

## Darwin Initiative Capability & Capacity: Final Report

To be completed with reference to the "Project Reporting Information Note":  
(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

**Submission Deadline: no later than 3 months after agreed end date.**

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### Darwin Initiative Project Information

Project reference	DARCC048
Project title	Building legal capacity to improve forest management in Liberia
Country(ies)	Liberia
Lead Organisation	ClientEarth
Project partner(s)	Heritage Partners & Associates, LLC (HPA), and National Union of Community Forest Management Bodies (NUCFMB)
Darwin Initiative grant value	£196,937
Start/end dates of project	1 April 2024 – 31 March 2025
Project Leader's name	Babette Tachibana-Brophy
Project website/blog/social media	
Report author(s) and date	ClientEarth: Lydia Baker, Caroline Crawford, Babette Tachibana-Brophy HPA: Cllr. Lucia D.Sonii-Gbala, Cllr Awia Vankan NUCFMB: Isaac K Saylay, Bonathan Walaka June 2025

## 1 Project Summary

The project aimed to address the unregulated and rapidly growing voluntary carbon market which threatens the rights and livelihoods of forest-dependent communities in Gbarpolu county in Northwestern Liberia, and Nimba County in Northeastern Liberia, whilst also utilising opportunities provided by the newly adopted Global Biodiversity Framework. Through training via Legal Working Groups (LWGs) and organisational capacity building, the project built community legal capacity and understanding of Indigenous Peoples and Local Communities' (IPLC) rights in these areas, which ultimately will enable them to contribute to improved legal frameworks, improved forest governance, poverty reduction, biodiversity conservation and climate protection.

Liberia is the most forested country in West Africa and contains 44% of the Upper Guinea Forest, a global biodiversity hotspot<sup>1</sup>. Forests are crucial for development and economic growth in Liberia. With over a third of Liberia's population living in forested areas, they provide a significant source of livelihood for Liberians who are predominantly Indigenous Peoples.

<sup>1</sup> [Forest / Liberia | Interactive Country Fiches](#)

However, the deforestation rate has accelerated over the last decade. From 2001-2022, Liberia lost 2.20Mha of tree cover, equivalent to a 23% decrease in tree cover since 2000, and 1.25Gt of CO<sub>2</sub><sup>2</sup>.

Liberia's forestry laws and policies are ambitious – they recognise the rights of communities to manage their forests and include specific gender provisions. In 2013, Liberia committed to ensure all timber trade is legal and eliminate deforestation and degradation. Liberia's policy vision and forestry legal framework are anchored in the "4Cs": community, commercial, conservation, and carbon. The final C of 'carbon' reflects Liberia's commitment to REDD+.

Liberia entered uncharted waters with the emergence of the unregulated voluntary carbon market, an area that is primarily private sector driven. This market posed a key threat to the important progress gained to improve community forest governance, strengthen IPLC rights and support biodiversity conservation.

Several carbon contracts were proposed in 2023. Given the potential widespread impact on Liberia's land tenure of forest communities, the management of protected areas and use of forest resources, the project addressed an urgent need to equip IPLCs with an understanding of their rights regarding land tenure, governance of their community forests and use of forest products. Following reports of communities being directly approached by carbon companies to sign agreements, the project prioritised building legal awareness at the community level to ensure that exploitative agreements are avoided.

The National Union of Community Forestry Management Bodies (NUCFMB), established in 2015 as the national representative body for Liberia's community forests, has a large and growing membership of Community Forestry Management Bodies (CFMBs) and has played a key role in efforts to place forest ownership and management in the hands of local communities. A needs analysis conducted in January 2023 found that improvements were needed in several areas, including communication between members and the National Union, legal support for the NUCFMB and its members, and organisational capacity in financial management. The NUCFMB worked during the project period to strengthen its operating systems and procedures to serve its membership more effectively.

The Kunming-Montreal Global Biodiversity Framework (GBF), adopted in December 2022, provided a timely opportunity to align local forest governance and rights-based approaches with global biodiversity and climate goals. Effective implementation of the GBF may allow carbon markets to contribute to conservation and livelihood outcomes. In particular, Target 19 calls for a progressive increase in financial resources from all sources. The project therefore raised awareness of both the carbon market and the GBF among IPLCs and the NUCFMB, equipping them to engage with emerging mechanisms and strengthen long-term forest governance and biodiversity conservation.

## **2 Project Partnerships**

Partnerships are at the heart of ClientEarth's approach in Africa. By working alongside local organisations, African CSOs, IPLCs and legal practitioners, ClientEarth ensures that governance reforms, legal interventions, and policy advocacy is relevant, impactful and sustainable. In Liberia, Heritage Partners & Associates (HPA) and the NUCFMB are key ClientEarth partners. Both partners have a long-standing relationship with ClientEarth.

A needs analysis conducted in January 2023 directly informed project activities. It identified specific challenges facing the NUCFMB and its community forest members, including limited communication with member bodies, a need for greater community-level legal support, and organisational development priorities in financial management. The project also directly addressed gaps identified through previous work by ClientEarth and its partners, including

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<sup>2</sup> Rights and Rise, Who Owns the World's Land?

Global State of Indigenous, Afro-descendant, and Local Community Land Rights Recognition from 2015–2020, June 2023, <https://doi.org/10.53892/MHZN6595>  
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communities' lack of tools to assert their rights, understand conservation obligations, and effectively engage in contract negotiations or grievance resolution with logging and carbon companies.

The NUCFMB, as the national representative body for community forests in Liberia, was well positioned to identify communities most likely to be affected by carbon market developments or GBF implementation. It is a key body that has substantial potential to develop community-level awareness and understanding of biodiversity, sustainable development and effective forest governance. Accordingly, whilst forest communities are a key stakeholder that constitutes a key focus of our awareness-raising efforts, strengthening the NUCFMB is a way to amplify this work to other forest communities beyond the bounds of this Project. Participants reached in this project came from a diverse range of communities, specifically targeting those near protected areas, or land tenure disputes. Gender, Equality & Social Inclusion (GESI) was central to the training approach, with a commitment to equal representation and childcare support to enable women's participation.

The project raised stakeholder awareness and understanding of biodiversity–poverty issues through LWGs, where complex topics like biodiversity conservation, forest rights, and carbon markets were simplified and contextualised. HPA used accessible formats such as translated legal texts, visual presentations, and interactive discussions to connect biodiversity to community livelihood. Linking the relevance of these issues to forest communities' priorities, needs and concerns was an important approach to enhance community stakeholder engagement with the trainings.

This project came at a critical time, as carbon markets is an emerging area in Liberia as well as the GBF. In this context, ClientEarth partnered with HPA and NUCFMB to respond to the rapidly changing carbon market context in Liberia and delivered targeted support to the NUCFMB, enhancing their ability to support community forest management bodies to engage in national and international law and policy development. Swift engagement with communities was also important to ensure that communities are sufficiently educated on these issues to avoid entering into exploitative carbon contracts that undermine the governance of their forests and exercise of their rights.

Both HPA and NUCFMB fostered stronger collaboration between the two organisations through this project, enhancing their ability to support community forest governance through the implementation of joint activities. In addition to their critical expertise in implementing the project, HPA and NUCFMB also contributed to the project's final report and played an active role in the endline evaluation. Both HPA and NUCFMB continue to be key partners in ClientEarth's work in Liberia, thereby ensuring the ongoing impact and continued momentum of the work delivered under this Project.

### **3 Project Achievements**

#### **3.1 Outputs**

**Output 1: Forest Communities have the knowledge to manage their community forests in a way that promotes best practice on biodiversity conservation.**

**Indicator 1.1:** Number of decision-makers attending the plenary LWG in the last quarter of the project.

44 decision makers from Community Land Development Management Committees (CLDMCs), Community Forest Management Bodies (CFMBs), Community Forest Development Committees (CFDCs), CSOs, and government agencies attended the final LWG plenary in October 2024 (Annex 1 – Report LWG October 2024). The meeting focused on carbon policy, legal frameworks, biodiversity, gender, and community priorities. Participants proposed inclusive, gender-equitable, and transparent approaches to carbon law development.

**Indicator 1.2:** Number of knowledge products on biodiversity conservation and voluntary carbon markets created by the end of the project.

2 products were produced under this Output 1: firstly, presentations on carbon markets and the GBF (Annex 2 – Legal Framework for Carbon Presentation and Annex 3 – Carbon Contracts Presentation), were prepared which will become an important resource that the NUCFMB can draw on in the future when working with other communities. Printed copies were also available to LWG participants to facilitate knowledge sharing with others after the event. Secondly, a Stakeholder Declaration was drafted following discussions between participants to articulate a way forward for civil society organisations and communities to feed into government-led processes to develop carbon laws and policies. These documents play an important role – the presentations develop a baseline level of understanding of carbon markets and the GBF and the way in which they may impact communities, whilst the Stakeholder Declaration coordinates the efforts of these interested parties to allow advocacy efforts to be most impactful.

**Indicator 1.3:** Number of forest communities with increased knowledge of legal frameworks and their rights in relation to biodiversity issues and carbon markets by the end of the project. HPA and NUCFMB conducted 2 earlier LWGs reaching 67 participants from 16 counties in southeastern and Western Liberia (Annex 4 – Reports from LWGs). The first LWG included 12 women and 19 men, while the second LWG included 20 women and 16 men. Participants in LWG and community meetings consistently cited increased knowledge of forest governance laws, including the Community Rights Law, the Land Rights Act, and the National Forestry Reform Law (Annex 5 – Endline Evaluation). The legal education provided by HPA helped communities understand the legal framework guiding their forest rights and responsibilities. This was complemented by practical training on contractual rights and alternative dispute resolution. In total, 29 forest communities were reached –16 through the LWGs and 13 through NUCFMB's targeted community visits.

Prior to the project, many forest communities had limited understanding of relevant legal frameworks, carbon markets, and biodiversity conservation best practices, as evidenced by previous assessments and community consultations. Overall, Output 1 has been achieved. Forest communities demonstrate stronger legal and ecological literacy, are initiating changes in forest management practices, and participating in more inclusive governance structures. The combination of legal training, gender-sensitive facilitation, and awareness-raising around carbon markets and biodiversity has created a solid foundation for future conservation outcomes. This is evidenced from the endline report and findings from interviews with participating forest communities showed that there is evidence of the LWGs helped communities understand the legal framework guiding their forest rights and responsibilities. (Annex 5).

A key challenge faced was the limitation in consistently tracking progress and conducting focus groups across all LWGs due to logistical and coordination constraints. However, despite these gaps, significant impact can still be demonstrated through the endline report, which reflects improved governance, strengthened community participation, and enhanced biodiversity conservation outcomes across the participating forest communities.

**Output 2: NUCFMB's capacity and capability to deliver national level advocacy on biodiversity, carbon markets, conservation and forest governance issues as identify by forest communities is improved.**

**Indicator 2.1:** Number of NUCFMB facilitators are applying new legal knowledge on biodiversity, conservation and carbon markets in LWGs and meetings with forest communities by the end of the project.

2 NUCFMB facilitators are applying new legal knowledge on biodiversity, conservation and carbon markets in LWGs and meetings with forest communities by the end of the project. This is evidenced through discussions with the partner where they shared, they are including discussions with communities on carbon markets in their community visits and where possible, engage with HPA to support specific governance and legal challenges raised by communities.

**Indicator 2.2:** Number of NUCFMB staff reporting that they are applying new financial procedures at the end of the project.

8 NUCFMB staff, (6 secretariat, 2 facilitators) reporting that they are applying new financial procedures at the end of the project. Overall, NUCFMB has made significant progress in financial governance. Previously, there were no consolidated budgets and reports were donor dependent. Now, NUCFMB produces quarterly, activity-based, and consolidated reports presented at General Assemblies. A new financial manual is in use, showing clear improvement from past unstructured practices. Additional, Internal controls like transaction reviews and external audits (when funded) are in place (Annex 5).

**Indicators 2.3:** Number of NUCFMB staff reporting that they are applying new advocacy skills by the end of the project.

8 NUCFMB staff, (6 secretariat, 2 facilitators) reporting that they are applying advocacy skills at the end of the project. Overall, NUCFMB has gained visibility and credibility in national policy dialogues.

**Indicator 2.4:** Number of forest communities' profiles updated in the Community Forestry database by the end of the project.

17 forest communities' profiles updated in NUCFMB community forest database available on <https://loggingoff.info/>.

At project inception, NUCFMB faced limitations across financial, strategic, and institutional areas. Outcome 2 has largely been achieved. NUCFMB now has a functioning advocacy strategy, is active in national forest and climate governance platforms, and produces regular communication materials. Though international visibility remains limited, NUCFMB is recognised as a credible actor within Liberia's forest governance landscape (Annex 5).

While NUCFMB has made notable strides, some areas still require targeted support to ensure long-term sustainability. Internal communication and strategic alignment remain areas for improvement, particularly given the challenges of decentralised operations and leadership transitions. Financial systems have improved significantly, though continued attention is needed to strengthen internal audit functions. Efforts to integrate GESI are underway, with further support needed to embed these principles systematically across policies and monitoring frameworks.

### 3.2 Outcome

**Outcome: Community Forestry Management Bodies are strengthened and contribute more effectively to reducing deforestation, conserving biodiversity and generating sustainable economic development in Liberia.**

**Indicator 0.1:** Number of forest community members trained reporting that they are applying new legal knowledge on biodiversity and carbon markets by the end of the project.

9 trained community members reported actively applying new legal knowledge on biodiversity conservation and carbon markets. Participants described engaging with companies on compliance, revising forest management plans to include conservation zones, and consulting authorities before forest use. Communities also expressed interest in carbon credits and biodiversity-based revenues for the first time. These changes reflect a clear shift toward more informed and rights-based forest governance.

The project successfully achieved its intended outcome by significantly strengthening CFMBs and enhancing their capacity to contribute to forest conservation, biodiversity protection, and sustainable development. Legal literacy and institutional capacity have improved markedly, with communities showing tangible changes in forest governance practices and greater inclusion of women. The inclusion of community and CSO perspectives in the implementation of the GBF and carbon markets will be determinative of whether these measures improve biodiversity and sustainable economic development in Liberia. Accordingly, the FDA and EPA's acknowledgement of the importance of facilitating communities' and CSO's participation in the

law and policy development process these two areas is an important illustration of the way in which increased community-level understanding leads to greater input in the policy process to realise better conservation outcomes.

Increased community-level understanding was assessed through feedback from focus groups with 12 members of community forests, as well as activity reports from NUCFMB and HPA (Annex 6 Regional Meeting Report Northern Nimba and Annex 7 Regional Meeting report in Gbarpolu) and an Endline Evaluation report (Annex 5).

The endline evaluation provides clear evidence of significant improvements in the legal capacity of community forest stakeholders. Participants described their transformation from passive observers of forest governance to active rights-holders who now engage with companies on compliance issues and advocate for better contract terms. Community members reported new practices such as consulting local authorities before carrying out forest-related activities and committing to revising community forest management plans to incorporate conservation zones. The shift in mindset was particularly pronounced in communities engaging with the emerging carbon market discourse. Respondents from several forest areas acknowledged for the first time the potential of carbon credits and biodiversity-based revenues. This change was catalysed by project activities that connected communities with national conversations on climate change and biodiversity policy, including Liberia's roadmap for carbon market regulation and engagement under the GBF.

The endline evaluation report also found promising evidence that communities are beginning to operationalise biodiversity conservation principles. Several communities reported reviewing their forest management plans to include biodiversity conservation zones and expressed a desire to shift some forest use from commercial extraction to conservation and community use.

While financial constraints remain a barrier to fully implementing revised plans, the intent and planning efforts of CFMBs signal a strong likelihood of sustained progress. At least six communities have formally committed to revising their plans, and 10–15 others have contacted NUCFMB for support.

At the national level, the project successfully linked communities and civil society actors with emerging climate and carbon policy frameworks. It facilitated meetings with government representatives, provided feedback to the development of Liberia's climate policy, and ensured that community perspectives were reflected in preliminary carbon market and biodiversity policy discussions. One major success was the government's acceptance of the recommendation advanced during a joint FGMC-Darwin meeting to initiate stakeholder-validated policy development before enacting any carbon market laws. This demonstrates the project's policy-level influence, even within a short implementation

However, sustaining these gains will require continued investment in decentralised capacity-building, financial autonomy, and integration of biodiversity and carbon considerations into long-term community forest planning. Progress towards long-term impacts such as reduced deforestation or tangible economic benefits will depend on future implementation, enforcement, and investment. The project delivered catalytic support: it created the enabling conditions for systemic change, but continued support is required for that change to be realised and sustained at scale.

### **3.3 Monitoring of assumptions**

The expected pathways outlined in the proposal remained valid throughout implementation. The project team systematically tracked core assumptions through weekly coordination meetings with partners. These meetings provided a structured space to assess political, environmental, and institutional developments, including the stability of Liberia's governance context, ongoing government commitment to the GBF, and community engagement in forest governance. These check-ins allowed ClientEarth to keep abreast of any political or policy shifts in Liberia. In addition, ClientEarth is part of an international NGO network that meets on a

quarterly basis to discuss such matters as a group to share knowledge, coordinate work and identify opportunities for coordinated efforts to avoid duplication, maximise impact and share knowledge effectively. Assumptions regarding the contribution of improved governance to reducing illegal practices, supporting anti-corruption, and enhancing livelihoods were regularly discussed in light of partner insights and consistent with academic literature. This process was guided by a context analysis for Liberia, which was periodically updated to ensure alignment with shifting dynamics and to adapt implementation strategies accordingly.

## **4 Contribution to Darwin Initiative Programme Objectives**

### **4.1 Project support to the Conventions, Treaties or Agreements**

Liberia ratified the Convention on Biological Diversity in 2000 and produced a revised National Biodiversity Strategy and Action Plan in 2017. The Kunming-Montreal GBF was adopted in December 2022 during the 15th Conference of Parties to the UN Convention on Biological Diversity and supports the achievement of the Sustainable Development Goals (SDG) and builds on the Convention's previous Strategic Plans.

The way in which governments interpret international conservation instruments such as the GBF has a significant impact on IPLC rights and development opportunities<sup>2</sup>. As such, the activities under this project (in particular, the LWGs) have been tailored to allow communities to be equipped with the necessary knowledge to be able to engage with Liberian focal points within the government. Whilst this has not yet formally occurred within the lifespan of the Project, the Stakeholder Declaration has mapped out opportunities for communities to do so. It is important to note that the attendees and the structure of the LWGs is intentionally designed to enable direct dialogue between communities, CSOs and government representatives – as such, LWGs are a valuable opportunity for communities to communicate with government representatives working on national reporting and law and policy development. GBF implementation continues to be an ongoing process for the Liberian Government, and it is promising to note their willingness to work with CSOs and communities to implement these measures. Given the broad scale of the GBF, this will be an ongoing process – such efforts by the Government are incremental (for example, community engagement on the development of Protected Areas, gradual gazettal of different Protected Areas to achieve 30x30 rather than being implemented at once) and will require continuous engagement and advocacy efforts from CSOs and forest communities.

In supporting the integration of IPLC perspectives into the implementation of the GBF and the design of carbon market law and policy, international biodiversity and development conventions can have more effective impact through the design of tailored objectives to address national- and local-level priorities, which navigate contextual challenges that may have impeded achievement of these goals in the past. It is promising to see at the LWGs that government agencies are willing to integrate IPLC perspectives and knowledge into the design phase of law and policy development (particularly in relation to carbon markets), rather than reactively adjusted mid-way through the government's rollout. This willingness for the Government to integrate IPLCs into this process indicates an approach that, once commenced in July 2025, can ensure better outcomes for both IPLCs, their environmental and human rights, opportunities for development and biodiversity conservation.

Community-managed forestry contributes to reduced deforestation and forest degradation (SDG13), and greater protection of biodiversity (SDG15). This Project raised the understanding of local communities on their rights in relation to forest resources which indirectly contributes to sustained livelihoods and reduced poverty (SDG1). By working to ensure the equitable representation of women at LWGs, the Project sought to increase their participation in decision-making (SDG5).

### **4.2 Project support to biodiversity conservation and multidimensional poverty reduction**

The project has made a meaningful contribution to biodiversity conservation in Liberia by equipping forest communities with the legal knowledge and institutional tools necessary to

manage forests more sustainably. Through targeted legal education and the establishment of inclusive LWGs, community members demonstrated improved understanding of biodiversity, forest law, and rights frameworks such as the Community Rights Law and the Land Rights Act. These efforts have led to tangible shifts in local practices, including the revision of forest management plans and the introduction of biodiversity zones, which are critical for effective forest management. Having a strong understanding of these issues is crucial for communities to understand how the introduction of carbon markets and implementation of the GBF may impact their legal rights in relation to their community forests.

Building upon communities' understanding of forest governance laws, communities can support improved biodiversity outcomes and more sustainably manage forest resources, as well as understand how carbon markets or the GBF could impact these two objectives. In doing so, they can therefore advocate for their needs and priorities in law- and policy-making processes to ensure that these new areas can be implemented in a manner that furthers biodiversity conservation and sustainable development. Poorly devised policies that hinder these important priorities can thereby be avoided, as they will be better tailored to the local context and the priorities of its inhabitants. As such, this project is a pivotal step towards supporting systemic law and policy changes that advance higher-level impact on biodiversity conservation.

On human development and wellbeing, the project contributed to improved wellbeing by fostering more equitable and participatory governance systems at the community level. LWGs helped ensure broader inclusion of women in forest governance, which has the potential to improve both decision-making and livelihood outcomes. These changes, supported by capacity building and institutional strengthening, enhance the prospects for long-term poverty reduction in forest-dependent communities.

Institutional impact has been significant, particularly at the national level. NUCFMB's enhanced strategic planning, financial reporting, and governance systems now offer a more credible platform for advocacy and policy engagement. These improvements, supported by cost-effective delivery models and strong local partnerships, position NUCFMB as a key actor in Liberia's forest reform landscape. However, gaps remain in decentralised capacity and financial autonomy, indicating the need for continued investment to consolidate gains and expand reach to under-resourced regions.

#### 4.3 Gender Equality and Social Inclusion (GESI)

<b>GESI Scale</b>	<b>Description</b>	<b>Put X where you think your project is on the scale</b>
<b>Not yet sensitive</b>	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
<b>Sensitive</b>	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
<b>Empowering</b>	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	X
<b>Transformative</b>	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	



GESI has been actively considered throughout the project's design and delivery. At the design stage, the project integrated GESI principles by embedding inclusion in its strategic plan and by intentionally creating space for women and marginalised groups to participate in governance and training activities. Jointly organised LWGs with HPA and NUCFMB were deliberately structured to promote gender-equitable by adopting inclusive facilitation approaches and offering logistical support such as childcare stipends, which helped reduce barriers to women's participation. Gender specific sessions and the prioritisation of women in the LWG participants also ensured that marginalised voices were heard in community-level discussions on forest governance and biodiversity. There is also often discussion around the legal rights that women can exercise in the forest governance space, including use of forest resources, participation in community-level forest governance entities and ownership of land.

Through the endline evaluation, there is evidence that meaningful participation was supported through tailored outreach, and participatory methodologies that recognised the different starting points and lived realities of women and marginalised community members. As a result, the project saw increased involvement of women in the LWGs, and NUCFMB community outreach events. We are also led by our partners on how to engage with women from forest communities, and are informed of local contextual or cultural challenges that may limit women's participation. We integrate such learnings on an ongoing basis to ensure we are responsive to women's needs to provide legal training that equips them with knowledge to navigate challenges they may face. For example, we draw on roles and responsibilities challenges that limit women from being able to participate in forest governance bodies, so highlight to the male attendees the importance of redressing roles and responsibilities to facilitate more equitable practices.

Overall, the project demonstrated a strong commitment to inclusion and gender sensitivity across its design, implementation, and outreach. As a result, we have self-assessed as "Empowering" on the GESI scale, as the project has significantly enhanced equal access to resources and capabilities for women, ensuring their participation in legal trainings, access to critical information and resources, and opportunities to connect with CSOs, other communities and government agencies. At least 50% of LWG participants were women and according to the evaluation report, respondents confirmed that "women are now part of decision-making, taking up leadership, and contributing to project implementation."

However, we acknowledge that deeper institutionalisation of GESI practices is needed. For example, while there is growing awareness of gender and inclusion issues, mechanisms for monitoring GESI outcomes, such as systematic data collection or formal tracking of representation in leadership, are still underdeveloped.

The key lesson learned is that inclusion cannot be assumed to happen through awareness-raising alone. Inclusion requires embedded systems for accountability and follow-up. Despite progress, weak policy coherence and a lack of dedicated tracking tools limit the ability to demonstrate transformative outcomes. However, the project has not made the situation more inequitable. On the contrary, it has broadened participation and created more equitable access to forest governance structures than existed before. Looking ahead, further focus is needed to formalise GESI monitoring systems, build local leadership capacity among underrepresented groups, and ensure that inclusion is not only encouraged in principle but also measured and reinforced through ongoing institutional practice.

#### **4.4 Transfer of knowledge**

Sustainable forest governance requires robust legal frameworks developed in an inclusive way with participation of all stakeholders, including civil society and IPLCs, and prioritising community needs. This bottom-up approach ensures longevity and local ownership of laws, most notably through more effective implementation and enforcement. Recognising this, our project aimed to increase IPLC knowledge of their rights and engages in all stages of the legal

process, ensuring the creation of sustainable systems that reflect IPLCs' needs and realities to the greatest extent possible.

In Liberia, the experience that forest communities have developed in relation to the GBF, and carbon markets will become a long-term basis for information exchange and learning across communities that transforms isolated community efforts into a wide-ranging approach. This development of a broadly understood best practice methodology is the key to long-term replicability and sustainability.

Specifically, by developing precise written resources for the LWGs, the knowledge that is conferred on community members is accessible after the LWGs and by other communities if required. The NUCFMB has played a pivotal role in this, as its role in strengthening networks amongst communities and with the NUCFMB itself to facilitate sharing of information, knowledge and experiences has been a keyway in which the learnings of the LWG have been both shared and applied. Strengthening the capability and capacity of the NUCFMB will then in turn amplify the capability and capacity of communities.

Securing long-term change that is impactful and self-sustaining in the context of GBF implementation, and the development of carbon laws and policies depends on successful transfer of legal knowledge to communities, CSOs and government agencies. Accordingly, delivery of activities was tailored to maximise this by developing presentations that communicated complex concepts in a clear and easy to understand manner. In addition to facilitating transfer of legal knowledge, a crucial element of these LWGs was knowledge transfer between different stakeholders so that they may better understand each other's perspectives, priorities, needs and concerns. As such, allowing time for questions and discussions fostered understanding between these different groups so that they may better work together in the future on these two matters.

The resources developed under this project will be important sources that participants will be able to refer back to support future advocacy endeavours beyond the lifespan of the project.

#### **4.5 Capacity building**

NUCFMB continues to be seen as an integral component of community forestry in Liberia. Its increased capacity has enabled it to participate more meaningfully in national-level dialogues. Through its involvement in platforms such as the Joint Implementation Committee (JIC) Meeting, which oversees the implementation of the Forest Law Enforcement Governance and Trade (FLEGT) Voluntary Partnership Agreement (VPA) between Liberia and the EU, and the NGO coalition of Liberia discussing biodiversity, climate policy, and community rights, NUCFMB has helped ensure that local forest actors, including women and underrepresented groups, are better reflected in national conversations.

### **5 Monitoring and evaluation**

The project had a dedicated monitoring, evaluation and learning (MEL) framework, which sits in the context of ClientEarth's wider commitment to consistently improving our work. This MEL activity was led by the Programme Manager in collaboration with partners and with support from an in-house Impact and Learning Team. It is intended that project MEL should complement MEL activities already planned by partners and support their own internal MEL processes.

No major changes were made to the project log frame during implementation. The final indicators of success remained consistent. The MEL framework was largely qualitative, focusing on understanding whether legal empowerment, advocacy capacity, and community-level governance outcomes were being achieved. Feedback questionnaires and structured focus group discussions with LWG participants, both partners and ClientEarth were used to assess the quality and relevance of LWGs in the Endline Evaluation.

The MEL system was practical and generated useful insights throughout the project. Focus groups and allowed us to collect feedback in ways that were accessible to participants, especially those with lower literacy levels. Quantitative data -such as gender and age disaggregation, and affiliation with community governance bodies -helped track inclusion and the likelihood of information-sharing at the community level.

MEL was a shared responsibility. Partners were involved in both data collection and reflection processes. Insights were exchanged through regular meetings, joint analysis sessions, and shared reporting, ensuring that learning was embedded across all levels of project implementation.

An endline evaluation was undertaken by independent analysts, who also asked our partners and communities about the successes and limitations of the project. The evaluation confirmed that the project made substantial progress in achieving its core objectives, including enhancing legal literacy in forest communities, strengthening the institutional and advocacy capacity of the NUCFMB, and creating inclusive spaces for multi-stakeholder dialogue on biodiversity conservation, legal rights, and carbon markets. Community forestry stakeholders reported significantly improved understanding of forest law, biodiversity, carbon markets, and rights under Liberia's Community Rights Law and Land Rights Act. This was reflected in behavioural changes such as the revision of forest management plans to include conservation zones, greater involvement of women and youth in governance.

The evaluation noted that NUCFMB had strengthened its strategic planning, financial reporting, and national visibility. The LWG model was recognised as a key success, offering an inclusive, gender -sensitive, bilingual, and participatory approach to legal learning and dialogue. The project was also found to deliver strong value for money by building on previous initiatives, leveraging local partnerships, and employing cost-efficient regional delivery models. However, the evaluation also identified ongoing challenges in tracking post-training outcomes, inconsistent capacity at the regional level, and financial sustainability concerns.

The evaluation made several actionable recommendations: introducing simple monitoring tools to track behavioural change; strengthening regional structures; developing a financial sustainability plan; facilitate dialogue to address contradictions between forestry and mining laws, particularly in community-managed landscapes and mobilising resources for a follow-on phase to support the revision of forest management plans. These findings have been instrumental in informing project learning and strategic planning. The full evaluation report is available as Annex 5.

## **6 Lessons learnt**

The participatory LWG model proved to be a successful methodology, effectively enhancing community understanding of biodiversity, forest laws, and voluntary carbon markets. The use of simplified, translated materials and inclusive and practical facilitation approaches, including gender-sensitive design and childcare support, ensured meaningful participation, especially for women and youth. By creating safe, accessible spaces for dialogue, the LWGs enabled diverse community members to engage with complex legal and environmental issues in a practical and empowering way.

The project also benefited from building on previous initiatives, which enhanced coherence and built stakeholder trust. These prior engagements enabled the project to leverage established relationships, reinforce previously introduced themes.

Another area of significant achievement was the strengthening of the NUCFMB, a component of the project that worked well due to the close coordination with NUCFMB in shaping how it would work in practise with the partner. Reflected in the Endline Evaluation the organisational capacity scorecard shows that strategic planning improved, with a functioning 5-year strategic plan in place. Financial management practices also improved: from an initial baseline of high-risk scores (28% for financial reporting, 38% for accounting systems, and 48% for planning and budgeting),

the NUCFMB reached moderate scores of 3/4 in internal controls, budgeting, and financial policy use by the terminal review. Leadership structures became more transparent, and coordination between regional officers and the national secretariat was strengthened through quarterly meetings and report-sharing mechanisms. However, internal information-sharing remains uneven, especially at the regional and local levels.

A key limitation of the project was the absence of a robust mechanism to track what communities do with the knowledge and tools post-engagement. Despite high-quality facilitation and participation. This lack of follow-up constrained the project's ability to systematically capture downstream outcomes or behaviour change at the CFMB level. Additionally, delays in the early stages of the project significantly affected implementation pace. Coordination with NUCFMB's secretariat also presented operational challenges, partly due to staff capacity limitations and logistical difficulties associated with being based outside of Monrovia.

On the policy front, respondents noted that legal inconsistencies between forest laws and mining laws in overlapping areas were poorly addressed. This was raised by multiple community members who urged that *“forest laws and mining laws in the same area should be worked on seriously to understand how they both work together.”*

A key lesson learned for future programming would be strengthening implementation tracking systems, more systematic peer learning mechanisms, and early-stage coordination planning with partner institutions. There is also a clear appetite across stakeholders for a second phase to consolidate and deepen these gains. As one respondent summarised in the Endline Evaluation: *“Thanks to all the partners for the smooth implementation of the project. I request that a second phase be given consideration.”*

## **7 Actions taken in response to Annual Report reviews**

N/A - as agreed, we did not submit an annual report as project ended on 31<sup>st</sup> March.

## **8 Risk Management**

No new risks were identified during the project; therefore, no adaptations to the project design were necessary.

## **9 Scalability and Durability**

The Endline Evaluation provides strong evidence that the project has meaningfully influenced community behaviours in support of both initial and ongoing engagement. By acquiring legal knowledge and practical understanding through the LWGs, forest communities significantly deepened their awareness of their rights under national laws, as well as the importance of biodiversity and emerging carbon markets. This engagement laid a strong foundation for sustained participation. The project also contributed to shifting social norms -particularly around gender -increasing the voice and leadership of women and youth within community forest governance. In support of long-term durability, the project also developed specific written resources to accompany the LWG sessions, ensuring that the knowledge shared remains accessible to participants and can be disseminated to other communities as needed. NUCFMB will play a key role in this ongoing dissemination and application of learning across its network.

At the institutional level, NUCFMB now plays a more active and visible role in national forest policy processes, supported by better strategic planning and financial systems. Organisational assessments conducted at both the beginning and end of the project show notable improvements in areas such as financial management, strategic planning, and communication. Key deliverables included the development of financial and advocacy policies, updates to the CFMB database, and increased frequency and quality of regional and executive meetings. The development and roll-out of governance documents such as anti-corruption protocols, financial guidelines, and membership engagement strategies has laid a strong foundation for future accountability and organisational sustainability.

Strengthening the NUCFMB is an important means to strengthen knowledge sharing, information transfer and advocacy coordination at the community level. Given its close links with communities, its in-depth understanding of community forest issues and priorities, and the unique space it occupies in the CSO space, it is well-positioned to effectively advocate for forest community needs in the face of new challenges such as carbon credits or GBF implementation. In this way, strengthening the NUCFMB whilst also raising legal awareness at the community level is a two-pronged approach to both increase understanding as well as supporting the mechanism through which it can be actioned in the future.

NUCFMB continues to be a strategic actor for forest communities, playing a critical role in advancing community-based forest governance. However, the organisation still faces key institutional challenges, particularly within its secretariat, which is not functioning as effectively. Addressing this gap is crucial to NUCFMB's sustainability. The recent support in the form of laptops is an important step toward strengthening their capacity, enabling better coordination and data management. Nonetheless, NUCFMB is at a critical juncture: while their role is indispensable, their long-term sustainability is not yet assured. Continued, targeted support will be essential to reinforce their systems, leadership, and strategic direction.

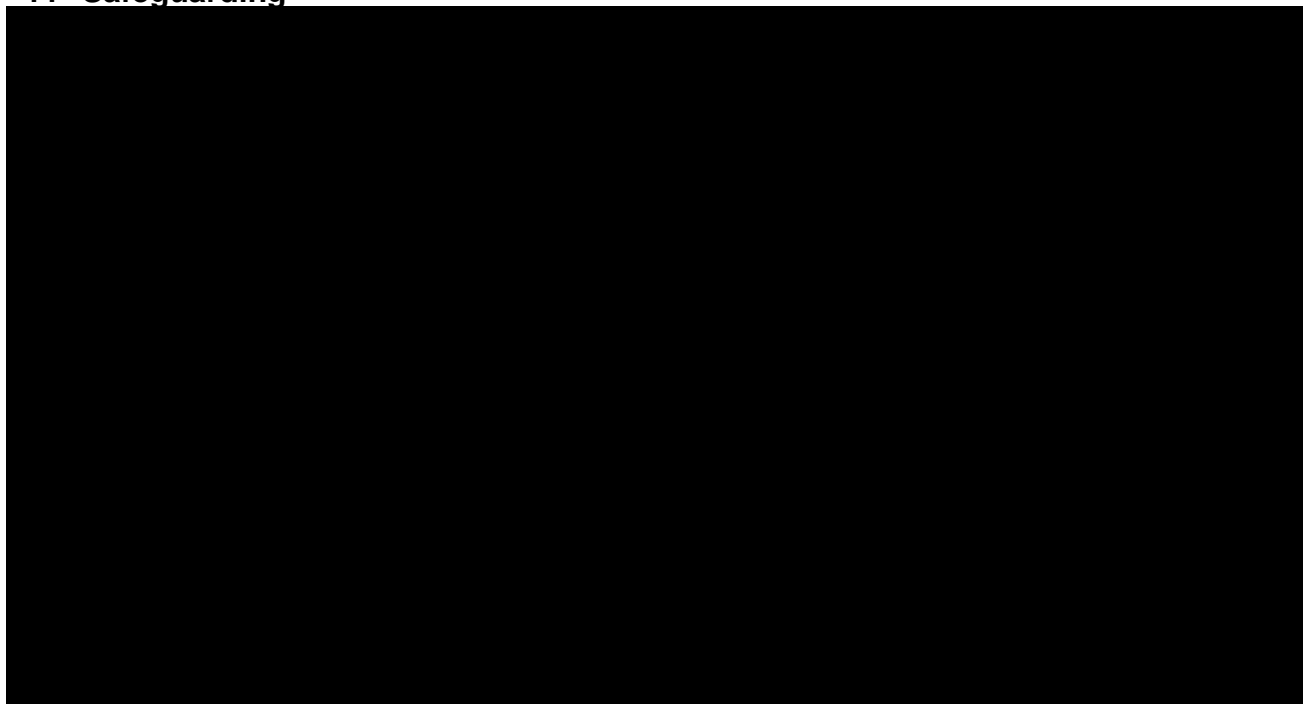
The activities under the Darwin Initiative are also supported by legal activities ClientEarth and HPA deliver under other projects that have a longer life span than this grant, allowing the advances and momentum made under Darwin to be continued and consolidated.

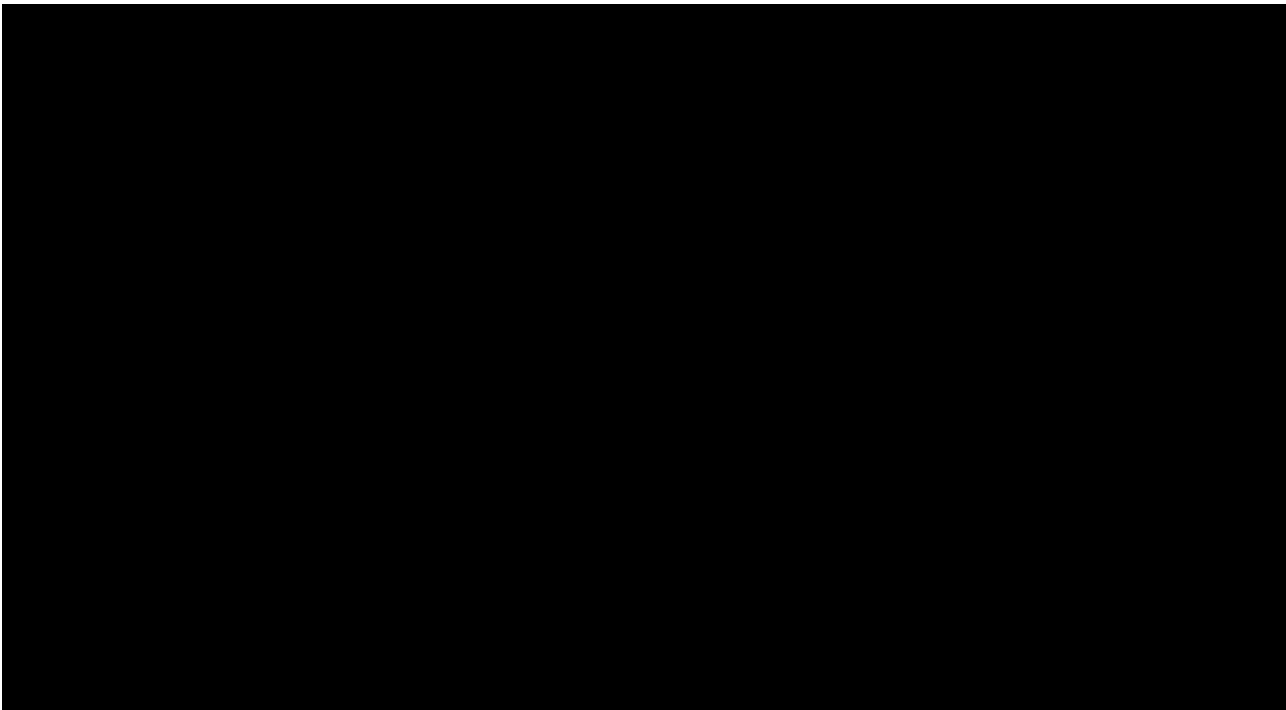
## **10 Darwin Initiative identity**

The project has not undertaken public outreach or communications. The focus of the project was on direct engagement with community stakeholders and partner organisations, and did not include external communications or media visibility.

Unless it is explicitly agreed at contracting stage and integral to the goals of a project, it is not standard practice for ClientEarth to undertake promotion of specific funders, incorporate funder's logos into external-facing materials, or publicise a high level of detail about specific projects. However, at the outset of each LWG, we do mention to attendees that the workshop has been held as a result of the support received from the Darwin Initiative. Given that we are working with community members, it is unlikely that they have a clear understanding of what the Darwin Initiative is as a distinct identity, however we do encourage participants to ask questions during discussion sessions to learn more.

## **11 Safeguarding**





12 Finance and administration

12.1 Project expenditure

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				

Operating Costs				
Capital items (see below)				
Others (see below)				
Audit costs				
<b>TOTAL</b>	196,937	193,978.75	-2%	

Staff employed (Name and position)	Cost (£)
Babette Tachibana-Brophy, Project Leader and Lawyer (ClientEarth)	
Caroline Crawford, Programme Manager (ClientEarth)	
Alice Salisbury, Finance Business Partner (ClientEarth)	
Saye Thompson, President (NUCFMB)	
Bonathan Gabriel Walaka, National Facilitator and Head of Secretariat (NUCFMB)	
Isaac Saylay, Facilitator (NUCFMB)	
T. Negbalee Warner, Senior Partner (HPA)	
Lucia Diana Sonii-Gbala, Lawyer and Director (HPA)	
J. Awia Vankan, Partner (HPA)	
Mrs Yassa Y Mulbah, Vice President of Administration (NUCFMB)	
Alston C Armah, Junior Lawyer (HPA)	
Mullbah Worzi, Accountant (HPA)	
<b>TOTAL</b>	

Capital items – description	Capital items – cost (£)
NUCFMB – Computers x2	
<b>TOTAL</b>	

Other items – description	Other items – cost (£)
NUCFMB – vehicle maintenance	

<b>TOTAL</b>	
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## 12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
<b>TOTAL</b>	

Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project	Total (£)
<b>TOTAL</b>	

## 12.3 Value for Money

The project achieved strong value for money by leveraging existing institutional relationships, building on prior investments, prioritising local leadership, decentralising implementation, and supporting inclusive participation. It relied on collaborative partnerships and shared capacity to maximise both cost efficiency and impact. ClientEarth legal staff provided targeted expertise and technical support to Liberian partners enabling a sustainable transfer of knowledge to national stakeholders. This approach also reduced the need for frequent international travel, significantly lowering associated costs while strengthening in-country ownership and long-term impact.

**Economy:** Financial procedures were designed to ensure that financial decisions are informed by objective economic criteria. Travel bookings were made through an agency with preferential rates for NGOs. Internal and external video-conferencing and telephone calls were considered and prioritised where possible for the efficient delivery of planned activities. As a result, costs savings in the travel line resulted from cost-sharing efficiencies, as the Liberia trip was coordinated with other grants. Technical support was delivered effectively online, and regular virtual check-ins with partners further reduced travel needs. Additionally, laptops procured through the project helped resolve technical issues faced by NUCFMB, improving coordination. These measures led to cost savings of [REDACTED] and reflect strategic resource use and strong value for money.

**Efficiency:** We ensure efficiency by following standard organisational procedures that create a robust MEL and grant management system, clear due diligence process for our partners, prevention of corruption in the delivery chain, and effective risk management. We have involved partners, collaborators and beneficiaries in project design to identify which activities and outcomes have greatest value. An organisational budget holder procedure is in place and monthly check-ins are held to inform iterative project planning and budget forecasting that is responsive to opportunities where we can have the greatest impact.

**Effectiveness:** Our approach to MEL enables us to assess our effectiveness – by tracking levels of influence and contribution to change, and the monitoring of tracking of activities against our indicators – providing opportunities for critical learning so that we can ensure the



effectiveness of our approach. We ensure the effectiveness of our work by integrating sustainability into our activities to ensure that the knowledge generated can be shared broadly. As a clear example, this project supported NUCFMB in the developing the following financial management policies: Procurement Policy, Travel and expense policy, Anti-corruption policy, Financial management and process policy which included -Bookkeeping , Cash Management: Banking and Petty Cash, Payroll, Taxes , Audits, Assets Management

### **13 Other comments on progress not covered elsewhere**

### **14 OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes**

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here).

Image, Video or Graphic Information:

<b>File Type (Image / Video / Graphic)</b>	<b>File Name or File Location</b>	<b>Caption, country and credit</b>	<b>Online accounts to be tagged (leave blank if none)</b>	<b>Consent of subjects received (delete as necessary)</b>
				Yes / No
				Yes / No
				Yes / No
				Yes / No
				Yes / No

## Annex 1 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	Progress and achievements
<b>Outcome</b> Community Forestry Management Bodies are strengthened and contribute more effectively to reducing deforestation, conserving biodiversity and generating sustainable economic development in Liberia.	The project successfully achieved its intended outcome by significantly strengthening CFMBs and enhancing their capacity to contribute to forest conservation, biodiversity protection, and sustainable development.  Evidence provided in section 3.2 and Annex 5 -Endline Evaluation, Annex 6- Regional Meeting Report Northern Nimba, Annex 7 Regional Meeting report in Gbarpolu.
<b>Outcome indicator 0.1</b> Number of forest community members trained reporting that they are applying new legal knowledge on biodiversity conservation and carbon markets by the end of the project.	9 trained community members reported actively applying new legal knowledge on biodiversity conservation and carbon markets.  Evidence provided in section 3.2 of report and Annex 4 – Reports LWGs and Annex 5 – Endline Evaluation.
<b>Output 1</b> Forest communities have the knowledge to manage their community forests in a way that promotes best practice on biodiversity conservation.	
<b>Output indicator 1.1</b> Number of decision-makers attending the plenary LWG in the last quarter of the project.	44 decision makers from CLDMCs, CFMBs, CFDCs, CSOs, and government agencies attended the final LWG plenary.  Evidence provided in section 3.1 of report and Annex 1 – Report LWG October 2024).
<b>Output indicator 1.2</b> Number of knowledge products on biodiversity conservation and voluntary carbon markets created by the end of the project.	2 key products were produced to support stakeholder awareness and engagement: a series of presentations on the GBF and carbon markets to foster community-level understanding of both issues, and 1 Stakeholder Declaration articulating CSO and communities' participation in the carbon law and policy development process with government agencies.  Evidence provided in section 3.1 of report and Annex 2 – Legal Framework for Carbon Presentation and Annex 3 – Carbon Contracts Presentation
<b>Output indicator 1.3</b>	29 forest communities with increased knowledge of legal framework and their rights in relation to biodiversity issues and carbon markets by the end of the project

Number of forest communities with increased knowledge of legal framework and their rights in relation to biodiversity issues and carbon markets by the end of the project.	Evidence provided in section 3.1 of report and Annex 4 – Reports from LWGs and Annex 5 – Endline Evaluation
<b>Output 2</b> NUCFMB's capacity and capability to delivery national level advocacy on biodiversity, carbon markets, conservation and forest governance issues as identified by forest communities is improved.	
Output indicator 2.1 Number of NUCFMB staff that are applying new legal knowledge on biodiversity, conservation and carbon markets by the end of the project.	2 NUCFMB facilitators are applying new legal knowledge on biodiversity, conservation and carbon markets in LWGs and meetings with forest communities by the end of the project. Evidence provided in section 3.1 of report and Annex 5 – Endline Evaluation
Output indicator 2.2 Number of NUCFMB staff reporting that they are applying new financial procedures at the end of the project.	8 NUCFMB staff, (6 secretariat, 2 facilitators) reporting that they are applying new financial procedures at the end of the project. Evidence provided in section 3.1 of report and Annex 5 – Endline Evaluation
Output indicator 2.3 Number of NUCFMB staff reporting that they are applying new advocacy skills at the end of the project.	8 NUCFMB staff, (6 secretariat, 2 facilitators) reporting that they are applying new financial procedures at the end of the project. Evidence provided in section 3.1 of report and Annex 5 – Endline Evaluation
Output indicator 2.4 Number of forest communities' profiles updated in the Community Forestry database by the end of the project.	17 forest communities' profiles updated in NUCFMB community forest database. Evidence provided in section 3.1

**Annex 2 Project's full current indicators of success as presented in the application form (unless changes have been agreed)**

Project summary	SMART Indicators	Means of verification
<b>Outcome:</b> Community Forestry Management Bodies are strengthened and contribute more effectively to reducing deforestation, conserving biodiversity and generating sustainable economic development in Liberia.	5 forest community members trained reporting that they are applying new legal knowledge on biodiversity conservation and carbon markets by the March 2025 (D1-A01) (D1-B05).  At least 50% of community representatives at trainings are women (D1-A01) (D1-B05).	Feedback (e.g. focus groups) and participant lists (disaggregated by gender) from Legal Working Groups.  Activity reports from NUCFMB and HPA.  Endline evaluation report.
<b>Output 1</b>  Forest communities have the knowledge to manage their community forests in a way that promotes best practice on biodiversity conservation.	1.1 1 decision-makers attending the plenary LWG in the last quarter of the project (D1-B05).  1.2 2 products on biodiversity conservation and voluntary carbon markets created by March 2025 (D1-C01).  1.3 5 Forest communities with increased knowledge of legal framework and their rights in relation to biodiversity issues and carbon markets by the March 2025 (D1-B05).  1.4 At least 50% representatives at LWG are women (D1-B05).	Activity reports from LWGs.  Agenda, training materials, and participant lists (disaggregated by gender) from LWG sessions.  Pre- and post-LGWs focus groups (with a specific focus group for women).  Knowledge products produced by ClientEarth, HPA and NUCFMB.  Endline evaluation report.
<b>Output 2</b>  NUCFMB's capacity and capability to deliver national level advocacy on biodiversity, carbon markets, conservation and forest governance issues as identified by forest communities is improved.	2.1 2 NUCFMB facilitators are applying new legal knowledge on biodiversity, conservation and carbon markets in LWGs and meetings with forest communities by March 2025 (D1-A04).  2.2 4 NUCFMB staff attend the finance training and reporting that they are applying updated manual of by March 2025 (D1-A04).  2.3 1 updated manual of financial procedures developed after staff attend finance training (D1-A03).  2.4 4 NUCFMB staff attend advocacy training and reporting that they are applying new advocacy skills by March 2025 (D1-A04).	Activity reports from NUCFMB.  Terms of Reference for finance training consultancy, pre and post training survey, training reports and participant lists (disaggregated by gender).  1 updated manual of financial procedures.  1 updated NUCFMB Forest database.  Number of NUCFMB staff with increased knowledge and understanding of financial procedures.

	<p>2.5 1 National media report published by March 2025 as a result of advocacy training.</p> <p>2.6 5 forest communities' profiles updated in the Community Forestry database by March 2025 (D1-A03).</p>	<p>Terms of Reference for advocacy training consultancy, pre and post training survey, participant lists (disaggregated by gender), advocacy consultancy report.</p> <p>1 NUCFMB membership engagement and national advocacy plan. National media report.</p> <p>Updated needs analysis and organisational development plan from January 2023.</p> <p>Endline evaluation report.</p>
<p><b>Activities</b> (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>1.1 Research and preparation of training material and content on voluntary carbon market and the Global Biodiversity Framework (co-produced by ClientEarth and HPA)</p> <p>1.2 Two Legal Working Groups (LWGs) in biodiversity hotspots on the legal and policy implications of the voluntary carbon market and the Global Biodiversity Framework for forest communities and NUCFMB staff, including a focus on women's leadership in biodiversity conservation.</p> <p>1.3 Plenary LWG bringing together community members, the NUCFMB and members from government to facilitate discussing on community priorities, concerns and focus points regarding law and policy design for carbon markets and the implementation of the GBF.</p> <p>1.4 Focus groups at LWGs for monitoring, evaluation and learning.</p> <p>1.5 Endline evaluation activities conducted by external consultant</p> <p>2.1 Inception period, supported by ClientEarth, and purchase of laptops.</p> <p>2.2 Creation of membership engagement and national advocacy plan based on previous needs analysis.</p> <p>2.2.1 Advocacy training attended by the key staff of the NUCFMB (executives, facilitators and nine coordinators) by Liberian expert, including coaching, public speaking, member engagement, building consensus, gender transformative advocacy etc.</p> <p>2.2.2 Community-level visits for membership engagement in biodiversity hotspots by the NUCFMB.</p> <p>2.2.3 Information gathering on biodiversity conservation and carbon market issues affecting their members (included in 1.1, 1.2, and 2.2.2).</p> <p>2.2.4 Updating the community forests database with up-to-date information by NUCFMB.</p> <p>2.2.5 Analysing data and membership feedback on issues and requested support by NUCFMB with support from ClientEarth.</p> <p>2.2.6 - HPA and ClientEarth to support and advise NUCFMB on identifying advocacy priorities for stronger legal framework on voluntary carbon markets and biodiversity conservation, as well as discuss future collaboration.</p> <p>2.2.7 Agreeing key advocacy priorities grounded in the legal framework during the NUCFMB governance meeting and validation of the membership engagement and national advocacy plan.</p> <p>2.3 Finance training attended by the key staff of the NUCFMB (executives and facilitators) and update of the manual of procedures and policies for a growing organisation.</p> <p>2.4 NUCFMB to review and update their organisational development plan.</p> <p>2.5 Endline evaluation activities conducted by external consultant.</p>		

### **Important Assumptions**

1. Political and security remains stable allowing activities to be implemented.
2. The Liberian Government (continuing or newly elected) continues to be committed to GBF implementation.
3. Forest communities are willing to engage and able to participate in forest governance structures.
4. Improved forest governance contributes to reduced illegal practices for timber & forest risk commodities.
5. Governance systems and dynamics (multi-lateral, national and local) support efforts to improve forest governance (e.g. community forestry).
6. Improved forest governance contributes to anti-corruption efforts and sustainable local livelihoods.
7. ClientEarth's work continues to be complemented by the actions of other NGOs.

## Annex 3 Standard Indicators

**Table 1 Project Standard Indicators**

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total achieved	Total planned
D1-A01	Number of people in eligible countries who have completed structure and relevant training.	Number of people	Country; Gender (men, women, other); IPLC4 status (IPLC, other)	67 (32 Women, 35 men), including 9 forest community members			9	5
D1-A03	Number of local or national organisations with enhanced capability and capacity.	Number of organisations	Country; Organisation Type (public, private, other)	1			1	1
D1-A04	Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after the training	Number of people	Country; Gender (men, women, other); IPLC7 status (IPLC, other)	8 (1 women, 7 men)			8	6
D1-B05	Number of people with increased participation in governance	Number of people	Country; Gender (men, women, other); IPLC10 status (IPLC, other); Governance structure (New; Existing)	9			9	5
D1-C01	Number of best practice guides and knowledge products published and endorsed.	Number	Country; information type (data, insights, case studies, other)	2			2	2

**Table 2 Publications**

<b>Title</b>	<b>Type</b> (e.g. journals, manual, CDs)	<b>Detail</b> (authors, year)	<b>Gender of Lead Author</b>	<b>Nationality of Lead Author</b>	<b>Publishers</b> (name, city)	<b>Available from</b> (e.g. weblink or publisher if not available online)



## 15 Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the <b>correct template</b> (checking fund, type of report (i.e. Annual or Final), and year) and <b>deleted the blue guidance text</b> before submission?	Checked
<b>Is the report less than 10MB?</b> If so, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	Checked
<b>Is your report more than 10MB?</b> If so, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line. <b>All supporting material should be submitted in a way that can be accessed and downloaded as one complete package.</b>	Checked
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 14)?	Checked
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Checked
Have you involved your partners in preparation of the report and named the main contributors?	Checked
Have you completed the Project Expenditure table fully?	Checked
Do not include claim forms or other communications with this report.	