

Annexes

Annex (1): Evaluation Criteria and Questions

RELEVANCE – <i>To what extent the objectives envisaged by the project during its design meet the needs of the target population in response to national priorities, which the project seeks to address?</i>	
	<ul style="list-style-type: none">• To what extent does the project align with national development, peace building and livelihood priorities?• To what extent have the outputs and outcomes in the Project Document (ProDoc) contributed to AfT and PAPD corresponding pillar(s)?• To what extent the substantive peacebuilding areas were addressed?• To what extent the project implemented addressed the Theory of Change?
EFFECTIVENESS – <i>To what extent have the expected outcomes and objectives of the project been achieved or are expected/ likely to be achieved.</i>	
	<ul style="list-style-type: none">• To what extent has the project been able to achieve its results and what is the evidence?• How did it facilitate peaceful co-existence between project beneficiaries and concessionaires as well as the provision of land for the implementation of alternative livelihood activities?• To what extent progress has been made towards achievement of the expected outcomes and results; results achieved, the reasons for the achievement or non-achievement of the project results?• To what extent have been the project's greatest accomplishments/ contributions and value-added to supporting peace building, social cohesion and alternative livelihood?• How successful was the project at improving the relationships and trust between the affected communities and the land concessionaires?• To what extent the project has reached its targeted beneficiaries? Are they satisfied with the project's results?• Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results?• What evidence is there that the project has contributed towards an improvement in MSPs social cohesion in affected communities?• To what extent the MSPs interventions prevented conflict between the affected communities and the Concessionaires?• Has local authority been supportive of the MSP's activities in the affected communities?• To what extent was the project effectively coordinated by National Bureau of Concession (NBC)?

	<ul style="list-style-type: none"> To what extent UNDP and FAO are perceived by stakeholders as a strong advocate for improving government effectiveness and integrity within the project communities?
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EFFICIENCY - *A measure of how economically resources / inputs (funds, expertise, time, etc.) were converted to results.*

	<ul style="list-style-type: none"> To what extent has the project’s selected method of delivery been appropriate to its objectives and the development context? To what extent were quality outputs delivered in time? To what extent did the project attract additional support (financial and none financial) outside PBF’s investment? To what extent were relevant national stakeholders and actors included in the programming and execution of the project? How successful was the coordination between the project implementing agencies and with the PBF Secretariat? How effective was the selection and oversight of any sub-contractors or grantees of the project? Have the project resources been well utilized for the attainment of the project objectives? Was the staffing adequate for the implementation of the project? Were Concessionaires supportive of the Project implementation within the affected communities?
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IMPACT - *Positive and negative, primary and secondary long-term effects produced by the Project directly or indirectly, intended or unintended*

	<ul style="list-style-type: none"> To what extent has the project impacted behavioral and attitude change of communities towards the concessionaires and vice versa? What socio-economic impact has the project had on the local economy through its interventions within the affected communities? What are the conflict prevention impacts that could be attributed to this project? What are the main lessons learnt for the UN in engaging on land concession issues, peacebuilding, social cohesion and alternative livelihood in the affected communities.
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SUSTAINABILITY - *The likelihood of a continuation of benefits for the affected communities from a development intervention after the intervention is completed or the probability of continued long-term benefits.*

	<ul style="list-style-type: none"> Has the project managed to adhere to key development principles, including national ownership, and ensure sustainability of results? What is the likelihood of the project results continuing beyond the duration of the project and how will they be supported after the end of the project?
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	<ul style="list-style-type: none"> • Has the project managed risks effectively and responsibly? • How effective was the exit/sustainability strategy of the project to sustain positive changes made by the project? • Are there nationally or locally owned structures and mechanisms to maintain the project’s interventions? • What are the strategies to be recommended for the post-project phase, given the success or not and how to mobilize additional funds and promote the internalization of project achievements by the target groups?
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WOMEN & YOUTH – *An extent to which gender main streaming and youth related issues have been factored into the project.*

	<ul style="list-style-type: none"> • To what extent has gender and youth related issues been addressed in the design, implementation and monitoring of the project by NBC? • To what extent have UNDP and FAO been able to adopt gender-sensitive and peacebuilding -based approaches to their work? • Is the gender marker data assigned to project representative of reality? • To what extent has the project promoted positive changes in gender equality? Were there any unintended effects? What might be the impact of women’s participation on issues of conflict prevention and livelihood in the communities to sustain peace?
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Annex (2)

EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific questions	sub	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
Relevance	<ul style="list-style-type: none"> To what extent does the project align with national development, peace building and livelihood priorities? 	<ul style="list-style-type: none"> To what extent have the outputs and outcomes in the Project Document (ProDoc) contributed to AFT and PAPD corresponding pillar(s)? Were the substantive outputs/activities of the project fully covered during the implementation? To what extent the substantive peacebuilding areas were addressed? 		<ul style="list-style-type: none"> -ProDoc and other related documents, (AWPs, annual quarterly reports); -Interviews & FGD, interaction with target beneficiaries; -EISD policy and strategic papers, Reports; -Perception surveys; -Mitigation meetings, media reports; -NBC, IPs, Dialogue reports -KII with government partners, NBC, organizations working on the subject matter 	<ul style="list-style-type: none"> Desk study and interview Desk review, reports & Field interviews Review of relevant EISD policy and strategic papers, Reports Key Informant Interview, Focus Group Discussion (FGD), Questionnaires 	<ul style="list-style-type: none"> -Level of matching interventions of national Dev. Strategies/initiatives. -Differences & similarities between UNDP strategy, priorities and national priorities. -Level of integration of lessons learned about UNDP strengths and weaknesses in the programming process. -Extend of PBO involvement in the formulation & coordination process -Adequacy of the strategy and needs indicators available - 	<ul style="list-style-type: none"> Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups; Review of Consultations notes, Focus Group Discussions & key Informant Interviews (KII), etc.

<p>Effectiveness</p>	<ul style="list-style-type: none"> • To what extent has the project been able to achieve its results and what is the evidence? 	<ul style="list-style-type: none"> ○ To what extent has the project been able to achieve its results and what is the evidence? ○ To what extent progress has been made towards achievement of the expected outcomes and results; results achieved, the reasons for the achievement or non-achievement of the project results? ○ To what extent have been the project's greatest accomplishments/ contributions and value-added to supporting peace building, social cohesion and 	<p>Consultation notes.</p> <ul style="list-style-type: none"> -ProDoc and other related documents (AWPs, annual quarterly reports) interview & FGD, interaction with target beneficiaries; -Mitigation meetings, media reports; -NBC, IPs, Dialogue reports; -Training & Evaluation reports; -Consultations notes & key Informant Interviews (KII); 	<p>Desk study and interview</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant EISD policy and strategic papers, Reports</p> <p>Key Informant Interview (KII), Focus Group Discussion (FGD), Questionnaires</p>	<ul style="list-style-type: none"> -Level of perception/response of effectiveness from stakeholders, communities and companies involved in preventing concessions Violence; -Consistency between the different levels of expected results. -Extent or level of compiling and Listing of results. -Number of mapping achievements against expectations. -Linkage of other stakeholders' intervention with government priorities; -Level of trust b/w concession companies and MSPs; -Extend of Peace building curriculum integrated by UNDP, WIPNET, NBC & Educare; -Context analysis and inclusion of the 	<p>Desk review of (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups);</p> <p>Review of surveys/questionnaires</p> <p>Review of Consultations notes; Focus Group Discussions (FGD) & key Informant Interviews (KII), etc.</p> <p>Same as above</p>
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		<p>alternative livelihood?</p> <ul style="list-style-type: none"> ○ How successful was the project at improving the relationships and trust between the communities and the land concessionaires? ○ To what extent the project has reached its targeted beneficiaries? Are they satisfied with the project's results? ○ Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results? ○ What evidence is there that the project has contributed towards an improvement in MSPs social cohesion in 	<p>Same as above</p>	<p>Same as above</p>	<p>context in risk monitoring.</p> <ul style="list-style-type: none"> -Existence of needs assessment. -Extent of the gaps in needs analysis (coverage of the assessments, methodological limitations); -Risk monitoring documents -Existence of follow up of partners; implementation as compared to strategies Possible / necessary gaps with strategy depending on partners / areas / sectors, etc. -Indicator success standards; -Level of oversight of performance of NBC Technical Secretariat; - number of CIMS concession agreements, social impact assessment active & updated; 	
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<p>Efficiency</p>	<ul style="list-style-type: none"> To what extent has the project's selected method of delivery been appropriate to its objectives and the development context? 	<p>affected communities?</p> <ul style="list-style-type: none"> To what extent the MSPs interventions prevented conflict between the affected communities and the Concessionaires? Has local authority been supportive of the MSP's activities in the affected communities? To what extent was the project effectively coordinated by National Bureau of Concession (NBC)? To what extent UNDP and FAO are perceived by stakeholders as a strong advocate for improving government effectiveness and integrity within the project communities? 	<p>ProDoc and other related documents (AWPs, annual quarterly reports) interview & FGD, interaction with target beneficiaries;</p> <p>-Perception surveys;</p> <p>-Mitigation meetings, media reports;</p> <p>-NBC, IPs, Dialogue reports;</p>	<p>Desk study and interview</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant EISD policy and strategic papers, Reports</p> <p>Key Informant Interview (KII) Focus Group Discussion (FGD), Questionnaires</p>	<p># of MSP coordination mechanism establish & functional;</p> <p>-Level of stakeholders' perception;</p> <p>-Existence of Context analysis of various delivery results.</p> <p>Level of gaps between planned timeframe and actual implementation;</p> <p>- # of mapping exercises & RM strategy-results of donor's funding;</p> <p>-Level of stakeholders' involvement in the project locally.</p> <p>Existence of UNDP's NIM framework</p> <p>-Extend of Peace building curriculum integrated by UNDP, IP</p> <p>-Level of Cost effectively associated with output and outcomes.</p> <p>-HR required for proj. Implementation.</p>	<p>Desk review of (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups);</p> <p>Review of perception surveys;</p> <p>Review of Consultations notes; Focus Group Discussions FGD & key Informant Interviews (KII), etc.</p>
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<p>Impact</p>	<ul style="list-style-type: none"> To what extent has the project impacted behavioral and attitude change of communities towards the concessionaires and vice versa? 	<ul style="list-style-type: none"> To what extent were quality outputs delivered in time? To what extent did the project attract additional support (financial and none financial) outside PBF's investment? To what extent were relevant national stakeholders and actors included in the programming and execution of the project? How successful was the coordination between the project implementing agencies and with the PBF Secretariat? How effective was the selection and oversight of any sub-contractors or grantees of the project? 	<p>-Training & Evaluation reports;</p> <p>Consultations notes & key Informant Interviews;</p> <p>-ProDoc and other related documents (AWPs, annual quarterly reports) interview & FGD, interaction</p>	<p>Desk study and interview</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant EISD policy and strategic papers, Reports</p> <p>Key Informant Interview (KII), Focus Group Discussion (FGD), Questionnaires</p>	<p>-Level of perception from communities in preventing concession violence.</p> <p>-Level of trust between concessions & MSPs</p> <p>-Number of MSP coordination mechanism establish & functional;</p> <p>-Level of change in attitude of young men & women participating in violent demonstrations;</p> <p>- Number of concession agreements/contracts reviewed and recommendations advanced;</p> <p>-Level of perception/response from communities in preventing concession violence;</p> <p>-Number of national MSP meeting;</p>	<p>Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups</p> <p>Review of Consultations notes, Focus Group Discussions & key Informant Interviews (KII), etc.</p>
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<p>Sustainability</p>	<ul style="list-style-type: none"> Has the project managed to adhere to key development principles, including national ownership, and ensure sustainability of results? 	<ul style="list-style-type: none"> Have the project resources been well utilized for the attainment of the project objectives? Was the staffing adequate for the implementation of the project? Were Concessionaires supportive of the Project implementation in the affected communities? To what extent has the project impacted behavioural and attitude change of communities towards the 	<p>with target beneficiaries;</p> <ul style="list-style-type: none"> -Perception surveys; -Mitigation meetings, media reports; -NBC, IPs, Dialogue reports; -Training & Evaluation reports; Consultations notes & key Informant Interviews (KII). -ProDoc and other related documents (AWPs, 	<ul style="list-style-type: none"> Desk study and interview Desk review, reports & Field interviews Review of relevant EISD policy and strategic papers, Reports Key Informant Interview (KII), Focus Group Discussion 	<ul style="list-style-type: none"> -Number of videos on concession conflict mitigation; - Level of integration of lessons learned on UNDP strengths and weaknesses in the programming process; -Extent of Inclusion in the local planning process. -Process used to foster national ownership and capacity development -Ability to replicate the practices gained during the interventions -Existence of mechanisms to ensure institutionalization, capitalization and replication of the 	<ul style="list-style-type: none"> Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups Review of Consultations notes, Focus Group Discussions & key Informant Interviews (KII), etc.
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<p>Women & Youths Considerations</p>	<ul style="list-style-type: none"> To what extent has gender and youth related issues been addressed in the design, implementation 	<p>concessionaires and vice versa?</p> <ul style="list-style-type: none"> To what extent the project implemented addressed the Theory of Change? What socio-economic impact has the project had on the local economy through its interventions within the affected communities? What are the conflict prevention impacts that could be attributed to this project? What are the main lessons learnt for the UN in engaging on land concession issues and peacebuilding in the affected communities? 	<p>annual quarterly reports) interview & FGD, interaction with target beneficiaries;</p> <ul style="list-style-type: none"> -Mitigation meetings, media reports; -NBC, IPs, Dialogue reports; -Training & Evaluation reports; -Consultations notes & key Informant Interviews (KII). 	<p>(FGD), Questionnaires.</p> <p>Desk study and interview</p> <p>Desk review, reports & Field interviews</p> <p>Review of relevant EISD policy and strategic papers, Reports</p> <p>Key Informant Interview (KII),</p>	<p>intervention & results of the project;</p> <ul style="list-style-type: none"> -Steps taken by the project to transfer capacities to NBC, IPs- WIPNET, EduCare, etc. -Level of NBC involvement in the formulation & coordination process; -Level of project & GoL engagement in Resource Mobilization (RM) efforts from concession, donors; -Action Plan or Exit Strategy. -Proportion of women participants in MSP discussion & access of the project outputs and basic services; -Geographical and sectorial coverage of the project; # of MSP coordination mechanism establish & functional; 	<p>Desk review (project documents, evaluation reports, government strategies and policies, external organizations working on concession and vulnerable groups</p> <p>Review of Consultations notes, Focus Group Discussions & key Informant Interviews (KII), etc.</p>
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	<p>and monitoring of the project by NBC?</p>	<ul style="list-style-type: none"> ○ What is the likelihood of the project results continuing beyond the duration of the project and how will they be supported after the end of the project? ○ Has the project managed risks effectively and responsibly? ○ How effective was the exit/sustainability strategy of the project to sustain positive changes made by the project? ○ Are there nationally or locally owned structures and mechanisms to maintain the 	<p>-ProDoc and other related documents (AWPs, annual quarterly reports) interview & FGD, interaction with target beneficiaries; -Perception surveys; -Mitigation meetings, media reports; -NBC, IPs, Dialogue reports; -Training & Evaluation reports; -Consultations notes & key Informant Interviews (KII)</p>	<p>Focus Group Discussion (FGD), Questionnaires</p>	<p>Data dis-aggregated by gender; -Number of women participating at the various stages of the project implementation; - Percentage (%) of women indicating increased confidence to engage concession companies directly on land use issues; -Number of women accessing new agro-processing facilities in concession areas; -Number of women reporting increase in income generation, business skills, productivity, etc.; -Percentage (%) of men, women, youths who have access to innovative technology.</p>	
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		<p>project's interventions?</p> <ul style="list-style-type: none">○ What are the strategies to be recommended for the post-project phase, given the success or not and how to mobilize additional funds and promote the internalization of project achievements by the target groups? ○ To what extent have UNDP and FAO been able to adopt gender-sensitive and peacebuilding - based approaches to their work? ○ Is the gender marker data assigned to project representative of reality?				
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		<ul style="list-style-type: none">○ To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?○ What might be the impact of women's participation on issues of conflict prevention and livelihood in the communities to sustain peace?				
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The following table indicates Projects Progress Milestones & Results

PROJECT: Strengthening Conflict Prevention Through Establishing of Multi-Stakeholders Platform & Improve Alternative Livelihood for Concession Affected Communities.

OUTCOMES (1)	OUTPUTS-Planned Results	ACTUAL ACHIEVEMENTS TO DATE
<p>Increased citizen engagement, including meaningful participation of women in concessions management for conflict mitigation.</p>	<p>OUTPUT 1.1: Multi-stakeholder Platforms established and strengthened in four counties.</p>	<ul style="list-style-type: none"> ▪ Implementation strategy show case meeting organized by NBC for participating responsible parties including: -Project staff from the UNDP and the FAO. Timelines were set; material inputs identified; administrative and procurement systems addressed. ▪ Four Stakeholder analysis workshops were conducted in Bomi, Grand Bassa, Nimba, Maryland and Grand Kru for 160 persons and additional four multi stakeholders' platforms (MSPs) were established involving women drawing on Educare and rural women structures. MSPs and women organizations are now capable of working with their counterparts engaging concessions relative to writing and executing MoUs and social development agreements. ▪ 150 peace building manual and curriculum, integrating gender components were reviewed to reflect gender balance. Copies of these manuals were distributed and used to train MSPs and women groups. Women are now knowledgeable on Land dispute settlement, prevention and mitigation of conflicts around concessions. ▪ Conducted Orientation and capacity building for 3 MSPs involving 45 women and 15 men. MSPs are now capable to have informed engagement with concession companies on land issues; Active participation of MSPs in the implementation of existing MOUs between the community and the concession companies ▪ LLA established one county land office in Zorzor, Lofa County and one Gender Unit in Bensonville, Montserrado County. As a result, the LLA can now store information in rural regions and carry out all surveying activities; and issuance of land certificates and deeds without reaching the Monrovia Office. Also, Gender issues on land use and ownership are now addressed.

	<p>OUTPUT 1.2 Enhanced functionality of existing Multi-stakeholder Platforms.</p>	<ul style="list-style-type: none"> ▪ 9 monthly meetings were held for MSPs in 7 different affected communities. The outcome has resulted into strengthening and enhancing MSP functions in these various localities. They now possess knowledge of developing their own work plans, report writing and dispute settlement. ▪ Two (2) MSPs women meetings comprising of 160 participants were held in Nimba and Bomi counties on land rights and land use for women. The training received has enhanced the involvement of women in conflict prevention and mitigation encouraging social cohesion and cooperation between natural resource stakeholders at local levels. ▪ The 3rd Annual National MSP Conference to re-enforce more confidence among MSPs, Concession holders, security and local government officials and National and local CSOs was held in Gompa City, Nimba County from September 29 – October 1, 2019. Participants included MSPs, County Officials, Regional Commanders for Police, Concessions, Development Partners and CSOs. ▪ 7 video documentary reflecting transformational work of the MSPs were produced from 7 MSP areas of intervention. These Videos served informational, educational and PR purposes, visual lesson learnt and as best practicing tool. ▪ IREDD conducted two participatory mapping, land use and land verification exercises in Bomi, Grand Kru, Grand Bassa, Sinoe, Cape Mount, and Bomi Counties in 2018 and 2019 respectively. Report form exercise serves as resource information for GoL policy makers particularly the Legislature and the Cabinet during review of concessions. ▪ The NBC held a National Multi-stakeholder forum on oil palm and large-scale land investments in Liberia. Participants were: - (Major Trans National Corporations as SDPL, EPO, Firestone, AML, MOPP & CRC and LAC. NBC encouraged them to deliver on commitments signed during the consummation of the IRF Project as such, the Oil Palm Concessions pledged to make contributions through the Liberia Agriculture Companies Association (LACA).
	<p>OUTPUT 1.3: Institutional capacity of the National Bureau of Concession to effectively address land concession disputes strengthened;</p>	<ul style="list-style-type: none"> • 7 Concession agreements were monitored and compliance verified for (SDPL, AML, GVL, EPO, LAC, Firestone and AVESORO); Concession monitoring reports processed for submission to the Legislature and Chief Executive; Concessions/Communities (MSPs) strengthened and enhanced; more resource materials for updating the web-based concessions compliance tracking tool (CIMS) verified. ▪ Conducted 2 Quarterly progress monitoring and exercised oversight for each MSPs in 10 locations of concession affected communities (2018 & 2019) and where twelve of the MSPs have acquired new knowledge on conducting call

		<p>and regular meetings; AWP development; Report writing; Drafting by-laws and constitutions and Conflict resolution and other best practices.</p> <ul style="list-style-type: none"> ▪ 40 NBC's staff trained by LIPA to increase productivity in performance of result-based tasks; Strengthened capacity to manage donor's supports and ensuring timely reporting on assignments. They obtained diplomas and certificates in the following disciplines (Assets Management, M&E with specific reference to Concession Monitoring, Human Resource & Procurement). • 1 SUV Hard Top 4X4 Land Cruiser Jeep for NBC procured and NBC Conference Room refurbished which enhanced training and other operational activities with Secretariat coordination on MSPs operations and functions improved; constraints on staff movements (M&E visits, MSPs stations, etc.) reduced; Training room up-to-date and prepared for major conference, workshops and meetings. ▪ 15 MSPs Funded, business registration processed granting legalization. This process qualified 15 MSPs to become independent, competitive along with other national business firms and reduced dependency syndrome of affected communities and elevated them to impacting their communities.
OUTCOME (2)	OUTPUT - Planned Results	Actual Achievements To Date
Improved alternative livelihoods for concession-affected communities for human security	Output 2.1: Rice, cassava and vegetable productivity enhanced in 2 concession affected communities (pilots) ¹	<ul style="list-style-type: none"> ▪ Project baseline established (Report ready/available to identify current problems and potentials of vulnerable farmers in concessions affected communities, taking into account the key gender issues. ▪ Seven hundred sixty-seven (767) small holders' farmers supported across Bomi and Nimba.; 303 farmers (Bomi), 464 farmers (Nimba); 453 farmers supported for rice and cassava crops production; 314 farmers supported for poultry rearing integrated with vegetables production. ▪ Rehabilitated & developed 50 hectares of unencumbered lowland in Bomi and Nimba and secured irrigation schemes for integrated lowland rice and vegetable production including 10 hectares planted with cassava in Bomi & Nimba; 20 hectares planted with upland rice in Moore town. 10 hectares integrated model garden established, 5 ha in Bomi, 5 ha in Nimba. ▪ 350 farmers (125 women,225 men) practically trained to improve crop production and value chain involving the following practices:- <ul style="list-style-type: none"> ▪ Planting cassava on ridges and mounds ▪ Vegetable field layout and planting distances set up.

¹ See, e.g., Elaisha Stokes, Riot on the Plantation: In Liberia, Palm Oil Has Set Off a Dangerous Scramble for Land, ALJAZEERA AMERICA (Oct. 4, 2015), <http://projects.aljazeera.com/2015/10/liberia-palm-oil> (describing a riot at the Golden Veroleum plantation set off by lack of land and jobs).

		<ul style="list-style-type: none"> ▪ Integrated pest management practices ▪ Compost preparation and methods of application ▪ Fertilizers application methods
	OUTPUT 2.2: Quality of milled rice, cassava and vegetables improved	<ul style="list-style-type: none"> ▪ 2 rice mills, 2 rice threshers, 2 de-stoners, 2 motorized cassava graters procured and distributed to beneficiaries in Bomi & Nimba; 50 women, 50 men trained on the usage and operation of agro processors. ▪ 2 storage facilities constructed, one in each County (Bomi & Nimba), equipped with post-harvest technologies (rice mills, threshers. De-stoners and cassava grater. ▪ Two stakeholders' consultative meetings to improve rice and cassava value chain were held in Moore town, Bomi and Makinto in Nimba to put management teams in place for operating the warehouse facilities. ▪ 240 women trained on VSLA methodologies and business management skills in order to help them manage their businesses and turn produce into profits for sustainable livelihood. ▪ 560 beneficiaries trained on improved crops and poultry productions (200-Women) (360-men); 50 women, 50 men trained on agro processors operation to improve crop production and value chain.
	OUTPUT 2.3: Income generating abilities of women in two concession sites are enhanced	<ul style="list-style-type: none"> ▪ Conducted preparatory community dialogues and identified 409 women farmers in project targeted communities across Bomi and Nimba, challenged with lack of improved planting materials (seeds and tools) and training. ▪ 240 women trained on VSLA methodologies and business management skills to generate adequate income for sustainable livelihood purposes. ▪ 560 farmers (200-Women) (360-men) trained in better farming techniques for improved crops and poultry productions and value chain with additional 50 women, 50 men trained in agro processors operation.

ANNEX (4)

INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicator	Indicator baseline	End of project indicator target	Current Indicator progress (achieved)	Reasons for variance delay/if any	Adjustment of target/if any
Outcome 1 Increased citizen engagement in concessions management for conflict mitigation.	Indicator 1.1 Level of perception of effectiveness of MSP's from all stakeholders (communities and companies most notably) in preventing concession violence.	October 2017 - 85% The MSPs have intervened and resolved conflicts in these concession's communities that did not result into violence.	95% increase in perception change (to be confirmed after conducting baseline)	October 2019; 15 MSPs have now been formed.	There was no perception survey conducted but the commitment of the MSPs to resolve, prevent and mitigate conflict gave rise to this percentage. Moreover, the level of commitment from the Concessionaires for MSPs to be established in order to serve as conduits to mitigate and resolved conflicts.	1 October, 2019
	Indicator 1.2 Proportion of participants in MSP discussions who are women	October 2017 34 women	40% of participants are women	October 2019: Training for MSPs with special focus on women carried out by IREDD (a CSO) in August involving 40% women.	NBC and the CSO reviewed the content and approach of the training. A meeting was set up in order to have a very clear understanding of the training module	5 August. , 2019

	Performance Indicator	Indicator baseline	End of project indicator target	Current Indicator progress (achieved)	Reasons for variance delay/if any	Adjustment of target/if any
	Indicator 1.3					
Output 1.1 Multi-stakeholder Platform established and strengthened in four counties.	Indicator 1.1.1 # of additional MSPs established and functional	October 2017 - 3	15 MSPs established and functional	Progress of 5 MSPs on concession and land dispute resolution monitored by NBC.	These MSPs were monitored based on the urgency.	5 August, 2019
	Indicator 1.1.2 # of women in MSPs trained on peacebuilding measures and acquire leadership skills to counter concession conflicts	34 out of 80 members	Target: 74 members (At least 40 women from the 4 MSPs actively participating in the trainings).	Training by IREDD was carried out based on NBC's approval.	The training was conducted in September	2 September , 2019
Output 1.2 Enhanced functionality of existing Multi-Stakeholder Platforms.	Indicator 1.2.1 % of women indicating increased confidence to engage concession companies directly on land use issues	October 2018 45%	100 Women	These figures have been collected based on the percentage, increment, and confidence and participation level of women during MSP meetings and conferences have been significant and impressive.	Full skill training was conducted for the additional 5 MSPs established. Each MSP has 50% of women's participation.	1 August, 2019

	Performance Indicator	Indicator baseline	End of project indicator target	Current Indicator progress (achieved)	Reasons for variance delay/if any	Adjustment of target/if any
	Indicator 1.2.2 # of national MSP meetings	October 2017 – 0	2 national dialogues	One national conference for about 300 MSP members, Concessionaires and other stakeholders was held in September.		September 21, 2019
Output 1.3 Institutional capacity of the National Bureau of Concession strengthened to effectively address land concession disputes.	Indicator 1.3.1 Level of oversight performance of NBC technical secretariat	October 2018 80%	Monitor and coordinate 1 PBF project; progress reports submitted on time.	There is great improvement as regards quality and timeliness of report submission by NBC.		October 15, 2019
	Indicator 1.3.2 # of CIMS concession agreements and Environmental and Social Impact Assessment active and updated.	Baseline: 1 (CIMS developed but needs to be functional)	1 (strengthened and upgraded incorporating Cadastre and local network)	NBC has been linked to Revenue Development Foundation (RDF) an NGO consulting firm to help transfer its system onto a platform that does not charge yearly subscription fee.	RDF which is an NGO was asked to link NBC to their system that is based at Mines and Energy but it was not possible for both systems to interface since NBC has an advanced system.	

Output 1.4	Indicator 1.4.1					
	Indicator 1.4.2					
Outcome 2 Improved alternative livelihoods for concession affected communities for human security.	Indicator 2.1 Level of change in attitude of young men and women to participate in violent demonstrations.	0	10% increment in change of attitude in targeted in the targeted communities.	7%	Additional 3% to be achieved when all activities contributing to this outcome are completed then we will begin to see increase in changes since this is at the outcome level	September 30, 2019
	Indicator 2.2 Change in the capacity of HH to replace, increase, and improve their productive assets affected by concessions activities.	Weak capacity/potential.	Strong/improved capacity.	Alternative livelihood activities are on-going to strengthen and improve household capacity.	Land identified for cultivation had high vegetation and it took beneficiaries time to clear, de stump and prepare land for planting.	June 28, 2019
	Indicator 2.3 % of men and women farmers who have access to innovative technology	0	25%	17%	As mentioned in 2.2, productive activities are ongoing due to delay caused by preparing a virgin land with high vegetation, however, post-harvest technologies including storage and drying floors have all been put in place to mitigate post-harvest losses. Harvest and full production begins in 6 months.	June 30, 2019, July 5, 2019.

	Performance Indicator	Indicator baseline	End of project indicator target	Current Indicator progress/achieved	Reasons for variance delay/if any	Adjustment of target/if any
Output 2.1 Rice, cassava vegetable and poultry productivity enhanced in two concession-affected communities	Indicator 2.1.1					
	Indicator 2.1.2 Existence of baseline survey report on constraints faced by farmers # of men and women provided with training in the use of agro-processors	0	100 beneficiaries (50 men and 50 women)	0	Without the storage facilities the training could not start. Now that the facilities have been completed and will be equipped in July, training is expected to commence. 100 beneficiaries for this training have been identified. As to date, training completed.	June 30, 2019, July 5, 2019
Output 2.2 Quality of milled rice, cassava and vegetables improved.	Indicator 2.2.1 # of women accessing new agro-processing facilities in concession areas	0	720 women	100%	Storage with drying floors are completed and will be equipped in July for access to begin	July 31, 2019
	Indicator 2.2.2 # of mini storage facilities.	0	2	95%	These facilities are completed but will be equipped in July 2019 for dedication and turn over to beneficiaries.	June 30, 2019
Output 2.3 Income-generating abilities of women in two concession sites are enhanced;	Indicator 2.3.1 # of women who are reporting increase in income generation.	0	25%	15%	Productive activities due to the delay caused by preparing a virgin land with high vegetation have just begun. Production targeted in 3-6 months.	September 30, 2019

	Indicator 2.3.2 # of women reporting increment in business skills	0	720	0%	Initially, beneficiaries were busy on land preparation for productive activities. VSLA and SBD trainings have been completed according to UEM report of December 5, 2019. Ongoing with women acquiring skills.	September 30, 2019
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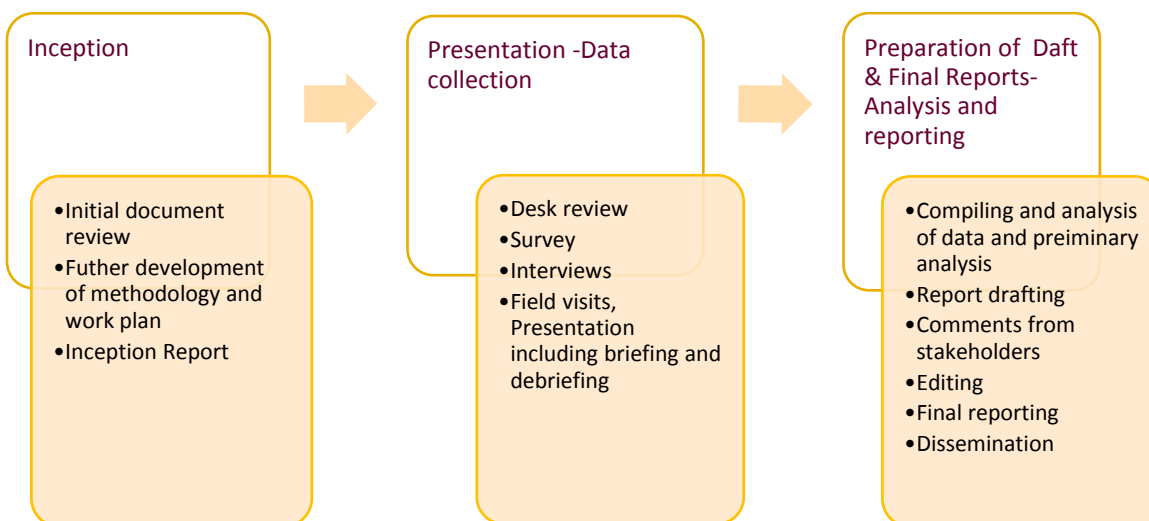
ANNEX 5 EXPECTED RESULT FRAMEWORK		
Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities Projects.		
NO	OUTCOME (S)	OUTPUTS
1	Increased citizen engagement, including meaningful participation of women in concessions management for conflict mitigation.	<p>OUTPUT 1.1: Multi-stakeholder Platforms established and strengthened in four counties.</p> <p>Activity 1.1.1: A project inception meeting will be held including NBC, UNDP, FAO, and concession companies, to detail project objectives, activities and planning, while enabling partners to establish and define their roles;</p> <p>Activity 1.1.2: Preparatory stakeholder analysis will be conducted in Bomi, Grand Bassa, Maryland and Grand Kru to identify key stakeholders and assess their prospective roles and responsibilities, identify problems, causes and impacts of concession conflicts, existing conflict mitigation mechanisms, current capacity of PACs and civil society in conflict management and prevention;</p> <p>Activity 1.1.3: Review of peacebuilding manual and curriculum, integrating elements of Educare's curriculum to strengthen women's visibility and voice;</p> <p>Activity 1.1.4: Orientation & capacity building workshops for MSPs, involving CPCs, Women's Peace Huts, and Rural Women on peacebuilding and conflict prevention/management, land reform, negotiation skills and labor rights;</p> <p>OUTPUT 1.2: Enhanced functionality of existing Multi-stakeholder Platforms.</p> <p>Activity 1.2.1: 14 monthly MSP meetings will be organized in Bomi, Grand Bassa, Grand Cape Mount, Grand Kru, Maryland, Nimba & Sinoe counties drawing from AWP's and ensuring alignment with corporate social responsibilities provisions contained in MOAs;</p> <p>Activity 1.2.2: Two innovative annual MSP conferences will be held with over 750 delegates of (PACs, national and sub-national government officials, UN, civil society, other development partners) to reflect on concession grievances, lessons learned and opportunities for improvement; review and refine concession management framework; and develop AWP's;</p> <p>Activity 1.2.3: Citizens' Engagement in Liberia's Natural Resource Concessions: Proposed title of a 20-minute video to be produced from original footage of concession sites, citizens expressing discontent and the transformational work of the MSPs. The video will be produced for informational, educational and PR purposes, a visual lesson learnt and best practices tool. Discussions with Accountability Lab on possible collaboration are in their early stages;</p>

		<p>Activity 1.2.4: Pilot two consultations between women affected by concessions and concession companies in Maryland and Nimba counties on land use;</p> <p>Activity 1.2.5: Undertake pilots on participatory mapping and land use and land verification in Bomi and Grand Kru. This will strengthen GoL policy formulation in this sector.</p> <p>Activity 1.2.6: Facilitate one National Multi-stakeholder forum on oil palm and large-scale land investments in Liberia, to improve SLI Sustainability within Liberia's palm oil supply chain;</p> <p>Output 1.3: Institutional capacity of the National Bureau of Concession to effectively address land concession disputes strengthened;</p> <p>Activity 1.3.1: Monitor quarterly progress monitoring report of MSPs on concession land dispute resolution with the objective of consolidating best practices;</p> <p>Activity 1.3.2: Monitor and support with the on-time operational and financial closure of the PBF project;</p> <p>Activity 1.3.5: Support partners and strengthened their capacity to manage donor's supports and increased productivity in performance for result-based tasks;</p> <p>Activity 1.3.6: Identify problems in relation to project implementation, delivery and management and provide support to reduced constraints on staff movements (M&E visits, MSPs stations, etc.)</p> <p>;</p> <p>Activity 1.3.7: Support the effective set up and institutional strengthening of MSPs and oversee implementation of their AWP;</p>
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NO	Outcome (S)	OUTPUTS
2	Improved alternative livelihoods for concession-affected communities for human security	<p>OUTPUT 2.1: Rice, cassava and vegetable productivity enhanced in two (2) concession affected communities.</p> <p>Activity 2.1.1: Conduct baseline study to identify current problems and potentials of vulnerable farmers in concessions affected communities, taking into account the key gender issues;</p> <p>Activity 2.1.2: Hold consultative meetings with stakeholders/communities and concessionaires to verify the scope of assistance received by small holder farmers, ensuring gender sensitivity;</p> <p>Activity 2.1.3: Support smallholder farmers' associations/cooperatives (focusing on women and youth cooperatives) to intensify productivity and value chain, and reduce conflict probabilities;</p> <p>Activity 2.1.4: Rehabilitate/develop 50 hectares of encumbered lowland, already identified and secured in Bomi and Nimba, and irrigation schemes for integrated lowland rice and vegetable production;</p> <p>Activity 2.1.5: Conduct training in improved crop production and value chains.</p> <p>OUTPUT 2.2: Quality of milled rice, cassava and vegetables improved among others, this output will ensure that women and men access and benefit from markets. Market information will be provided as well as transportation to markets.</p> <p>Activity 2.1.1: Source, procure, distribute and conduct training for the use of agro-processors;</p> <p>Activity 2.2.2: Construct 2 mini storage facilities (Bomi and Nimba) with 2 rooms (one for grater, and one for rice mills and stoner and thresher) with an estimated size 36'6" and 25'6" to house agro processors.</p> <p>Activity 2.2.3: Organize consultative meeting for stakeholders and beneficiaries on improving the rice and cassava value chain.</p> <p>Activity 2.2.4: Link smallholders to market. Potential buyers (companies and supermarkets) will be identified and linked to smallholder farmers, negotiation conducted to have this achieved with satisfactory market prices;</p> <p>OUTPUT 2.3: Income-generating abilities of women in two concession sites are enhanced;</p> <p>Activity 2.3.1: Conduct preparatory community dialogues to identify women farmer challenges and potential for expansion. Conduct separate participatory needs assessments for women;</p> <p>Activity 2.3.2: Train women from the affected communities in small business management;</p> <p>Activity 2.3.3: Training women farmers in better fanning techniques, including agro-processors, to improve crop production and value chain.</p> <p>Activity 2.3.4: Strengthen provision of, and linkages to, value addition, marketing and market information, using ICT and sustainable and environmentally-sound tools and technologies.</p>

Annex (6) WORK PLAN: Phases of Work (Inception, Presentation, Draft, Final)

Evaluation Phases



Calendar of Work

Activity (s)	Time Frame	Date	Responsible Party
Signature of Contract			
Inception -Meetings, Desk review of key documents Evaluation design, methodology and detailed work plan leading to.	5 days	October 9-11	Evaluation Team
Feedback and finalization of -Inception Report		October 14-15	UNDP and Partners
Interviews & Stakeholder Meetings		October 16-17	Evaluation Team
Field visits -Data Collection -Key Informant Interview (KII), Focus Group Discussions (FGD) with local stakeholders, CSOs and beneficiaries.	14 days	October 17-30	
Exit Workshop –Debriefing /presentation of preliminary findings, comments and recommendations	1 day	November 4	Evaluation Team
Data Collation, analysis and drafting of Comprehensive Report	7 days	November 5-12	Evaluation Team

Review of First Draft Report, Incorporating major and relevant comments/stakeholders' inputs			
Incorporation of comments and Preparation of Final Report	3 days	November 13-15	Evaluation Team
Final Report Submission		November 16-17	
	30 Days		

Annex (7): Sample Focus Group Protocol

This protocol is a drafted list of questions that are reworked and revised depending on the different categories of stakeholders encountered.

QUESTIONS
<ol style="list-style-type: none"> 1. Why did you take part in this activity? 2. What activities were you engaged in? 3. What did you get from this activity? 4. Do you think this project was relevant and important? How? 5. To what extent was peacebuilding areas addressed? 6. Did the project address the problems of conflict confronting you as an individual and a community? 7. To what extent did these activities support peace-building, social cohesion and alternative livelihoods? 8. Were there components of this activity useful to your individual/corporate livelihood? Which ones? 9. How far did this project reach you and family? 10. Are you satisfied with the results? Which ones, if yes? 11. What do you think were some of the challenges of the project? 12. Did the project engage you in establishing and strengthening multi-stakeholder platforms? 13. How did the project contribute towards improving the MSPs social cohesion in the affected communities? 14. Has the intervention prevented conflicts? 15. What kinds of support did you get from local authorities? 16. To what extent has the project impacted your behavior and attitude change towards the Concessionaries and vice versa? 17. What has been the socio-economic impact of the project on the local economy? 18. What are some of the prevention impacts of this project? 19. How has gender been addressed in the project design, implementation and monitoring? 20. Has the project promoted positive changes in gender equality? 21. Do you think that you own the project and sustainable are the results? 22. What is the likelihood that the project will be sustained after duration? 23. Are national and local structures strong enough to sustain the interventions? 24. To what extent have this project been successful or not successful in your community? 25. What do you recommend for the next phase?



Annex (8): Documents to be reviewed

The consultants reviewed these documents that inform the development of the draft Report. It must be noted that literature review is a continuous process until the assignment is completed. Underneath are the following:

1. Project Documents
2. UNDP Guide to Outcome Evaluations
3. GoL PAPD
4. Agenda for Transformation
5. Annual Progress Reports
6. Mid-Term Reviews
7. Monitoring reports
8. Field reports
9. Annual Work Plans
10. Vision 2030
11. UNDAF Liberia 2013-2017
12. Statistical Documents
13. Guidelines-inception-report

ANNEX (9): Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation - Impact Assessment Meeting

County: Bomi, Beh sao-Sengeh District

Name of MSP: Sengeh Action for Peace Advocacy and Development (SAPAD)

Date: October, 18th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Aaron M. Johnson	0770-063-631	SAPAD	Fin. Secretary	M
2.	Boimah Q. Sando	0776-867-726	SAPAD	CSO/ Member	M
3.	Famatta Jah	0776-370-866	SAPAD	Secretary	F
4.	Festus J. Morris	0776-370-866	SAPAD	Advisor	M
5.	Kannor Pissi	0770-037-926	SAPAD	Member	F
6.	Moore Johnson	0776-710-796	SAPAD	Member	M
7.	Hawa Morris	0775-217-185	SAPAD	Member	F
8.	Jatru Kollie	0776-710-794	SAPAD	Member	F
9.	Victoria Cassell	0777-153-838	SAPAD	Member	F
10.	Bendu Jah	0775-786-579	SAPAD	Member	F
11.	Famatta Moore	0778-460-408	SAPAD	Member	F
12.	Abraham B. Maison	0778-777-385	SAPAD	Member	M
13.	Bendu Scott	0881-153-567	SAPAD	Member	F
14.	Sando T. Sheriff	0880-569-639	Beh- Sao	Town Chief	M
15.	Cyrus N. Cooper	0778-508-842	SAPAD	Cso/ Member	M
16.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
17.	Angelance Browne	0776-104-206	UNDP	Consultant	F
18.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation – Impact Assessment Meeting

County: Kinjor, Grand Cape Mount County

Name of MSP: Project Affected Communities (PAC)

Date: October, 19th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Omaru F. Kanneh	0886-923-177	PAC	Member	M
2.	Hans B. Massaquoi	0778-009-311	PAC	Member	M
3.	Morris P. Swaray	0776-040-013	PAC	Member	M
4.	Amadu Fahmbulleh	0770-379-764	PAC	Gen. Secretary	M
5.	Momo Kollie	0776-092-579	PAC	Member	M
6.	Sekou Kamara	0775-786-358	PAC	Member	M
7.	Varney N. Nuah	0775-961-320	PAC	Youth Coordinator	M
8.	Maima Nyei	0775-688-283	PAC	Women Coordinator	F
9.	Mambu G. Sheriff	N/A	PAC	General Assembly Speaker	M
10.	Fatumata Kamara	0778-899-314	PAC	Member	F
11.	Sedia Bafalie	0776-097-398	PAC	Member	F
12.	Alieu Turay	0770-778-619	PAC	Member	M
13.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
14.	Angelance Browne	0776-104-206	UNDP	Consultant	F
15.	Jonah Danny Mbelekei	0886-578-260	NBC	Regional Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation - Impact Assessment Meeting

County: Grand Cape Mount County

Name of MSP: Communities United for Peace (CUP)

Date: October, 19th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Amos Vincent	0886-889-395	CUP	Co. Chair	M
2.	Samuel Sando	0555-924-196	CUP	Member	M
3.	Lucy Kollie	0886-574-704	CUP	Advisor	F
4.	Siah Wollie	0778-303-837	CUP	Member	F
5.	Abu Golafey	0555-883-080	CUP	Member	M
6.	Musu Sambollah	0880-336-642	CUP	Member	F
7.	Maima Konneh	0886-161-418	CUP	Member	F
8.	Miama Fahnbulleh	0886-479-565	CUP	Member	F
9.	Sao Golafalay	0777-001-389	CUP	Member	F

10.	Boima Dassin	0555-883-071	CUP	Member	M
11.	Boakai Swaray	0886-894-553	CUP	Member	M
12.	Adama Haines	0777-787-691	CUP	Member	M
13.	Mamakor Sambollah	0880-133-856	CUP	Member	F
14.	Arthur M. Konneh	0880-243-355	CUP	Member	M
15.	Anderson Darblo	0886-960-952	CUP	Member	M
16.	Musu V. Konneh	0888-384-273	CUP	Member	F
17.	Askia Mohammed	0886-958-258	CUP	Member	M
16.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
17.	Angelance Browne	0776-104-206	UNDP	Consultant	F
18.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation- Impact Assessment Meeting

County: Grand Bassa County

Name of MSP: Progressive Action for Sustainable Advocacy Development Committee (PASADC)

Date: October, 21th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Andrew Totimen	0881-257-898	PASADC	Chairman	M
2.	Augustine O. Hiller	0880-276-538	PASADC	Member	M
3.	Luke Payetoe	0881-187-058	PASADC	Advisor/Chief	M
4.	Rose Swen	0880-277-826	PASADC	Co. chair	F
5.	Sam G. Wee	0888-112-812	PASADC	Secretary	M
6.	Morris Beah	0775-344-182	PASADC	Member	M
7.	Hannah Peters	0880-277-834	PASADC	Chaplain	F
8.	Hannah Vonyon	0880-277-830	PASADC	Member	F
9.	Ruth Moohn	0881-723-311	PASADC	Member	F

10.	Marie Manyon	0880-277-168	PASADC	Member	F
11.	Robert Karngar	0881-724-119	PASADC	Member	M
12.	Justina Cece	0886-483-419	PASADC	Treasurer	F
13.	Sarah Gbar	0880-277-833	PASADC	Member	F
14.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
15.	Angelance Browne	0776-104-206	UNDP	Consultant	F
16.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Technical Evaluation - Impact Assessment Meeting

County: Grand Bassa County LAC

Name of MSP: (ZUPA) Zewein United for Peace and Advocacy

Date: October, 22nd 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Sylvester O. Dobsosn	0776-536-206	ZUPA	Chairman	M
2.	Napoleon Gbeegar	0776-819-214	ZUPA	Secretary	M
3.	Esther Jimmy	0880-013-175	ZUPA	Co. Chair	F
4.	Esther Smith	0880-019-668	ZUPA	Member	F
5.	Solomon Yarbah	0880-016-058	ZUPA	Advisor	M
6.	Sam S. P. Whornee	0886-891-847	ZUPA	Member	M
7.	Madison T. Johnsn	0888-234-930	ZUPA	Fin. Secretary	M
8.	Charles T. Dobson	0880013071	ZUPA	Member	F
9.	Esther Boe	0880013264	ZUPA	Member	F
10.	Paul Boeglay	0880280421	ZUPA	Member	F
11.	Esther Smith	0880019668	ZUPA	Member	F
12.	Bob Goffa	0770047477	ZUPA	Member	M
13.	Charles T. Dobson	0880013071	ZUPA	Member	F
14.	Bob A. Zangar	0886439639	ZUPA	Member	M
15.	Emmanuel Karpee	0880041192	ZUPA	Member	M
16.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
17.	Angelance Browne	0776-104-206	UNDP	Consultant	F
18.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation - Impact Assessment Meeting

County: Grand Bassa County-Liberia Agricultural Company (LAC)

Name of MSP: ABLOJA (Our Land Business)

Date: October, 22nd 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Helter Wragboe	0880-977-985	ABLOJAY	Chairman	M
2.	Marinto Gboyah	0775-863-545	ABLOJAY	F/Secretary	M
3.	Bob Yarbah	0880-280-391	ABLOJAY	Member	M
4.	Emmanuel B. Allie	0880-282-329	ABLOJAY	Secretary	M
5.	Nathaniel D. Monway	0888-537-475	ABLOJAY	T. chief/ Member	M
6.	Martha Gbanfein	0880-282-292	ABLOJAY	Treasurer	F
7.	Norah Baidah	0880-277-700	ABLOJAY	Chaplain	F
8.	Annie Garpue	0555-883-079	ABLOJAY	Member	F
9.	Love B. Allie	0881-720-558	ABLOJAY	Co. Chair	F
10.	Cooper Gargar	0775-848-069	ABLOJAY	Member	M
11.	Matthew Menyee	0775-848-036	ABLOJAY	Member	M
12.	Olum Garyeadea	0776-856-987	ABLOJAY	Member	M
13.	John Garway	0880-284-737	ABLOJAY	Member	F
14.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
15.	Angelance Browne	0776-104-206	UNDP	Consultant	F
16.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation - Impact Assessment Meeting

County: Nimba County

Name of MSP: (SPAMAC) Sustainable Partnership for Mine Affected Communities

Date: October, 25th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Sylvester Nyanamah	0776-358-077	SPAMAC	Chairman	M
2.	Regina Gbanlah	0775-979-204	SPAMAC	Co. Chair	F
3.	Samuel L. Blemie	0776-659-632	SPAMAC	Gen. Secretary	F
4.	Patrick P. Weanquoi	0775-071713	SPAMAC	Advisor	M
5.	J. Tarpeh Dixon	0775-683-210	SPAMAC	Member	M
6.	Roland Dolo	0775-556-179	SPAMAC	Member	M
7.	Betty K. Gono	0776-914-398	SPAMAC	Member	F
8.	Tongon Dolo	0555-883-246	SPAMAC	Member	M
9.	Mary Kruah	0880-264-587	SPAMAC	Member	F
10.	Felecia Gono	0881-422-952	SPAMAC	Member	F
11.	Hon. Cooper S. Wakala	0886-909-099	GBAPA	Paramount Chief	M
12.	Hon. Matthew S. Dolo	0770-276-101	GBAPA	Clan. Chief	M
13.	Hon. Suah Zaah	N/A	GBAPA	Town Chief	M
14.	Kelvin Martor	0775-145-821	SPAMAC	Member	M
15.	Betty Wuo	0775-799-090	SPAMAC	Member	M
16.	Saye Karto	0778-699-744	SPAMAC	Member	
16.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
17.	Angelance Browne	0776-104-206	UNDP	Consultant	F
18.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M

Extractives Industry for Sustainable Development (EISD) Project, National Bureau of Concessions (NBC)

Terminal Evaluation - Impact Assessment Meeting

County: Bong

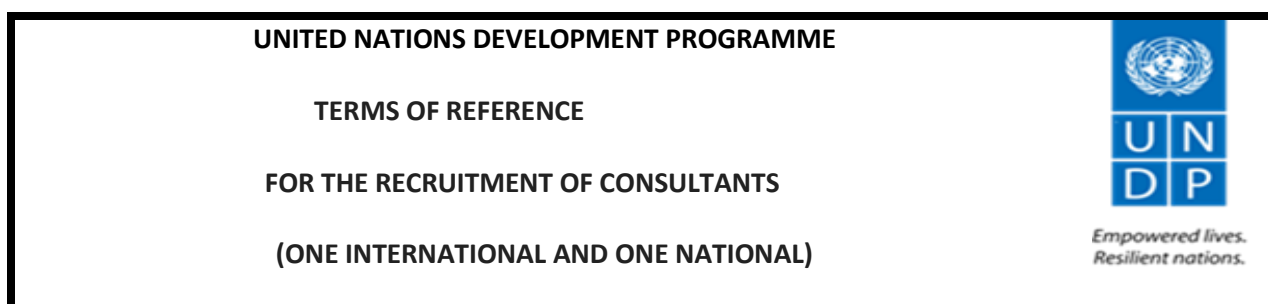
Name of MSP: (LAN) Leeseah Advocacy Network

Date: October, 28th 2019

Attendance

NO.	Name	Contact	Address	Position	Sex
1.	Rose Somah	0880-409-450	LAN	Chairlady	F
2.	Matthew G. Whymah	0886-141-772	LAN	Co. Chair	M
3.	Andrew J. Kermue	0886-979-646	LAN	Secretary	M
4.	Nymah Clarke	0886-647-434	LAN	Fin Secretary	F
5.	Victoria K. Sumo	0880-549-558	LAN	Treasurer	F
6.	Elizabeth Beadeh	0880-744-109	LAN	Chaplain	F
7.	James Tarr	0886-721-998	LAN	Advisor	M
8.	Ochebe Sunnyway	0881-069-958	LAN	Member	M
9.	Dua M. Karnga	0886-369-533	LAN	Member	M
10.	Matthew N. Gbarken	0886-301-530	LAN	Member	M
11.	Martin O. Hyncenth	0886-954-053	LAN	Member	M
12.	David W. Karngar	0886-987-650	LAN	Member	M
13.	Abel Benson	0880-121-785	LAN	Member	M
14.	Christiana Paye	0881-771-414	LAN	Member	M
15.	Sarah Gaye	0880-373-151	LAN	Member	F
16.	Michelson G. Nyeen	0881-258-127	LAN	Member	M
17.	Anna N. Glador	0886-271-509	LAN	Member	F
18.	Rebecca Waeko	0555-842-179	LAN	Member	F
19.	Emmanuel Garglan	0880-423-965	LAN	Member	M
20.	Charleston P. Willie	0881-481-484	LAN	Member	M
21.	Sam Channie	0555-884-861	LAN	Member	F
22.	Paye Kpawulu	0555-885-171	LAN	Member	M
23.	Hindowa Momoh	0776-913-237	UNDP	Consultant	M
24.	Angelance Browne	0776-104-206	UNDP	Consultant	F
25.	Jonah Danny Mbelekei	0886-578-260	NBC	Reg. Director	M
MNG Gold Company Attendance					

Annex (11): Term of Reference (TOR)



Job ID/Title:	1 International Consultant and 1 National Consultant <i>Evaluation of Strengthening Conflict Preventing through Establishing of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities</i>
Scope of Advertisement:	Globally advertised (Including jobs.undp.org)
Category (Eligible applicants):	External and Internal
Brand:	UNDP
Practice Area:	Peacebuilding and social cohesion
Application Deadline:	26 th September 2019
Type of Contract:	Individual Contracts
Post Type and Level:	International and National Consultant
Duty Station:	Monrovia with missions in project areas including Bomi, Cape Mount, Grand Bassa and Maryland.
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	3 October
Duration of Contract:	40 working days
Expected Duration of Assignment:	56 days

1. Context

Sustaining peace in Liberia requires long-term investment in national institutions to help them be inclusive, accountable and responsive. In the process, it is critical to ensure that the Government is committed to providing opportunities and services to all Liberians, including youth and women. After a decade of successful peacekeeping interventions, there was an urgent need to further strengthen peacebuilding interventions to maintain the gains made and address the key remaining conflict drivers as captured in the Liberia Peacebuilding plan, prepared by the Government and the UN and endorsed by the UN Security Council. The sustaining peace agenda laid out by the Liberia Peacebuilding Plan emphasizes national reconciliation, justice and security reform and preventing continuing land and concession related conflicts.

Against this backdrop, the Peacebuilding Fund (PBF) provided funding to support the implementation of the *Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities* Project. Implemented by UNDP and UN FAO, the Project aims to strengthen the emerging Multi-Stakeholder Platforms (MSPs) for non-judicial mitigation of land concession disputes, developing alternative livelihoods for affected communities, preventing land concession conflict escalation and promoting social cohesion.

The Project is designed to help strengthen local capacities to address the underlying causes of concessions-related conflicts and embrace mitigating and preventive measures led by the MSPs in the catchment communities of the project. Consequently, it has established and operationalized four new MSPs in Bomi, Grand Bassa, Grand Kru and Maryland counties, and consolidated three existing ones in Sinoe, Maryland and Nimba counties by enhancing networking and coordination in taking lead in conflict prevention/mitigation. The Project has built on UNDP's *Strengthening National Reconciliation through Improved Understanding of Conflict Drivers in Concession Areas and Establishment of Stakeholder Platforms Project*, focusing on three hotspot concession areas: Maryland, Nimba, and Sinoe counties. The Concessions Project has contributed to strengthening the Sustainable Partnership Initiative (SP1) by bringing 18 Project Affected Communities (PACs), relevant government entities, civil society, development partners and concessionaires to a common platform to work through specific concerns arising from concession operations as well as framing collective agendas. The Concessions Project has two outcomes:

Outcome 1: Increased citizen engagement, including meaningful participation of women in concessions management for conflict mitigation.

This outcome aims to create structures for managing tensions to bring order, predictability and trust to situations where, otherwise, competition and conflicting interests would be rife. It also addresses/identifies the need for reforms in large-scale land investment by modeling community engagement and transforming community rights into economic opportunities. It has built on UNDP's global experience and expertise in multi-stakeholder and democratic dialogue processes, concessions conflict management and UN joint programme on Land Reforms.

Outcome 2: Multi-stakeholder Platform established and strengthened in four counties

Four MSPs have been established in four counties respectively. The SPI structure, which has been rolled out to all MSPs, is a 20-member committee, constituted by representatives of the company, PACs (elected by

their local communities), and GoL agencies with concessions management responsibilities including the Ministry of Agriculture, the Ministry of Internal Affairs, the Environmental Protection Agency, and the National Bureau of Concessions. Selected civil society groups (Green Advocates and Grand Cape Mount Civil Society for SDL) also participate as members of the core SPI group, at the invitation of the PACs and the company.

2. Purpose and Objectives of Consultancy:

The purpose of this consultancy is to carry out a terminal evaluation of the ***Strengthening Conflict Prevention through Establishment of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities*** to assess its outcome/results achieved in the course of its implementation. The evaluation will focus on assessing the project's relevance, effectiveness, efficiency, sustainability, cross-cutting issues (gender and youth) and initial impact vis-à-vis the qualitative and quantitative objectives initially planned.

The specific objectives of this consultancy are to:

- Appreciate the results obtained with regards to the previously defined objectives and the expectations of the targeted Concession's communities;
- Appreciate the changes attributable to project interventions;
- Measure progress in Multi Stakeholder Platform communities;
- Note the use of disbursed funds in relation to the needs initially identified;
- Identify constraints related to the implementation of the project;
- Make recommendations aimed at consolidating the achievements of the project and ensuring sustainability; and
- Draw lessons from this project that will be useful to UNDP, FAO and the National Bureau of Concessions.

Considering the above, UNDP seeks to hire two consultants, one international and one national, to conduct an end of term evaluation for this Project.

3. Description of Responsibilities

The International Consultant will oversee the entire evaluation process, ensure its successful execution and be responsible for the final product. As the Team Leader, s/he will manage one national consultant. In addition to his/her direct reporting line to the international consultant, the National Consultant will rely on the project staff and stakeholders to prepare the ground for effective and efficient implementation of the evaluation. They will work with the Project Manager, in consultation with the PBF Secretariat and other stakeholders, under the overall supervision of the Deputy Resident Representative/Programmes. The Consultants will have the following specific tasks:

Relevance of the Project:

The Consultants will evaluate to what extent the objectives envisaged by the project during its design meet the needs of the target population in response to national priorities which the project seeks to address. The evaluation will also assess the project's relevance in line with the development objectives of UNDP's Country Programme, particularly with regards to peacebuilding, livelihood, social cohesion etc. Among other things, the evaluation should determine:

- To what extent does the project align with national development, peacebuilding and livelihood priorities?
- To what extent have the outputs and outcomes in the Project Document (ProDoc) contributed to AfT and PAPD corresponding pillar(s)?
- Were the substantive outputs/activities of the project fully covered during the implementation?
- To what extent the substantive peacebuilding areas were addressed?
- To what extent the project implemented addressed the Theory of Change?

Efficiency of the Project:

The Consultants will evaluate the relationship between the different activities carried out under the program, the resources available and the results achieved. It will provide an assessment of the cost in terms of balancing the results achieved with the use of human and financial resources. To do this, it will analyze the specific organization of the project, the tools and resources used, the quality of the day-to-day management, the actions carried out by the different actors, the management and adaptation capacity of the managers in relation to the activities, the expected and achieved results and the overall implementation environment. The evaluation will aim to determine:

- To what extent has the project's selected method of delivery been appropriate to its objectives and the development context?
- To what extent were quality outputs delivered in time?
- To what extent did the project attract additional support (financial and none financial) outside PBF's investment?
- To what extent was the project effectively coordinated by National Bureau of Concession?
- To what extent were relevant national stakeholders and actors included in the programming and execution of the project?
- How successful was the coordination between the project implementing agencies and with the PBF Secretariat?
- How effective was the selection and oversight of any sub-contractors or grantees of the project?
- Have the project resources been well utilized for the attainment of the project objectives?

- Was the staffing adequate for the implementation of the project?
- To what extent have UNDP and FAO been able to adopt gender-sensitive and peacebuilding -based approaches to their work?
- To extent UNDP and FAO perceived by stakeholders as a strong advocate for improving government effectiveness and integrity within the project communities?
- Were Concessionaires supportive of the Project implementation within the affected communities?

Effectiveness of the Project:

The Consultants will determine to what extent the project's actions have contributed to the achievement of the objectives set and the expectations of the populations met in the affected communities of the project. In particular, it will assess whether the project has contributed to building capacities and improving (i) trust and social cohesion in the affected communities, (ii) peaceful co-existence between project beneficiaries and concessionaires as well as the provision of land for the implementation of alternative livelihood activities. On the overall, the evaluation will aim to determine:

- To what extent has the project been able to achieve its results and what is the evidence?
- To what extent has been the progress made towards achievement of the expected outcomes and results; results achieved, the reasons for the achievement or non-achievement of the project results?
- To what extent have been the project's greatest accomplishments/contributions and value-added to supporting peacebuilding, social cohesion and alternative livelihood?
- How successful was the project at improving the relationships and trust between the communities and the land concessionaires?
- To what extent the project reached its targeted beneficiaries?
- To what extent the beneficiaries of the project are satisfied with the results?
- Does the project have effective monitoring mechanisms in place to measure progress towards achievement of results?
- How successful has the Project been in terms of addressing both outcomes?
- To what evidence is there that the project has contributed towards an improvement in MSPs social cohesion in affected communities?
- To what extend the MSPs interventions prevented conflict between the affected communities and the Concessionaires?
- Has local authority been supportive of the MSP's activities in the affected communities?

From the indicative impact of the project:

The Consultants will assess qualitative, and to the extent possible, quantitative indicative impact of the activities carried out so far under the project. This will be based on the logical framework of the project document but may, where appropriate, suggest other measures that it considers more relevant. Special attention will be paid to the analysis of the needs identification, field reports and the end-of-activity reports of the operational partners implementing the project activities, as appropriate.

The evaluation will aim to determine:

- To what extent has the project impacted behavioral and attitude change of communities towards the concessionaires and vice versa?
- What socio-economic impact has the project had on the local economy through its interventions within the affected communities?
- What are the conflict prevention impacts that could be attributed to this project?
- What are the main lessons learnt for the UN in engaging on land concession issues and peacebuilding in the affected communities?

Women and youth considerations:

The Consultants will also evaluate the extent to which women and youth considerations were factored and addressed in the project and how these have contributed to the participation and benefit of women and youth under the project. It will identify relevant strengths and/or weaknesses and how they can be improved for future conflict prevention. Among others, they are to assess the involvement of women and youth in the planning and execution of project activities, as well as how project interventions strengthened the capacity of women and youth to participate in peacebuilding, conflict prevention/mitigation activities in the project catchment areas.

The evaluation will aim to determine:

- To what extent has gender been addressed in the design, implementation and monitoring of the project by NBC?
- Is the gender marker data assigned to project representative of reality?
- To what extent has the project promoted positive changes in gender equality? Were there any unintended effects?
- What might be the impact of women’s participation on issues of conflict prevention and livelihood in the communities to sustain peace?

Sustainability of the project:

This criterion will determine whether the positive results of the program are likely to continue. The sustainability of the project will be assessed according to the autonomy of the institutions and beneficiary communities and their ability to pursue outreach activities or initiatives beyond the support of the project. Specifically, the Consultants will have to assess the conformity of the expected results in relation to the objectives pursued within the framework of the project.

- Has the project managed to adhere to key development principles, including national ownership, and ensure sustainability of results?
- What is the likelihood of the project results continuing beyond the duration of the project and how will they be supported after the end of the project?
- Has the project managed risks effectively and responsibly?
- How effective was the exit/sustainability strategy of the project to sustain positive changes made by the project?

- Are there nationally or locally owned structures and mechanisms to maintain the project's interventions?
- What are the strategies to be recommended for the post-project phase, given the success or not and how to mobilize additional funds and promote the internalization of project achievements by the target groups?

4. Expected Results / Outputs

S/N	Key Milestones/Deliverables	Estimated Number of Days	Indicative Deadline	Milestone Percentage
1	Inception Report	5	7 th October 2019	30
2	Data Collection, Analysis, and Preparations for the Preliminary findings/Interim Report	15	15 October 2019	
3	Presentation of Preliminary findings/Interim Report	2	26 October 2019	30
4.	Preparation of Comprehensive Draft Report	10	1 November 2019	
5	Submission of Final Report after feedback from relevant stakeholders.	8	8 November	40

The Consultants will produce the following reports:

- A brief Inception/Start-up report, totaling 5 pages plus annexes, which outlines the methodology and includes a proposed schedule of tasks and activities. A final version of this roadmap will be submitted no later than 3 days after the start-up briefing to UNDP, FAO and PBF management.
- A summary outlining the conclusions and any relevant information will be submitted the day before the debriefing by email for discussion.
- A provisional mission report will be submitted promptly within one week after the end of the mission by e-mail, including a summary of up to 3 pages. It will meet the terms of reference and the required quality criteria, highlighting the strengths and weaknesses of the implementation and the quality of the delivered products, the cost, the strategy and the relevance of the method used. This report will be submitted to the national partners concerned 3-day earlier for comments and validation by the evaluation mission.
- A final report should be prepared in two versions – a full report in word format, totaling 25 pages plus annexes, with an executive summary of not more than 5 pages describing key findings and recommendations with some visual aids (e.g. graphs, charts, photos, etc.) and a summary report in ppt format. The report should take into account comments from UNDP, FAO, PBF, Local Authority, Concessionaires and beneficiaries. The full report is proposed to include the sections as following at the minimum:
 - A summary;
 - An analysis of the conclusions and recommendations;
 - Methodology; and

- Annex - the terms of reference of the study, the list of people interviewed and bibliographical references.

Below is a sample table of contents:

Acronyms and Abbreviations

Acknowledgements

Executive Summary

Brief Description of the Project

Purpose of this Evaluation

Progress

Evaluation Conclusions

Lessons and Challenges

Recommendations

1. Introduction

1.1 Purpose of the Terminal Evaluation

1.2 Scope & Methodology

1.2.1 Evaluation team

1.2.2 Evaluation Tasks and Schedule

1.3 Structure of the MTE report

1.4 Context, Challenges and Constraints on this TE

2 Project description and Development Context

2.1 Issues that the Project is Seeking to Address

2.2 Immediate and development objectives of the project

2.2.1 Baseline Indicators

2.3 Main stakeholders

2.4 Expected Outcomes

3 Findings

3.1 Progress towards results

3.1.1 Project Design

3.1.2 Progress

3.2 Adaptive management

3.2.1 Work Planning

3.2.2 Financing and Co-Finance

3.2.3 Monitoring Systems

3.2.4 Risk Management

3.3 Management Arrangements

4 Lessons, Conclusions, and Recommendations

4.1 Lessons and Challenges

4.2 Conclusions

4.3 Recommendations

Annex 1: Scope of Work: Excerpt taken from the tender document that outlines the scope of work for the evaluation team.

Annex 2: List of persons interviewed during this TE

Annex 3: Summary of field visits

Annex 4: List of documents reviewed

Annex 5: Summary of Project Output Status

5. Required Competencies and Qualifications

- demonstrate commitment to the values and mission of UNDP;
- Ability to exercise judgment in assigned tasks and to work under pressure in a timely manner;
- Excellent communication and report writing skills;
- Ability to conduct in-depth analyzes and reach relevant conclusions in the specific area;
- Ability to work in a team, solicit the opinions of colleagues and partners and value their ideas and skills;
- Ability to lead and manage evaluations
- Up-to-date knowledge of capacity development principles and approaches
- Good computer skills (Windows, Word, Excel, PowerPoint, Internet, etc.).

Education:

- Minimum of Master's Degree in Political Science, Agriculture, Social Sciences, Human Rights or similar fields (for both International and National Consultants)

Experience:

International Consultant

- Minimum 7 years of professional experience in the evaluation of peacebuilding and social cohesion projects/programmes;
- Experience in working with national governmental and non-governmental institutions including Community Based Organizations (CBOs), Non-Governmental Organizations (NGOs); as well as Good knowledge of the United Nations System and UNDP and/or FAO in serving as a Consultant;
- Knowledge of the West African sub-region especially Liberia will be desirable.

National Consultant

- Minimum 5 years of professional experience the evaluation of peacebuilding and social cohesion projects/programmes;
- Experience in working with national governmental and non-governmental institutions including Community Based Organizations (CBOs), Non-Governmental Organizations (NGOs); as well as Good knowledge of the United Nations System and UNDP and/or FAO in serving as a Consultant;

Language:

- Excellent mastery of oral and written English.

8. Bid Evaluation Method

- Only those candidates with a score of at least 70 points out of the 100 points will be selected for a financial analysis;

- The evaluation method that will be used is that of the best quality/price ratio (combined score). Consideration will be given to the consultant's skills and experience, work methodology and financial proposal.

1. Submission of bids:

the national consultant will have to submit a file including two proposals (technical and financial):

a) The technical proposal must contain:

- A copy of the diplomas;
- A cover letter;
- A detailed CV;
- Certificate of Good Execution (EBA) of the evaluation missions carried out
- A brief description of the work methodology indicating the different stages of achievement of the results and the chronogram;
- A completed United Nations P11 form and at least 3 reference persons with their email addresses - http://sas.undp.org/Documents/P11_personal_history_form.doc

b) The financial proposal:

- A financial proposal on the basis of a monthly lump sum including (fees, travel expenses, per diems / per diems and other expenses related to the mission in the localities of the interior of the country);
- To allow a better appreciation of the proposed lump sum, the consultant must break out its lump sum amount clearly indicating the fees provided for fees, travel expenses and those allocated to per diems.

Annex (12): Consultant Profile

HINDOWA B. MOMOH is a Senior Lecturer at the University of Sierra Leone (USL) teaching courses in Public Policy and Governance at the Post-Graduate level. He also serves as the University's Director for Policy Studies, and the Team-Lead that is currently contemplating on introducing a PhD Programme in Public Policy. Hindowa belongs to the University of Sierra Leone Court and is also a member of the Academic and Research Board at the Institute of Public Administration and Management (USL).

Before his stint at the University, Hindowa served the National Electoral Commission of Sierra Leone as the Chief Executive Officer in charge of the day-to-day management, operation and administration of the Commission. He presided over the overall operations of the 2007 elections in Sierra Leone and managed the Commission's elections budget. He has held other positions including National Coordinator for the National Commission for Social Action, Regional Logistics Officer for Medicine Sans Frontier, among others.

He is also an International Development Consultant with enviable experience in Programme and project evaluations, mid-term reviews, development of strategic plans and development of state

policies. He is the author of Sierra Leone's Rural Development Policy; Co-author of Sierra Leone's Decentralization Policy and key contribution to drafting post-war public sector reform policies, institutional strategic plans for the Public Service Commission and the Ministry of Foreign Affairs in Sierra Leone.

He has led consultancy teams in various countries in Africa including Zimbabwe, Tanzania, Malawi, Liberia and Sierra Leone evaluating democratic good governance Programmes such as UNDP Support to Elections in Sierra Leone, Outcome Evaluation of UNDP Liberia Country Project Document, Capacity Needs Assessment of the Tanzania Electoral Commission, Mid-Term Reviews of UNDP Country Programmes, UNESCO Liberia TVET Situation Analysis, Private Sector Development, Local Economic Development, Youth Employment and Empowerment, In-depth Study of Women in Management Positions; Women Participation in Parliamentary Politics, among others. He has published works in recognized international journals.

Hindowa holds a Higher Teachers Certificate in Community Development, a Bachelor of Arts Degree with Honors in African History, a Master of Art in International Development and a PhD specializing in Governance. At the graduation ceremony at Howard University, Hindowa was awarded a Certificate of Academic Excellence for Research and Teaching.

Angelance Browne is an Independent Consultant with 10 years of experience working as an Independent Consultant, Programme Specialist, etc. at the United Nations including UNDP, UN Women, EU and other International organization grant based desirable programmes where she has engaged in consultancy and other services to include the evaluation of gender-responsive and other development programmes in unstable contexts for INGOs, NGOs, UN bodies and Corporate Sectors, etc. She has engaged in the development and implementation of: Strategic plan, Capacity and Impact Assessments, Baseline Study, Training Need Assessment, Performance Appraisal System, Management & Organizational Development, Risk Analysis and Monitoring & Evaluation. She has vast experience in conducting evaluations including: The Mid-Term and Terminal evaluation of UNDP's two environment projects, Terminal evaluation of UN Women JPRWEE, evaluation of outcomes of both UNDP's Governance and the Sustainable Economic Transformation Pillars, Peace building and others. Also, she participated as Team Member, Senior National Consultant of the Mid-Term Evaluation of the UNDP Country Programme Document (CPD) and recently conducted both Mid-term & Terminal evaluation of the Liberia Decentralization Support Programme (LDSP). She served as Financial Consultant and evaluated the UNDP Micro-Credit for Sustainable Project programme in Liberia. These evaluations covered areas of democratic governance, sustainable economic transformation, regional development, gender equality and social services.

Mrs. Browne has two years of working experience as National Programme Officer for the UNCDF/UNDP Joint Programme on Microfinance and Local Development & Local Decentralization in Liberia. She served as Monitoring & Evaluation Consultant, Advocacy & Fund-raising Manager, Medica Mondiale, Liberia. Prior to joining UNDP & UNCDF, she served as Vice President/Chief Financial Officer, Credit Manager, Liberia United Bank, Inc. Also, Credit Supervisor, Liberia Bank

for Development & Investment (LBDI), Financial Consultant, UNDP, Project Coordinator/OIC, UNDP Micro Credit for Sustainable Livelihood Project, Consultant, Global International 2000/2010, a Community Based Recovery Development Program, Texas, USA and as a Credit Advisor, Global Lending Partners, Texas, USA.

She holds a BS degree in Economics and MS degree in Regional Planning with fifteen years of banking and financial services experience as a Consumer, Commercial and Mortgage Banking Profesional with background in Project Management, Credit Risk/Portfolio Management and Bank Operations.

ANNEX (13): Photos



FAO PROJECT SITE



FAO Project Site



MSP FOCUS GROUP MEETING