



AFRICAN DEVELOPMENT  
BANK GROUP



REPUBLIC OF LIBERIA  
**FORESTRY DEVELOPMENT AUTHORITY**

P. O. BOX 3010  
Whein Town, Mount Barclay  
Monrovia, Liberia

**REQUEST FOR EXPRESSIONS OF INTEREST**  
**(CONSULTING SERVICES)**

**COUNTRY: LIBERIA**

**NAME OF PROJECT: Scaling up the Participation of SMEs in Secondary Wood Processing-Industry in Liberia**

Sector: Small and Medium Scale Wood Processing Industry

Assignment Title: **Individual Consultancy to Establish a Monitoring and Evaluation System**

Financing Agreement reference: **5700155003201**

Project ID No.: **P-LR-AAD-001**

Issue Date: January, 2019

End Date: June 2021

Government of Liberia through the Ministry of Finance and Development Planning and the Forestry Development Authority (FDA) as an Implementing Agency received financial support from African Development Bank (AfDB) under the **Fund for Africa Private Sector Assistance (FAPA)** to promote the private sector by scaling up the participation of Small and Medium Scale Enterprises (SMEs) in the secondary wood processing industry to promote inclusive green growth, employment and economic diversification in the Republic of Liberia. The project is composed of three components. One of them is on Capacity Development, which demands for the hiring of an individual consultant for the establishment of a **Monitoring and Evaluation System (M&E)** for the project. The M&E system will refer to all the indicators, tools and processes that will be used to measure if the project is being implemented according to the plan (monitoring) and is having the desired result (evaluation). Moreover, the consultant will provide training for the project team and other stakeholders to maintain or use the newly developed M&E system.

**Job Summary/Description**

The Individual consultant will undertake two distinct, but interrelated studies objectives on SMEs Secondary Wood Processing Industry in Liberia including: i) the development of an effective M&E system to collect, collate and analyze data in support of the project requirement; and ii) in close collaboration with the Project Implementing Entities (PIEs) and with support from the Project Coordinator, develop appropriate M&E processes, protocols and reporting mechanisms to

determine intermediate results that lead to the achievement of the Project Development Objectives (PDO) and outcomes.

The detailed Terms of Reference (TOR) for the scope of work can be found at the following websites: [www.fda.gov.lr](http://www.fda.gov.lr) and [www.emansion.gov.lr](http://www.emansion.gov.lr)

### **Minimum Qualification, Skills and Experience:**

- Five years' professional experience in a senior M&E position responsible for implementing M&E activities of donor-funded development projects;
- Master's degree in statistics, M&E, demographics, public policy, international development, education, or related field;
- Proven success in designing, implementing, and operating project M&E systems from project initiation to closeout stages;
- Experience with monitoring, learning and data use on forest resource utilization initiatives strongly preferred;
- Experience designing and managing beneficiary monitoring and database systems;
- Experience in strategic planning and performance measurement, including indicator selection, target setting, reporting, database management, and developing M&E and performance management plans and learning activities;
- Knowledge of the major evaluation methodologies (e.g., qualitative, quantitative, mixed method, and impact) and data collection and analysis methodologies;
- Experience in planning and managing surveys;
- Experience developing and refining data collection tools;
- Experience with data quality assessments and oversight;
- Experience summarizing monitoring and evaluation results in effective reports that effectively inform decision-making;
- Experience managing and providing ongoing training to M&E field officers;
- Excellent written and spoken English.

<b>Duty Station:</b>	<b>Monrovia</b>
<b>Start Date:</b>	<b>TBA</b>
<b>End Date:</b>	<b>TBA</b>
<b>Duration of Assignment:</b>	<b>sixty (60) days</b>

The FAPA Project Management Unit (PIU) of the Forestry Development Authority (FDA) hereby invites eligible individual consultants to indicate interest in providing these services by giving a detailed technical proposal clearly demonstrating a thorough understanding of the ToR and including, but not limited to the description of the methodology; demonstrated previous experience in similar assignments and qualifications outlined in this ToR, preferably in the form of a writing sample; proposed data management plan (collection, processing and analysis); proposed timeframe detailing activities and a work plan; and a financial proposal with a detailed breakdown of costs (including all applicable taxes) for the study quoted in United States dollars (USD).

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the African Development Bank's "*Rules and Procedures for the use of Consultants*" May 2008, revised July 2012 which is available on the Bank's website at <http://www.afdb.org>.

Further information can be obtained at the address below during office hours, i.e. from 0900 to 1700 hours (GMT) on working days.

Expressions of interest must be delivered in a written form to the address below by email by 5th July, 2019 @ 1700 hours (GMT) and mention "**LIB/FDA/PIU/SMEs-SWPI/EOI/02/2019: Establish a Monitoring and Evaluation System of the SMEs-SWPI**".

Attn: Mr. Edward S. Kamara,  
Project Coordinator-SMEs-SWPI  
Project Implementation Unit  
Forestry Development Authority  
Whein Town, Mount Barclay  
Monrovia, Liberia  
Tel: +231770430085/+231886823646  
E-mail: kamara.ed14@gmail.com with cc to mikedoryen@gmail.com

**TERMS OF REFERENCE (BELOW!!!)**



## FORESTRY DEVELOPMENT AUTHORITY

### SCALING UP THE PARTICIPATION OF SMEs IN SECONDARY WOOD

### PROCESSING INDUSTRY IN LIBERIA

### TERMS OF REFERENCE

### ESTABLISHMENT OF MONITORING AND EVALUATION SYSTEM

#### 1) BACKGROUND OF THE PROJECT

##### Contextual:

After 14-year civil war in Liberia, infrastructure (economic, social and governance) were wrecked with consequential pressing needs to rebuild the country. Liberia is a forest-endowed country with 45% forest cover and great opportunities for investments and industrialization of the forestry sector, especially under the evolving, National Forestry Reform Law of 2006, Liberia Land Right Act. The socio-economic functions of forestry include the contributions of forest resources to the overall economy, for example through employment, values generated through processing and marketing of forest products and energy, trade, and investments in the forestry sector<sup>1</sup>. The domestic timber industry involves all counties in Liberia, and encompasses production and chainsaw milling, transportation, urban market purchases and sales, and woodworking and construction businesses. It links the informal and formal sectors through a network of personal and business relationships. While the export of raw timber has valuable economic impact for the central government, value addition in the form of primary processing (sawn timber) is infinitesimal and the export sector does not go beyond harvesting raw round logs and paying taxes. On the other hand, domestic timber has an extensive and complex value chain that generates direct and indirect employment throughout the country with huge downstream value addition opportunities<sup>2</sup> in terms of job creation and

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<sup>1</sup> Liberia ATO/ITTO Principles, Criteria, Indicators and Checklist for Sustainable Management of Liberian Natural Forest. Liberia National Working Group on Sustainable Forest Management. 2nd Draft after field testing

<sup>2</sup> Bickel A. and Cerutti P. 2017. Liberia: Domestic timber value chain analysis. Extractive Overview Report. January. 53 pp.

increased income. In the medium-to-long term Liberia intend to diversify the economy and encourage private sector investment and development in manufacturing, trade, and services<sup>3</sup>.

Despite these opportunities, the Liberian timber value chain is short and unindustrialized with limited processing and transformation. From supply to construction, carpentry and woodworking products are relatively unprocessed, un-dried, and ultimately of low-quality. There are no sawmills and no kiln facilities in Liberia and the entire primary processing is done on rudimentary equipment, like chainsaws and ripping machines, directly at the county level and mostly at the point of extraction. At the other extreme of the domestic value chain, Liberian MSMEs purchase sawn wood from urban markets for construction, carpentry, and furniture making<sup>4</sup>.

The US\$1,000,000 project funded by Fund for Africa Private Sector Assistance (FAPA) presented an important opportunity to promote the private sector by scaling up the participation of Small and Medium Scale Enterprises (SMEs) in the secondary wood processing industry to promote inclusive green growth, employment and economic diversification in the Republic of Liberia.

As one of the Government institutions responsible to sustainable development of Liberia's forest resource, the Forestry Development Authority (FDA) supported by the Project Finance Management Unit (PFMU) at the Ministry of Finance and Development Planning (MFDP), Ministry of Commerce and Industry (MCI) and Ministry of Youth and Sports (MYS) is implementing the FAPA project with the aim of promoting inclusive green growth, employment and economic diversification for the people of Liberia. The project will undertake studies to generate baseline information as well as the assessment of the needs of the targeted beneficiaries. Based on the results of the baseline studies, targeted trainings will be conducted for approximately 60 furniture producers and carpentry service providers on value addition techniques, access to finance, market and marketing opportunities, business management skills, enterprise development planning, group dynamics and price negotiations. To be able to ensure that the project is effectively implemented and the targeted beneficiaries are impacted by the project, there is a need to develop a system that will refer to all the indicators, tools and processes that will be used to measure if a program has been implemented according to the plan (monitoring) and is having the desired result (evaluation) and provide the training for the project team and other stakeholders to maintain or use the newly developed M&E system.

## **2) PURPOSE AND OBJECTIVES OF THE CONSULTANCY**

Forestry Development Authority is seeking an individual consultant to undertake two distinct assignment but interrelated objectives:

- i. **Design, and establish** an efficient and effective results-based monitoring & evaluation (M&E) system for the Scaling up of participation of SMEs Secondary wood processing industry in Liberia.

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<sup>3</sup> RoL. 2008. Readiness Program Idea Note (R-PIN). Submission to the World Bank FCPF.

<sup>4</sup> Scaling up the participation of SMEs in the secondary wood processing industry in Liberia :Fund For African Private Sector Assistance (FAPA) Technical Assistance Request [April 2018]

- ii. **Provide Training of Project Team and other stakeholders** in the fundamentals/basics of Monitoring and Evaluation of the project.

**The designing and establishment of an efficient and effective result-based monitoring and evaluation (M&E) system** will include all the indicators, tools and processes that will be used by the project team and other stakeholders to measure if the project has been implemented according to the plan and is having the desired result. The consultant in consultation with the PIU and the project beneficiaries should decide for the sake of different perspective, which indicators should be used to measure the success of the project. Indicators must be chosen for each level of the project components and the total number of indicators must be kept manageable. Each indicator should also be related to the output, outcome or goal listed on the problem tree or log frame; it should be something that you can measure accurately using either qualitative or quantitative methods and useful for decision making to improve the project.

The **M&E training must be provided for the PIU and other beneficiaries** who will be expected to maintain or use the new M&E system. At least 10 persons will be trained in the basic concept of M&E including collection and aggregation of data, as well as analyzing and interpretation of those data to inform decision-making.

### **3) TASKS**

Activities which will be undertaken by the M&E consultant will be expected to achieve two objectives as follow:

- i) Develop an effective M&E system to collect, collate and analyze data in support of the project requirement.
- ii) In close collaboration with the Project Implementing Entities (PIEs) and with support from the Project Coordinator, develop appropriate M&E processes, protocols and reporting mechanisms to determine intermediate results that lead to the achievement of the Project Development Objectives (PDO) and outcomes.

In addition, the M&E Consultant will:

- Established an M&E System to track FAPA project activities. The consultant will consider how this system could be adapted/ supplemented with an overall efficient and effective results-based M&E system that would cater to the need of tracking all FAPA projects;
- Organize a training workshop to strengthen the capacity of the project team about the fundamentals of M&E. Such training must cover approaches to conducting baseline studies and it must include topics general assessment, how to develop periodic report in relation to M&E, etc.
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- In coordination with the project team and other stakeholders, develop performance indicators and measure project outcomes against baseline data collected at the beginning of the project.
- Mobilize the project team through a working session to develop the log frame that will lead to evidence based decision making and improve accountability within the project implementation period;
- Work closely with project team to collect, analyze, and consolidate data as well as verify the internal consistency and validity of data submitted;
- Establish a performance tracking system for the project to institute an early warning system that identifies and addresses implementation bottlenecks.

#### **4) LANGUAGE**

The reports shall be written in English language.

#### **5) SUPPORT FROM GOVERNMENT OF LIBERIA (FDA)**

The Project Coordinator will be responsible for the overall coordination of the M&E System development with the Consultant. In addition, the Project Implementation Unit (PIU) will provide all the necessary technical and administrative support required throughout the establishment of the M&E System. The Project Coordinator in consultation with the Project Technical Committee will provide overall oversight.

#### **6) SCHEDULE AND LOGISTICS**

The overall Monitoring and Evaluation System development process is expected to take approximately 60 working days, which includes an Inception/Launching workshop, development of the M&E System, training of project team and other beneficiaries to operate the system by means of piloting of the system operation. The consultant will also do a follow-up on the effectiveness and efficiency of implementing the system at the end of one of the reporting periods and conduct mid-term and terminal workshop.

	Result	Estimated duration (days)
<b>1.</b>	Inception workshop	1

2.	Monitoring and Evaluation System Development	21
3.	Provide basic training for project team and other stakeholders to implement the system	14
4.	Consultant do a follow-up to evaluate the progress of implementing the M&E system after the training	10
5.	Prepare a draft report	7
6.	Conduct one day validation and terminal workshop	1
7.	Final Reports	6
	<b>Total Days</b>	<b>60</b>

## 7) DELIVERABLES/OUTPUTS:

The outputs for this assignment are:

- An overall monitoring and evaluation coordination plan with manuals, systems, procedures, tools, database, flow charts for data collection and reporting with clear specification of roles and responsibilities of the PIU, Project Implementing Entity and other project beneficiaries;
- The M&E system implementation staff and other beneficiaries for the use trained;
- Project performance reports mapped to targets and performance tracking reports on Key Performance Indicators (KPIs) to be used for decision-making;
- A project management dashboard developed and updated periodically;
- Bi-annual M&E newsletter to inform stakeholders of progress of project implementation and achievements.

## 8) REPORTING

The M&E Consultant will report to the Managing Director of the FDA through FAPA Project Coordinator. In regards to the working relations of the M&E Consultant with other staff, the incumbent is expected to be self-sufficient and conduct him/herself in the highest professional manner. All reports will be required to highlight project status, especially in the achievement of targets established in the matrix on arrangements for results tracking. The following reports are expected of the consultant:

- Contract Inception report;
- Mid-term Report;
- Final Report.

## 9) SKILLS AND QUALIFICATIONS

- Minimum of five years' professional experience in a senior M&E position responsible for implementing M&E activities of donor-funded development projects;
- Bachelor's degree in statistics, demographics, public policy, international development, education, or related field. Master's degree or bachelor's plus an advanced certificate in M&E, statistics, or economics preferred;
- Proven success in designing, implementing, and operating project M&E systems from project initiation to closeout stages;
- Experience with monitoring, learning and data use on forest resource utilization initiatives strongly preferred;
- Experience designing and managing beneficiary monitoring and database systems;
- Experience in strategic planning and performance measurement, including indicator selection, target setting, reporting, database management, and developing M&E and performance management plans and learning activities;
- Knowledge of the major evaluation methodologies (e.g., qualitative, quantitative, mixed method, and impact) and data collection and analysis methodologies;
- Experience in planning and managing surveys;
- Experience developing and refining data collection tools;
- Experience with data quality assessments and oversight;
- Experience summarizing monitoring and evaluation results in effective reports that effectively inform decision-making;
- Experience managing and providing ongoing training to M&E field officers;

## 10) APPLICATION PROCESS AND REQUIREMENTS

Qualified and interested parties are asked to submit the following:

- Expression of interest (EOI)
- A detailed technical proposal clearly demonstrating a thorough understanding of the ToR and including, but not limited to the following:
  - i. Description of the Methodology;
  - ii. Demonstrated previous experience in similar assignments and qualifications outlined in this ToR, preferably in the form of a writing sample;
  - iii. Proposed monitoring and evaluation system development processes
  - iv. Proposed timeframe detailing activities and a work plan ;

- A financial proposal with a detailed breakdown of costs (including all applicable taxes) for the study quoted in United States dollars.