CFDC				
				4.3 Skill training provided and employment opportunities improved	Series of trainings and workshops organized by FDA, FAO and other partners					
5	Promote efficient utilization of forest products **(Priority #4)**	Increased in processed forest products	Volume and percentage of processed forest products	5.1 Strategy to implement efficient utilization of forest products developed and adopted	National strategy and regulations put in place	FDA FAO Forest Cry Liberia Wood Industries				
				5.2 Awareness creation on economic importance of NTFPs	Workshops on bee keeping, snail farming, book keeping, financial management and community forest hog raising have been conducted					
				5.3 Wood processing plants established in some of the counties	No modern wood processing plant (obsolete processing machines with less than 45% recovery and large waste)					
6	Promote recognition and use of traditional knowledge	Importance of traditional knowledge	Existence of documentation on traditional	6.1 Traditional knowledge on forest resource utilization identified and documented	No assessment conducted	FDA MIA				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
		reflected in national forest policy	knowledge relevant for SFM	6.2 Legal protection of traditional knowledge enacted	No legal protection put in place					
				6.3 Equitable benefit sharing from utilization of innovative traditional knowledge established	Does not exist					
8	Promote private sector investment in SFM	Investments by private sector in SFM increased	Volume of private investment in SFM	8.1 Financial policy encouraged private sector investment for SFM	The existing financial policy is not business friendly	FDA MoF LBA				
				8.2 Pre-felling requirements to the private sector simplified	Complicated pre-felling requirements; Concessions in 2010=1,057,266 ha; 5 active FMC; 10 TSCs and 51 PUPs in 2012; $9,942,916 total revenue in 2012.					
				8.3 Promotional strategy developed to encourage investment in SFM	No promotional strategy					
9	Develop effective financial strategies for SFM	Long term financing strategy available for SFM	Availability of financing instruments and investment opportunities for SFM	9.1 Financial performance plans for SFM formulated and given priority	No financial performance plans for SFM	FDA Central Bank Banking Institutions MoF				
				9.2 Banks provided loans with a reasonable requirement criteria	No financing mechanisms in the forest sector					
10	Promote recognition of values of goods and services provided by	Recognition for tangible and intangible benefits	Cases of investment in Payments for	10.1 Values of goods and services provided by all types of forest assessed	Assessment conducted, but not documented	FDA FAO				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
	all types of forest	from forest resources increased	Environmental Services (PES) schemes	10.2 NTFPs for all types of forests documented	NTFPs for all types of forests identified and contained in the regulation of 2008 (111-08) US$93,203 collected as fees for NTFPs such as charcoal, palm wine, round poles, rattan, etc in 2012.	NGOs CFDC Forest Cry FFI				
				10.3 Awareness on values of goods and services created	Awareness on values of goods and services conducted by Forest Cry and Forest Connect					
11	Promote cross-sectoral coordination for SFM	Cross-sectoral cooperation put in place among sectors affecting and affected by forest policies and management	Number of SFM related activities with financial contributions from inter-sectoral programs	11.1 Awareness raising on enhancing cooperation and cross-sectoral programmes among various sectors created	National Multi-Stakeholder platform established (Quarterly meetings)	FDA FAO EPA MOA MoF LME National Land Commission				
				11.2 Cross-sectoral programmes identified and implemented	Series of sectoral workshops by EPA and other partners have been conducted					
				11.3 Climate change adaptation strategies to reduce deforestation and degradation adopted	GEF/UNDP funded Climate Change Adaptation project is under implementation by FAO/MoA					
12	Integrate NFP into national development programme (e.g. PRS)	SFM measures integrated in development programs of non-forest sectors	SFM recognized in national development plans	12.1 Strategy for integrating SFM into the national development plan developed	SFM is integrated into Agenda for Transformation (AfT) and Vision 2030	FDA MoF MPEA				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
				12.2 Forest based livelihoods opportunities integrated into national development programmes	Forest based livelihoods integrated into the PRS2					
13	Promote partnership development for SFM	Realistic proposals for joint SFM programs identified/elaborated by FDA	Number of public private partnerships (PPP)	13.1 Partnership among key stakeholder involved in SFM, VPA, REDD, IUCN, etc improved	Regular coordination exist at national and county level	FDA FAO NGOs Arcelor Mittal CFDC VPA Support Unit				
				13.2 Existing public-private partnership identified and strengthen	Arcelor Mittal/FDA joint community forest programme in Yekepa, Nimba County PROSPER/FDA joint programme					
				13.3 Awareness created on public-private sector and joint programmes	Workshops, town hall meeting, media publications, and radio talk show have been organized					
14	Review and strengthen law enforcement (Priority #3)	Forest laws known and respected by forest users	Decrease of reported forest offences	14.1 Voluntary Partnership Agreement (VPA) implemented	VPA signed and submitted to National Legislature for ratification	FDA VPA Support Unit NGOs MIA FTI National Legislature				
				14.2 Capacity building of stakeholders on forest laws improved	Trainings and workshops organized by SDI, Green Advocate and other partners					
				14.3 Forest guards trained and deployed	25 forest guard in Gola National Park and 18 in Sapa National Park deployed					
15	Analyze and address threats to forest health	Effective pest and disease control	Reduced incidence of forest	15.1 Threats to forest health and vitality identified	Not identified	FDA				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
	and vitality	programs established	pests and diseases	15.2 Mitigation measures to address threats developed and implemented	Not available	FAO				
				15.3 Regulation of pit/chain sawing in place	Regulation drafted and validated in 2012	National Legislature				
				15.4 Adherence to the chain of custody system in place	Chain of custody system established and operational	SGS Industries NGOs				
16	Expand and maintain network of protected forest	Area of forests under protection is increasing and under efficient management		16.1 Protected areas identified and maintained	Six protected areas: East Nimba Nature Reserve (13,569 ha), Sapo National Park (180,365 ha), Lake Piso Multiple Use Reserve (95,916 ha), Gola, Wonegizi and Grebo.	FDA FTI NGOs				
			Percentage of protected forests	16.2 Wildlife laws implemented	The new wildlife management and conservation law presented to the Executive for onward submission to the President					
				16.3 Reforestation of outside protected forest areas expanded	FDA developed reforestation policy, but currently no reforestation program Annual rate of deforestation is 0.35%					
17	Assess the condition and management effectiveness of forests	The requirements for an effective forest management are known by the relevant stakeholders	A "*state of the art*" report on the actual management situation of forests in the country	17.1 Current management strategies reviewed and action plan developed and implemented to address the gap	Sanction +6 work plan developed in June 2012	FDA MoJ SGS				
				17.2 Forest management plan implemented	Forest management plan for 5 years drafted and reviewed	NGOs				
				17.3 The ten Core Regulations implemented	The ten Core Regulations in place (2007)	Donors				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
				17.4 The Code of Harvesting Practices followed	The Code of Harvesting Practices in place (2007)					
18	Strengthen the contribution of science and research to SFM	SFM contribution through scientific research strengthened	Existence of active policy/research mechanism	18.1 Current contributions of science and research to SFM reviewed and identified the gap	Not available	FDA FFI UL FTI				
				18.2 Interventions to address the needs and gap developed and implemented	Not available					
				18.3 Trained forestry personnel for bio-monitoring increased	FFI trained 18 bio-monitoring					
19	Promote the use of science and technology in SFM	Scientific and technological innovations responds to policy needs	Scientific and technological innovations adopted and applied at local level	19.1 Usage of GPS, GIS and other technological innovations increased	SGS is using GPS, PDA and trained people on how to use. FDA is using an old model GIS software (ArcGIS3.5) and difficult to obtain remote sensing/GIS for data collection	FDA LME FTI SGS FFI Firestone UNMIL UL/CAF				
				19.2 Weather forecasting equipment installed	Meteorological station exist at Firestone, UNMIL and Ministry of Transport					
				19.3 Research curriculum reviewed	Research curriculum under revision at UL					
20	Promote understanding of importance of SFM	Increase of public awareness of SFM	Information available through different communication channels (e.g. TV, radio, internet, etc	20.1 Public awareness creation on SFM organized through workshops and different communication channels at national and local level	Printed brochures, flyers and T-shirts; and organized workshops, phone-in-talk shows, drama and jingles	FDA FAO MOA				

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score			
							0	1	2	3
				20.2 National Forest Programme platform established and functional	A National Forest Forum, a National Multi-stakeholder Steering Committee, 15 CFF and 18 CFDCs established	MIA NGOs CFF CFDC				
21	Promote access to training, education and extension services	SFM-related elements are included in relevant education, extension and training programs	Cases of training, extension and education with SFM related elements	21.1 Training Needs Assessment (TNA) conducted and needs identified	Stakeholder capacity assessment and CFDCs needs assessment conducted	FDA MOA FTI VPA Support Unit FAO UL				
				21.2 Capacity of government training institutions improved	Low capacity of government (poorly equipped educational institutions with no laboratory/practical exercise)[6]					
				21.3 Trainings provided on the implementation of SFM	Several trainings carried out by Government and partners					
22	Support capacity building of workers and local communities in resource mgt approaches to reduce pressure on forest (collaboration) (Priority #1)	Livelihoods of local and indigenous communities, forest workers and forest owners improved	Number of people benefiting from alternative livelihood interventions	22.1 Alternative livelihood options created through skill training and support	Snail farming and bee-keeping trainings, canned rats training have been given by FAO and other partners	FDA MIA FTI NGOs Donors				
				22.2 Trained CFF and CFDC in SFM	330 people trained					
				22.3 Capacity building of local community in the establishment and management of communities forest enhanced	PROSPER and ARD provided capacity building					

---

[6] The University of Liberia (College of Agriculture and Forestry) does not offer MSc, only BSc degree. The FFI was closed down in 1990 and looted all equipment and materials. The school reopened in 2008.

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
23	Promote stakeholders participation in development and implementation of forest related policies and programmes (e.g. forest forum) **(Priority #2)**	Active multi-stakeholder fora are part of decision-making processes	Number and outcomes of multi-stakeholder meetings	23.1 Community forestry laws reviewed	Community Rights Law available	FDA MoGD VPA Support Unit CFDC CFF NGOs				
				23.2 Stakeholder participation in the forestry decision making process enhanced	VPA, REDD, etc have been implemented					
				23.3 Affected communities in major forest blocks benefited considerably from their forest and forest related resources	30% land rental fees allocated to communities, production based fees and social agreement put in place					
				23.4 Gender equity mainstreamed into the forestry sector	Training and workshop on gender mainstreaming conducted (PROSPER)					
24	Promote private sector participation in development and implementation of voluntary instrument (e.g. certification)	Certification instruments applied in a transparent manner by key stakeholders	Percent of increase of certified forests	24.1 Development of mechanisms for ensuring transparent bidding process put in place	Mechanisms for competitive bidding in place	FDA				
				24.2 Consultation of stakeholders on the importance of voluntary certifications instruments organized	Not available					
				24.3 Guidelines on certification reviewed and adopted	Not available					
25	Enhance access of local population to forest resources and relevant markets (NTFPs)	Forest management regulations allow for adequate use and marketing of non-timber forest products by local	Increase in range and volume of non-timber forest products on local markets	25.1 Existing forest based livelihoods and income diversification options identified	Trainings and workshops conducted (PROSPER, Forest Cry and other partners)	FDA NGOs Donors				
				25.2 Strategy for income diversification of forest-dependents elaborated	Not available					

No	Policies and Measures	Outcome	Indicator (Outcome)	Outputs	Baseline (2012)	Source of information	Score 0	1	2	3
		population		25.3 Marketing information for forest livelihoods available to forest-dependent communities	Not available					

*NB: Priority policies and measures for Liberia are **4,5,14, 22** and **25**.*

10.2 Scoring of policies and measures (National level)

No	Policies and Measures	Score (2011)				Remarks/Reasons
		0	1	2	3	
1	Develop and implement National Forest Programme			X		▪ National Forestry Law is in placed ▪ Voluntary Partnership Agreement (VPA) signed ▪ County Forest Forum formed in all the 15 Counties
2+ 7	Develop criteria and indicators for Sustainable Forest Management (SFM)		X			▪ Inadequate knowledge of biodiversity and soil and water protection ▪ Full protection our social, economic and cultural aspect of the forest are inadequate
3	Promote EIA on projects that impact on forest			X		▪ EIA has been conducted and awarded contracted areas ▪ Log landings are assessed by EPA and FDA ▪ Water course management are inspected in logging by FDA/EPA
4	**Enhance the contribution of forest to poverty reduction and sustainable development**			**X**		▪ **Benefit sharing scheme are in place** ▪ **Employment opportunities available** ▪ **Roads are rehabilitated**
5	**Promote efficient utilization of forest products**		**X**			▪ **No modern wood processing plants**
6	Promote recognition and use of traditional knowledge			X		▪ Communities dwellers are beginning to appreciate the economic importance of the forest products (bush paper) ▪ Increased revenue for government
8	Promote private sector investment in SFM	X				▪ No financial policy to encourage private sector for SFM ▪ Pre-felling requirement are burdensome to private sectors
9	Develop effective financial strategies for SFM	X				▪ Banking institutions are not willing to loan private investors for SFM ▪ Qualification requirements is required ▪ Performance bond for private investors is high
10	Promote recognition of values of goods and services provided by all types of forest		X			▪ Community participation in awareness workshops ▪ Survey is being conducted in NTFP ▪ The creation of protected areas
11	Promote cross- sectoral coordination for SFM			X		▪ The involvement of stakeholders in the removal of illegal occupants from the Sapo National Park

No	Policies and Measures	Score (2011)				Remarks/Reasons
		0	1	2	3	
						▪ EPA issuance of certificates to contract holder
						▪ The procedures in the acquisition of prequalification certificate
12	Analyze and address threats to forest health and vitality			X		▪ Infrastructural development through revenue accrued from the forest
						▪ Employment opportunities and the multiple benefit sharing mechanics
13	Promote partnership development for SFM			X		▪ Various international partners are involved in SFM, VPA, REDD, IUCN, etc.
						▪ Capacity building through human resource development (training) and funding
14	**Review and strengthen law enforcement**		**X**			▪ **Training of forest guards or rangers**
						▪ **Deployment of trained forest guards**
						▪ **Donor assistance in the promotion of law enforcement**
15	Integrate nfp into national development programme (e.g. PRS)		X			▪ Vetting on the regulation of pit/chain sawing
						▪ The establishment of CFF, VPA etc.
						▪ Chain of custody system put in place
16	Expand and maintain network of protected forest		X			▪ Establishment of proposed protected areas
						▪ The formulation of the wildlife laws
						▪ Training of forest guards
17	Assess the condition and management effectiveness of forests			X		▪ The ten code regulations
						▪ The code of harvesting practices
						▪ The community right laws
18	Strengthen the contribution of science and research to SFM			X		▪ Sample plots have been used to determine the growth rate of the forest (trees)
						▪ Rangers have been trained by international partners in bio-monitoring
						▪ The discoveries of more new NTFPs, e.g: (Griffonia, Volcaga, etc.)
19	Promote the use of science and tech in SFM			X		▪ The usage of GPS, GIS and other equipments for area mapping
						▪ Weathering forecasting equipment to forecast the day to day weather condition
						▪ Curriculum review at the Liz as the result of scientific information sharing

No	Policies and Measures	Score (2011)				Remarks/Reasons
		0	1	2	3	
20	Promote understanding of importance of SFM			X		▪ Many awareness workshops are being held by NGOs ▪ CFDCs have being established ▪ FDA workshops on forest management
21	Promote access to training, education and extension services			X		▪ CAF is providing high level training ▪ FTI is also providing high level training
22	**Support capacity building of workers and local communities in resource mgt approaches to reduce pressure on forest(collaboration)**		**X**			▪ **Communities dwellers were taken out to foreign countries for training by FDA** ▪ **Mercy Corp has conducted skilled training in agriculture (low land farm)** ▪ **FFI has begun to build capacity of locals in the establish and management of communities forest**
23	**Promote stakeholders participation in development and implementation of forest related policies and programmes(e.g. forest forum)**		**X**			▪ **2006 Forestry Law formation** ▪ **Community Right Law formation**
24	Promote private sector participation in development and implementation of voluntary instrument (e.g. certification)		X			▪ Competitive bidding process ▪ Due diligence process ▪ Pit-saw and chain-saw operation
25	Enhance access to forest resources by local communities(e.g. NTFPs)			X		▪ Ample access is available at all level to the locals

10.3 Priority principles and measures (County level)

S/N	County	1	2+7	3	4	5	6	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	# of participants
1	Grand Gedeh	R3				R1										R2			R4							41
2	River Gee			R1			R3		R4													R2				47
3	Grand Kru		R1		R3				R4															R2		42
4	Maryland	R1			R3											R2						R4				40
5	Sinoe	R1				R2					R3							R4								44
6	Lofa	R1				R3			R2				R4													42
7	Nimba					R2			R4											R1			R3			44
8	Bomi						R1		R2	R3											R4					45
9	Gbarpolu	R4							R2			R1											R3			63
10	Grand Cape Mount				R2	R3					R1		R4													45
11	Grand Bassa	R1				R2			R4					R3												39
12	Bong													R2		R3				R1		R4				44
13	Margibi	R3		R2			R1		R4																	45
14	Rivercess				R1									R3		R2								R4		42
15	Montserrado	R2												R1			R3						R4			42

R1= Rank 1   R2= Rank 2   R3=Rank 3   R4=Rank 4

10.4 List of people participated

S/N	Name	Organization	E-mail
1	Anderson A. Showell	FTI	aashowell@yahoo.com
2	Advertus B. Roberts	FTI	Robertsadvertus @ymail.com
3	Jesse O. Yuan	FAO	Jesse.yuan@fao.org
4	Myer K. Jagbah	FDA	Mkjargbah4004@yahoo.com
5	Joseph J. Tally	FDA	Jjtallyfda @yahoo.com
6	Kofi A. Ireland	UNMIL	irelandk@un.org
7	Sormongar S. Zwuen	FAO	szwuen@yahoo.com
8	Weedor H. Gray	FDA	weeedorgray@yahoo.com
9	Edward Z. Suloe	FAO	esuloe@yahoo.com
10	Edward S. Kamara	FDA	Easkamara56@ ymail.com
11	Wakweya Tamiru	FAO	tamiru.wakweya@fao.org
12	Mitchell S. Kumbelay	FDA	
13	Cletus N. Togba	FDA	
14	Febian N. Kieh	FDA	
15	J.Samuel A. Weeks	FDA	
16	Myers K. Jargbeh	FDA	
17	Joseph Tally	FDA	
18	Jerry G. Yonmah	FDA	
19	Weedor H. Gray	FDA	
20	Joseph N. Torh	FDA	
21	Victoria Cole	FDA	
22	Barlee Marko	FDA	
23	Paolo Nastasi	UNMIL	
24	Kofi Ireland	UNMIL	
25	Richard S. Sambolah	FFI	
26	Richard A. Mosery	FTI	
27	David B. Ballah	FTI	
28	George S. Yeanay	FTI	
29	Charles K. Miller	VPA	
30	Henry G. Wonyene	MOA	
31	Samuel M. Juah	MOA	Lofa
32	Stephen M. Gibson	EPA	Lofa
33	Bernard Cooper	Charcoal Union	Lofa
34	Octavius T. Kokulo	MOA	Lofa
35	Stephen W. Bangalu	LISCSAIDUN	Lofa
36	Austin Kamara	LISCSAIDUN	Lofa
37	Stephen P. Martor	EPA	Lofa
38	Samuel Bombo	LCFF	Lofa
39	Maryamu Kamara	LCFF	Lofa
40	Ella B. Fassama	Meat Seller	Lofa
41	John B. Dovee, Sr.	MOA	Lofa
42	Lawrence W. Wolle	FDA	Lofa
43	Leo B. Cole	FDA	Lofa
44	D. Godfred Weah	CFDC	River Gee
45	Targbeson Gbakar	Charcoal Union	River Gee
46	Oliver Toe	CFDC	River Gee

S/N	Name	Organization	E-mail
47	Elton Johnson	CFF	River Gee
48	Joseph Taryon	SAMFU	River Gee
49	Elizabeth Greene	SAMFU	River Gee
50	Emmanuel Ak. Coope	MOA	River Gee
51	Paul F. Duo	FDA	River Gee
52	James S. Mulbah	FDA	River Gee
53	Philip B. Cheapo	FDA	River Gee
54	Brooks C. Toe	CFF	River Gee

10.5 Terms of Reference (ToR)

Background
In May 2007, the United Nations Forum on Forests (UNFF) adopted the Non-legally Binding Instrument on All Types of Forest (NLBI), which is commonly called the "*Forest Instrument*". This significant international consensus was reached to boost the implementation of sustainable forest management (SFM), and thus to maintain and enhance the economic, social and environmental values of all types of forest, for the benefit of present and future generations.

Liberia wants to implement the NLBI and is supported in its efforts by the project GCP/INT/111/GER "Moving Forward in the Implementation of the Non-legally Binding Instrument on All Types of Forests in Liberia, Nicaragua and the Philippines: A Contribution to Reducing Deforestation and Forest Degradation". The Forestry Development Authority (FDA) in collaboration with the Food and Agriculture Organization (FAO) in Liberia launched a pilot project of the Non-Legally Binding Instrument on All Types of Forest in Liberia (The *Forest Instrument*), November 25, 2010. The aim of the project is to strengthen political commitment and action at all levels to enhance sustainable forest management (SFM) to contribute toward poverty reduction strategies (PRS).

Objective
Develop a monitoring and evaluation system for the implementation of the *Forest Instrument* in Liberia, which is efficient, easy to implement and cost-effective.

Activities
Under the overall supervision of the Principal Officer, Forest Policy and Economics FAO and the Managing Director of the Forestry Development Authority (FDA) and under the direct supervision of the National coordinator NLBI project, the consultant will undertake the activities listed below:

- Organize and deliver an inception meeting with decision makers and experts (Ministry of Lands Mines and Energy, Ministry of Agriculture, the Forestry Development Authority, the Liberian Timber Association, the FFI, and the Secretariat of the VPA) The objective is to agree on procedure for developing the M & E Framework.
- Review existing relevant monitoring tools, including (i) the NFP Matrix developed by FAO, (ii) the Outcome and Impact Monitoring and Evaluation System (OIMES) of the NFP-Facility, (iii) the guide to Monitoring and Evaluation of the NLBI.
- Review the full text of the NLBI, with particular emphasis on the national policies and measures member states agreed to implement on a voluntary basis.
- Review and describe the development of a baseline in Liberia, make recommendations regarding the methodology used and propose SMART indicators.
- Based on the above, develop a draft of a simple and cost-effective system to monitor outputs and impact of the implementation of the NLBI in Liberia.
- Organize and deliver an expert panel meeting to jointly review the draft M & E system and receive feedback and send to FAO for review. The members of the panel may include official from MLME, EPA, MOA FDA VPA and FFI.
- Organize and conduct a stakeholder validation meeting to discuss and solicit inputs from key stakeholders including civil society, various universities, the Liberian Timber Association, etc.
- Test the M & E framework and update the document: development a testing procedure and carry out the testing in the forest regions of Liberia (two counties in North-western Liberia and two counties in Southeast Liberia).

- Develop a final version of the monitoring system based on the feedback received and send to FAO for approval.

Output
1. Final version ready for execution of the monitoring and evaluation system for the implementation of the *Forest Instrument* in Liberia.

10.6 Useful links

http://www.fda.gov.lr/nlbi/

www.fao.org/forestry/fra

http://www.fao.org/evaluation/en/

http://www.un.org/esa/forests/

http://www.nfp-facility.org/map/en

www.fcghana.com

http://www.uneval.org/

http://loggingoff.info/countries/liberia

http://www.fda.gov.lr/doc/NFMgmtStrategy.pdf

http://www.fao.org/forestry/country/32185/en/lbr/

http://www.rem.org.uk/