

REPUBLIC OF LIBERIA



FORESTRY DEVELOPMENT AUTHORITY

**REQUEST FOR EXPRESSIONS OF INTEREST FOR THE RECRUITMENT OF A MID TERM
REVIEW EVALUATOR**

**LIBERIA FOREST SECTOR PROJECT
PROJECT ID: P154114
GRANT ID: TFA2427**

(REFERENCE NO: LR-FDA-88484-CS-INDV)

1. This request for expressions of interest follows the General Procurement Notice for this project that appeared in Development Business No. WB452-01/17 of January 31, 2017.

The Republic of Liberia has received a grant from the Government of Norway in the amount of US\$36.7 million equivalent through the World Bank towards the cost of the Liberia Forest Sector Project, and it intends to apply part of the proceeds of this Grant to eligible payments under an individual consultancy contract for a *Mid Term Review Evaluator*.

2. OBJECTIVES AND SCOPE OF SERVICES

The aim of the mid-term review is to assess the project implementation progress, progress towards achieving the project development objectives, key implementation challenges, performance, effectiveness and efficiency of implementation, achievements, and lessons learnt to date and to use these to ensure that the project is adjusted as and where necessary in order for it to have maximum impact by the end of its lifespan and to achieve the project development objective.

The consultant is expected to lead the preparation of the MTR report, working closely with the FDA RIU and other key counterparts.

A full copy of the terms of reference can be found below, as Attachment 1 to this request for expressions of interest.

3. The Forestry Development Authority now invites eligible *individual consultants* to indicate their interest in providing the required Services for the Liberia Forest Sector Project. Interested Consultants should provide information demonstrating that they have the required qualification and experience to perform the Services by submitting a **cover letter** and **updated CV**. See qualification and experience criteria below:

QUALIFICATION AND EXPERIENCE

- A Post-graduate degree (PhD or masters) in environmental management or any related field;
- At least ten years of work experience in Project Management and evaluation;
- At least three years of experience working on environment / forestry related project;
- Understanding of issues in REDD+ and sustainable landscape management;
- Strong communication skills and excellent level of written and spoken English;

4. GENERAL INFORMATION

- a. This assignment is expected to be completed within two (2) months. However, the level of effort required of the consultant is estimated to be approximately forty (40) days;
 - b. The Forestry Development Authority is a gender sensitive institution. *Females are encouraged to apply*;
 - c. Only shortlisted candidates will be contacted for the selection process.
5. The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's *Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants] by World Bank Borrowers*, January 2011, revised July 2014 ("Consultant Guidelines").

A Consultant will be selected in accordance with the Individual Consultant Selection method set out in the Consultant Guidelines. For reference, please see Section V. of the World Bank's Selection Guidelines, January 2011 edition, revised July 2014, by following the link below:

<http://pubdocs.worldbank.org/en/894361459190142673/ProcurementConsultantHiringGuidelinesEngJuly2014.pdf>

Further information can be obtained at the address below during office hours 0900 to 1600 hours GMT.

Expressions of interest must be delivered in a written form to the address below (in person, by mail or by e-mail) by **16:00 GMT on December 18, 2018**. **Envelopes or subject of emails must be marked "Expression of Interest for LFSP Mid Term Reviewer Evaluator"**.

Forestry Development Authority
Whein Town, Mount Barclay
P. O. Box 3010
Montserrado County
Monrovia, Liberia
Attention: National REDD+ Project Coordinator
Tel: +231(0)886567224
Email: redliberiaprogram@gmail.com

Attachment 1: Terms of Reference

TERMS OF REFERENCE FOR MID TERM REVIEW EVALUATOR

1. Background

Liberia contains about 4.3 million ha of lowland tropical forest that comprises 43 percent of the remaining Upper Guinea forests of West Africa. Most of Liberia's rural population is dependent on forests and their various products and ecosystem services. The country's forests are under threat due to the continued deforestation and forest degradation (D&FD) of their remaining blocks for the expansion of agriculture, illegal and unsustainable logging, mining activities and inadequate oversight and enforcement. D&FD are the second leading cause of global warming, making the loss and depletion of forests a major issue for climate change.

Liberia is faced with enormous challenges in managing its forests to contribute in a balanced way to long-term, sustainable economic growth; support the livelihoods of rural communities; and ensure that its important national and global heritage is conserved. As Part of the reform process, the Liberia's engagement with the World Bank has been towards the national efforts to reduce emissions from deforestation and forest degradation and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks (REDD+). Liberia is developing its REDD+ strategy that will build the country's capacity to be ready to participate in the future in a large-scale system of positive incentives for REDD+.

Towards this end, the Government of Liberia (GoL) and the Government of Norway (GoN) signed a Letter of Intent (LoI) in September 2014, with the purpose of (a) supporting the development and implementation of Liberia's REDD+ strategy to ensure significant net reductions in greenhouse gas (GHG) emissions from D&FD; (b) contributing to sustainable development in Liberia through protecting natural forests, restoring degraded lands, and developing Liberia's agricultural sector; and (c) working together to support progress on global efforts regarding climate change and sustainable development in general and REDD+ in particular. The Liberia Forest Sector Project (LFSP) is a result of this partnership, aimed at improved management of, and increased benefit-sharing in, targeted forest landscapes. Implementation of the LFSP is led by the Forestry Development Authority (FDA) with the Environmental Protection Agency (EPA), Liberia Institute of Statistics and Geo-Information Services (LISGIS), Ministry of Agriculture (MOA), Ministry of Lands, Mines and Energy, and the Land Authority (LA) implementing specific sub-components of the project. The LFSP is financed by the Liberia Forest Landscape Single Donor Trust Fund grant of US\$36.7 million. The project was approved on April 19, 2016 and became effective on August 30, 2016.

The Project Development Objective (PDO) is improved management of, and increased benefit sharing in, targeted forest landscapes. The LFSP has four components, namely: Strengthened Regulatory and Institutional Arrangements for Implementation of REDD+ (US\$8 million); Strengthened Capacity for Management of Targeted Forest Landscapes (US\$23.8 million);

Component 3. Forest Monitoring Information System (US\$2.3 million); and Component 4. Project Management, Monitoring, and Communication (US\$3.4 million). The REDD+ Implementation Unit (RIU) of the FDA is in charge of project implementation.

The Mid Term review of the project is scheduled to take place in January 2019.

2. Aim and Objectives of the Mid-term Review

The aim of the mid-term review is to assess the project implementation progress, progress towards achieving the project development objectives, key implementation challenges, performance, effectiveness and efficiency of implementation, achievements, and lessons learnt to date and to use these to ensure that the project is adjusted as and where necessary in order for it to have maximum impact by the end of its lifespan and to achieve the project development objective.

The consultant is expected to lead the preparation of the MTR report, working closely with the FDA RIU and other key counterparts.

The overall purpose of the MTR is threefold:

- (i) **Accountability and identification of gaps in stipulated project Implementation Plans:** The mid-term review is an accountability instrument for the project. Consequently, it will be used to assess whether or not project plans have been, or will be, fulfilled and also determine the extent to which the project's resources have been used in a responsible and effective manner. **It will also identify gaps** to ensure that project implementation is in tandem with the Project Implementation Manual (PIM) that is the guidance document for the LFSP. Where there has been deviation from the PIM in project implementation, the MTR will identify these and recommend corrective measures.
- (ii) **Learning and improvement** as a building block for future work: It is intended that the outcomes of this mid-term review will provide useful and relevant information to the on-going work; explore why implemented actions and interventions have been successful, or not and to provide guidance on how to better implement new work, possibly as a new project, after the current phase of the project has been completed;
- (iii) **Assessment of sustainability:** The outcomes of the mid-term review should assist in assessing the sustainability (or otherwise) of the activities, approaches, and structures initiated or supported by the project, and crucially, should also provide recommendations for the future.

The specific objectives of the mid-term review are as follows:

- Evaluate the outputs and any outcomes of the project already delivered and determine and assess their contribution to delivery of the overall project's overall aims and objectives;

- Review the Theory of Change for the project: is the project still valid and should any changes be considered in project implementation methodologies.
- Provide guidance on aspects or specific issues that will be useful in undertaking the planned project impact assessment through the use of scenario thinking to be done at the end of the project, i.e. how would the situation look on the ground without this project;
- Assess the long term sustainability of project interventions;
- Identify key ‘lessons learnt’ to date, particularly with regard to strategic processes and the mechanisms chosen to achieve the project’s objectives to date,
- Make clear, specific and implementable recommendations to improve the project performance in the remaining two years of implementation and provide guidance on the scope of future work; and
- Determine the extent to which the project and its associated actions are relevant to the existing and likely future needs of its stakeholders and the environment/s in which it is being implemented;
- Review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E, contract management capacity, reporting,) etc.
- Assess extent of cooperation with other relevant donors, partners, and institutions within the sector as well as the clarity of roles and responsibilities, effectiveness of decision-making, etc.
- Assess adequacy of implementation support arrangements (approach, resources), usefulness to anticipate problems, and effectiveness of follow-up recommendations
- Assess the degree of compliance with the project's fiduciary and safeguards aspects and with project legal covenants in the Grant Agreement
- Reassess project risks, identifying any new risks that need to be taken into consideration.

3. Scope and Focus of this review:

Within this framework, specific issues (and questions) to be assessed will include, but not be limited to, the following:

Effectiveness

- i. Are the activities implemented in accordance with the project plans? If not, why?
- ii. What outputs have been achieved? To what extent do they contribute to the objectives?
- iii. How effective are the approaches and structures in delivering the desired outputs? How can they be improved?
- iv. Do the partner organizations work together effectively? Is the partnership structure and the geographical focus effective in achieving the desired outputs? How can the partnership be improved?

Efficiency

- i. Are the available technical and financial resources adequate to fulfill the project plans?

- ii. Are the funds being spent in accordance with project plans and using the right procedures?
- iii. Have there been any unforeseen problems in terms of resources (technical and financial) allocation and utilization? How well were they dealt with?
- iv. Are the capacities of the partners adequate?
- v. What have been the roles of the partners and staff and are they appropriate?
- vi. Is there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection? How could it be made better?

Relevance

- i. Establish whether or not the design and approach of the project are relevant in addressing the identified needs, issues and challenges as far as addressing deforestation and forest degradation and achieving desired impacts within the identified landscape/s.
- ii. To what extent is the project contributing to the strategic policies and programmes of Government of Liberia and that of the partners? How could relevance be improved in future?

Sustainability

- i. Is the approach used likely to ensure continued benefit after the end of the project?
- ii. Are all key stakeholders sufficiently and effectively involved? Are their expectations met and are they satisfied with their level of participation?
- iii. Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?

Impact

- i. Has the project achieved set goals with regard to management of deforestation and forest degradation as articulated in the PAD and PDO?
- ii. Has there been visible evidence of progress towards results anticipated in specific components of project such as community forestry, protected area and agriculture components of the project?
- iii. Is the project bringing about desired changes in the behavior of people and institutions as articulated in Component 1 of the project?
- iv. Have there been any unintended positive or negative impacts arising from particular outcomes/results?
- v. What could have been the likely situation (of the environment and its management?) without the project?

The midterm review aims to determine if the LFSP supported activities are beginning to bring about the change anticipated at the outset of the project and assess the likelihood of the project achieving its project development objective within the current project timeframe. It also aims to examine which factors are proving critical in making change happen (or in hindering change)

and which priority changes to the project design would be required to ensure achievement of the stated objectives. Are there limitations and risks that cannot be addressed in the project timeframe?

4. Methodology

The selected consultant shall propose a methodology (with justification), as part of the inception report, to be used to carry out the review. The proposed methodology for adoption should update the preliminary issues and questions outlined within the ToRs, identifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders.

Methodologies will comprise:

- a) **A desk review** of all relevant documentation, including (but not limited to): The project document, contracts and related agreements/Work-plans and budgets/ Progress Technical and Financial Reports
- b) **Face-to-face interviews** and discussions with all key stakeholders involved in the project to ensure that the review is carried out in a participatory manner. A list of key partners and stakeholders would be identified at an early stage and a consultation process developed. All stakeholders consulted should be in a position to present their views in confidence to the consultant and to identify issues, opportunities, constraints and options for the future

The FDA RIU will review the planned methodology proposed by the consultant and provide feedback before the review process begins.

5. Deliverables

The following deliverables are expected of the consultant:

- i. Inception Report: inclusive of a review of related literature, methodology, work plan, and deliverable schedule;
- ii. Draft Report: The main body of the report should not exceed 50 pages and should include an executive summary and recommendations. Technical details should be confined to appendices, which should also include a list of stakeholders interviewed. Background information should only be included when it is directly relevant to the report's analysis and conclusions. The consultant should support their analysis of LFSP achievements and failures with relevant data and state how this has been sourced. Recommendations should also include details as to how they might be implemented. The draft report shall be presented to the FDA and key partners for comments;
- iii. Final Report: The final report shall take into consideration the comments of the Client.

6. Timing and Schedule

The consultant should develop and submit a detailed schedule for the review work, taking into account that preparation of the report is expected to include two in-country visits, first of approximately two weeks, and second of approximately one week. The timing of the in-country visits shall be agreed with the FDA RIU. It is suggested that the tasks may be broken down as follows, but the consultant must consider this and propose their own timeline and schedule:

- a. Review of background documentation and preparation of the inception report inclusive of the methodology and detailed timeline for the assignment.
- b. Discussion and agreement on proposed methodology with project partners
- c. Assessment of project progress and performance – including field visits and interviews with project partners and key stakeholders
- d. Analysis of findings and production of draft report
- e. Debriefing - presentation and discussion of MTR report findings to FDA and key partners
- f. Finalization/revisions of the report and submission

7. Duration of the Assignment

The assignment is expected to be completed within two (2) months. However, the level of effort required of the consultant is estimated to be approximately forty (40) days.

8. Facilities to be provided by the Client

- Office space and transportation during in-country visits
- The Project Appraisal Document (PAD)
- The Project Implementation Manual (PIM)
- Semi annual reports
- Financial utilization reports
- Procurement updates / reports
- Various reports, presentations, outputs produced in the course of project implementation.

9. Qualification and Experience Criteria

The successful candidate will be expected to have the following qualifications and experience:

Compulsory

- A Post-graduate degree (PhD or masters) in environmental management or any related field;
- At least ten years of work experience in Project Management and evaluation;
- At least three years of experience working on environment / forestry related project;
- Understanding of issues in REDD+ and sustainable landscape management;

- Strong communication skills and excellent level of written and spoken English;

Preferred skills

- Self-motivated, dynamic and able to quickly understand Project implementation issues and challenges.

10. Administrative Arrangements and Reporting

The Consultant for this assignment will report to the Project Coordinator at the FDA RIU and will work closely with the RIU staff, in particular the M&E Officer, Project Officer, and FDA management.