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PROSPER

PEOPLE, RULES AND ORGANIZATIONS SUPPORTING THE PROTECTION OF ECOSYSTEM RESOURCES

ANNUAL REPORT, FY 2013

November 2013

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Front Cover Photo: Member of the theatre group performs at an event to raise awareness about the community forestry rules in northern Nimba.
Photo Credit: Esthella Miller, Gender Integration Officer

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ACRONYMS

ACC	Agriculture Coordinating Council
AGRHA	Action for Greater Harvest
AML	Arcelor Mittal Liberia
APM	Advanced Participation Methods
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
AYP	Advancing Youth Program
BCC	Behavior Change Communication
BGF	Big Gio Forest
BOTPAL	Botanical Products Association of Liberia
CA	Community Assembly
CDC	County Development Committee
CDWG	Curriculum Development Working Group
CF	Community Forestry
CFDC	Community Forestry Development Committee
CFMA	Community Forest Management Agreement
CFMB	Community Forestry Management Body
CFOC	Community Forest Organizing Committees
CFWG	Community Forestry Working Group
CI	Conservation International
CJPS	Center for Justice and Peace Studies
CM	Community Mobilizer
COA	Communications and Outreach Advisor (PROSPER)
COP	Chief of Party (PROSPER)
CPG	Cassava-producing Group
CPOP	Commercial Palm Oil Producers
CRL	Community Rights Law
CSO	Civil Society Organization
CWG	Cocoa Working Group
DCOP	Deputy Chief of Party (PROSPER)
EA	Educational Advisor (PROSPER)
ELI	Environmental Law Institute
ENNR	East Nimba Nature Reserve
EPA	Environmental Protection Agency
ETD	Environmental Threshold Decision

FDA	Forestry Development Authority
FED	Food and Enterprise Development Project
FFI	Fauna and Flora International
FFS	Farmer Field School
FMC	Forest Management Concession
Ftf	Feed the Future
FTI	Forestry Technical Institute
GAP	Good Agricultural/Agroforestry Practices
GIO	Gender Integration Officer
GOL	Government of Liberia
GVL	Golden Veroleum Liberia
IEE	Initial Environmental Examination
JCFMB	Joint Community Forestry Management Body
L-MEP	Liberia-Monitoring and Evaluation Project
L/EDOA	Lead for Education Development and Outreach Activities (PROSPER)
L/LEDA	Lead for Livelihood and Enterprise Development Activities (PROSPER)
LA	Livelihoods Advisor (PROSPER)
LAC	Liberian Agriculture Company
LC	Land Commission
LFSP	Liberia Forest Support Program
LRCFP	Land Rights and Community Forestry Program
LTTA	Long-term Technical Assistance
LTTP	Liberia Teacher Training Program
M&E	Monitoring and Evaluation
M&E Specialist	Monitoring and Evaluation Specialist (PROSPER)
MDA	Minerals Development Agreement
MoE	Ministry of Education
NAEAL	National Adult Education Association of Liberia
NBST	National Benefit Sharing Trust
NBSTB	NBST Board
NCCSC	National Climate Change Steering Committee and Secretariat (NCCSC)
NFRL	National Forestry Reform Law
NNBSG	Northern Nimba Biodiversity Stakeholders Group
NRC	Norwegian Refugee Council
NRM	Natural Resource Management
NTFP	Non-timber Forest Product
ODGA	Organizational Development and Governance Advisor (PROSPER)

PES	Payment for Environmental Services
PIDS	Project Information Database System
PMP	Performance Management Plan
PROSPER	People, Rules and Organizations Supporting the Protection of Ecosystem Resources
PUP	Private Use Permit
SADS	Skills and Agricultural Development Services
SAMFU	Save My Future Foundation
SCFA	Senior Community Forestry Advisor (PROSPER)
SCNL	Society for the Conservation of Nature in Liberia
STEWARD	Sustainable and Thriving Environments for West African Regional Development
STTA	Short-term Technical Assistance
TSC	Timber Sale Contract
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development
USFS	United States Forest Service

INTRODUCTION AND BACKGROUND

To build on previous United States Government investments in the forestry and agricultural sectors, particularly the Land Rights and Community Forestry Program (2007-2011) and the Liberia Forestry Support Program (2011-2012), USAID contracted Tetra Tech ARD in May 2012 to implement a new, five-year program (2012-2017) entitled People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER). The overall goal of the program is to introduce, operationalize, and refine appropriate models for community management of forest resources for local self-governance and enterprise development in targeted areas of the country. The three primary objectives of the program are:

1) Expand educational and institutional capacity to improve environmental awareness, natural resource management, biodiversity conservation, and environmental compliance;
2) Improve community-based forest management leading to more sustainable practices and reduced threats to biodiversity in target areas;
3) Enhance community-based livelihoods derived from sustainable forest-based and agriculture-based enterprises in target areas.

September 30, 2013, marked the conclusion of the first full year of PROSPER program implementation. Like many large programs in their first year, PROSPER dealt with some growing pains associated with setting up and equipping three field offices, establishing effective administrative, financial, and logistical support and coordination systems, and orienting and training a team of more than 60 full-time project and subcontract staff (many of them new to community forestry) with regard to USAID-PROSPER's objectives, technical approaches, monitoring system and reporting requirements. The PROSPER team struggled with a number of other program-specific and contextual challenges in FY13, notably a heavy first-year deliverables schedule, an insufficient number of experienced Liberian technical staff (which in some cases required PROSPER to rotate them from one work zone to another to lead activities and ensure quality control), and a largely dysfunctional Government of Liberia counterpart (Forestry Development Authority - FDA) which was thrown into even greater disarray in 2013 by fallout from the explosive Private Use Permit (PUP) scandal. The scandal revealed deep-seated problems in the forestry sector related to the issuing of timber licenses on community lands and resulted in the dismissal of several senior FDA staff.

Despite the various challenges faced in FY13, the PROSPER team was extremely active and persistent, and ultimately succeeded in executing a high percentage of planned first year activities. PROSPER also attained or exceeded targets for 10 of the 15 results indicators tracked in FY13. Helping to create new attitudes, skills, educational materials, governing bodies, and policies, and catalyzing action with regard to sustainable forest and natural resource management are extremely labor-intensive endeavors in the Liberian context. As a measure of intensity, it is worth noting that during Year 1, the PROSPER team organized 173 meetings and workshops in the program's target zones, involving more than 6,600 stakeholders (not including an estimated 3,000 persons who participated in the "Make Rights Real" outreach rollout campaign. Twenty-seven percent of the meeting and workshop participants were women. Gender integration is a key facet of PROSPER's approach, and practical measures for achieving it were defined in a gender integration plan that served as a practical guide to PROSPER teams in activity design and implementation in FY13.

At the national level, PROSPER helped to resuscitate the Community Forestry Working Group – a joint FDA-civil society group – and strengthen its outreach and watchdog capacities. Throughout the year, PROSPER was a frequent participant in high-level forestry sector and land policy review meetings, contributing information, insights and ideas gleaned from practical experience in PROSPER's 10 field sites. PROSPER staff were regularly consulted for information and advice on forest, land, and livelihoods

matters by a wide array of actors and institutions ranging from community organizations outside PROSPER's work areas to multilateral donors.

While the PROSPER team managed to execute the majority of planned field activities in Year 1, the often frantic pace of the first year caused it to fall behind schedule in the preparation and submission of several report deliverables associated with these activities. In consultation with USAID, the submission dates of several deliverables (#9, Community Forestry Management Handbook , and #27, Year-end education workshop) have been deferred with a view to enable the program to provide better products by integrating additional information and experience gained from Year 2 activities. Nevertheless, PROSPER will tackle an ambitious Year 2 work plan in October 2013 with a backlog of reports to submit, including five for Component 1 (Deliverables 3 and 26, under Activity 1.1; Deliverables 5 and 11 under Activity 1.2; and Deliverable 7 under Activity 1.3).

Throughout the year, Tetra Tech ARD kept USAID apprised of progress made in implementing the FY13 work plan through monthly and quarterly reports that detailed activities carried out, results achieved, indicator targets attained, etc. Those written reports were complemented by regular meetings between the USAID COR, Assistant COR, and PROSPER senior management team as well as joint field missions. The present *Annual Report* is provided as a complement to the monthly and quarterly reports. It provides a succinct summary of PROSPER's major achievements in FY13 *by component and by activity*. The *Annual Report* also presents several of the important lessons learned during the first year, and the principal strategic adjustments made on the basis of the first year experience.

COMPONENT 1: EDUCATION, OUTREACH AND AWARENESS

COMPONENT STATEMENT

The goal of Component 1 is to increase educational and institutional capacity to improve environmental awareness, natural resource management (NRM), biodiversity conservation and environmental compliance. Activities under this component support the Ministry of Education (MoE) to develop formal primary education curricula on NRM and governance; engage civil society organizations (CSOs) to increase public awareness of natural resource and environmental management issues; support the Forestry Training Institute to develop and deliver a community forestry curriculum; and engage community organizations to more effectively contribute to NRM, land and environmental policy development and implementation.

Activity 1.1: Collaboratively support the development and/or modification of primary, formal and non-formal school curricula to increase knowledge and understanding related to natural resources, their management, and the related rights and responsibilities of government and citizens

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Report summarizing findings of review of formal primary school curriculum, adult literacy curriculum, and non-formal education materials, and identifying opportunities to integrate environmental themes **(Deliverable 26) – *Prepared in draft; Final version to be submitted in Dec. 2013***
Environmental curriculum materials field-tested **(Deliverable 3) – *Field work completed in FY13; Report to be submitted Dec. 2013***
Year 1 Education Review workshop with CDWG to review lessons learned, best practices, and to assess the formal, adult education, and non-formal curricula, as revised and tested **(Deliverable 27) – *Deferred to Apr. 2014***
Improved capacity of MoE & collaborators to include environmental themes in formal & non-formal primary school education **(Result)**

Major Achievements:

- PROSPER facilitated the establishment of a Curriculum Development Working Group (CDWG) with support of the MoE Curriculum Division. The CDWG, comprised of the MoE and other government institutions, INGOs and NGOs in the education and NRM sectors, UNICEF and private sector partners, held several meetings in the August-October 2012 period that provided good information and orientations for the PROSPER-led curriculum development effort.
- PROSPER, with support from the CDWG, conducted a review of the national curriculum. Several environmental education and NRM-related materials, including the national primary school curriculum were compiled and reviewed. Environmental education themes were identified and prioritized for possible integration within the national primary schools curriculum. PROSPER subcontractor, Rutgers University, mobilized a curriculum development expert who worked with the CDWG on the curriculum review process. Informed by the review, a logical age-appropriate approach to address the environmental themes was agreed upon. The environmental themes were categorized as follows: communicating with nature (grades 1-2), environmental awareness (grades 3-4) and environmental threats/opportunities (grades 5-6).
- The MoE Curriculum Development Division and PROSPER reached consensus on the need to find innovative ways to deliver more and better environmental and natural resource-related content by working *within* the existing primary curriculum and without increasing the number of instructional hours required to deliver the curriculum. The Curriculum Development Division and PROSPER agreed that the most appropriate approach to address environmental concerns in

the national curriculum was through the development of illustrative and easy-to-use lesson plans that could be integrated into the four core subjects: Science, Social Studies, English and Mathematics.

- In order to identify schools where piloting of the lesson plans could be carried out, a joint rapid assessment of 31 schools in Grand Bassa and Nimba Counties was conducted by the MoE and PROSPER in April 2013. Based on criteria that included staffing strength, qualifications, teacher-availability, willingness to use structured materials for teaching (curriculum, lesson plans); availability of school structure, basic furniture for sitting and writing; availability of students; and mix of urban and rural schools, 15 schools were selected.
- To develop lesson plans that infuse environmental themes into the primary formal curriculum, PROSPER and the MoE constituted a working group composed of four MoE curriculum experts and six volunteer teachers from Liberian primary schools selected on the basis of their reputations as dedicated and experienced educators. PROSPER and the MoE developed a standard lesson planning template and oriented the teachers in its use.
- Seventy-two (72) illustrative lesson plans that integrate environmental education topics into the formal primary school curriculum were drafted by the aforementioned working group.
- The lesson plans were refined by PROSPER and the MoE based on the results of extensive field-testing conducted at PROSPER sites in June and July – a process in which students, 30 teachers, 15 principals, five District Education Officers, two County Education Officers and MoE curriculum specialists participated. PROSPER then contracted a Curriculum Development Specialist familiar with the primary schools in rural Liberia to review and revise the refined 72 lesson plans developed by the PROSPER team for both consistency of content and readability. After the second phase of field-testing in August, a final refinement of the 72 lesson plans was done.
- PROSPER developed a scope of work to mobilize environmental education and graphics experts from subcontractor, Rutgers University, to design visual learning aids to accompany the lesson plans.

Lessons Learned:

Consensus building on the preferred approach

PROSPER initially anticipated modifying and revising the primary curriculum to provide better structure and coherence for the inclusion of environmental themes. The members of the multi-stakeholder curriculum development working group (CDWG) advised otherwise, however. This group, which brought a variety of interests and institutional knowledge to the table, pointed out that MoE had only recently concluded a full revision of the national primary school curriculum. Initiating another curriculum revision process, they cautioned, would create confusion. Furthermore, they noted that current curriculum was already full and that *adding* any content that would require additional instructional hours would result in overload for teachers and students. Consequently, the CDWG, including the MoE Curriculum Development Division, and PROSPER concurred that an approach was needed to increase the quantity and quality of environmental content by integrating it into the existing primary curriculum. The Curriculum Development Division and PROSPER agreed that the most effective way of achieving this was through the development of illustrative and easy-to-use lesson plans in the four core subjects: Science, Social Studies, English and Mathematics. Though the process was not rapid, PROSPER avoided heading down several ‘dead-end’ roads as a result of the careful consultation with other actors knowledgeable of the complexities of the primary education sector in Liberia, and also achieved a very high degree of buy-in on the lesson plan-based approach.

Making the curriculum development process indigenous

The Curriculum Development Division and PROSPER agreed that the most effective and sustainable approach for developing lesson plans that would reflect Liberian contexts and realities and be readily-understood and used by primary teachers was to engage Liberian experts from the MoE and high performing teachers in the government school system. Using criteria set by the MoE and PROSPER, thirteen teachers were shortlisted and interviewed. Six volunteer teachers were selected and trained in the development of lesson plans and integrating environmental education topics within existing national primary curriculum topics. With assistance from four MoE curriculum experts, the teachers mastered these skills through the production of new lesson plans. In doing so, they also demonstrated the indigenous capacity that exists in Liberia and that can be tapped by the MoE to refine and improve other curricula.

Standardized lesson plan format

During the curriculum development process, PROSPER encountered various lesson plan formats being used in Liberia's primary school system. Furthermore, every teacher training institution has its own proposed lesson plan format. A consensus was reached with the MoE on the need to develop a standardized lesson plan format and to use it to develop the illustrative lesson plans with environmental themes. The format that was developed by PROSPER and MoE collaborators was so well appreciated that the MoE would like to popularize it with teacher training institutions.

Appropriate teaching and learning materials

While work with MoE on the primary curriculum development progressed significantly through Year 1, the process unearthed a deeper degree of human resource, logistical and management deficiencies within the education sector than was anticipated. Most significantly, it emerged through the rapid assessment and field tests that teachers will need more support materials than are currently available in order to effectively deliver the curriculum. The classroom situation in rural Liberia is extremely challenging. A high percentage of teachers have not been adequately trained to fulfill their roles, and schools lack the most basic teaching and learning materials such as textbooks, charts, posters, chalk, pens, pencils, and copybooks. These practical realities were taken into account in the development of the lesson plans. Following the field testing of the lesson plans, PROSPER and the working group provided additional instructional details to the lesson plans to enable teachers to manage their classes effectively and keep sight of the environmental topics being integrated. They also identified learning aids – mainly posters illustrating materials that can easily be found or identified within the rural environment – that teachers could use to reinforce specific concepts in the lesson plans.

Ensuring communication with officials in the MoE

In PROSPER's early engagements with the MoE, two senior Curriculum Division personnel were designated to liaise with PROSPER on the initiative to reinforce environmental content in the primary curriculum. In this role, they were responsible to keep the Deputy Minister for Instruction and other top officials apprised of progress. Over the past year, PROSPER came to realize that due to changes of personnel and internal management issues, this information flow has not been consistent. To remediate this in FY14, PROSPER has deliberately programmed meetings with a senior cadre at the MoE which will focus on validating the materials developed and assisting the Ministry to assume full ownership of the initiative.

Strategic adaptations:

PROSPER's support for primary, formal and non-formal school curricula will be brought to a close in Quarter 3 of FY14, after PROSPER has successfully completed the development of the lesson plans and teaching/learning materials (currently under development) and successfully introduced the package to pilot schools in the program's target zones.

This decision, taken in consultation with USAID, is based largely on the realization that while strengthening environmental content in the primary, formal and non-formal school curricula is undoubtedly a worthwhile endeavor, to achieve success in an institution as large and challenged as the MoE would require years of sustained effort and significant investment in such areas as teacher training. In the short time frame available to PROSPER, however, the limited human and material resources of the Component 1 team can be more productively deployed to address urgent public information needs under Activity 1.2 (Public Outreach Campaigns).

In Year 2, Component 1 will focus on developing prototypes for teaching and learning materials and provide an orientation to teachers and MoE officials on their use. This capacity building exercise was designed to demonstrate what could be done by the MoE to integrate environmental education within the national curriculum, but as noted above, PROSPER does not have the resources to carry this further. Nevertheless, to enable the MoE to consolidate the important gains they have made in strengthening the environmental curriculum, PROSPER will assist the Ministry to organize a comprehensive lessons learned workshop at the conclusion of this activity (Quarter 3). PROSPER will also attempt to assist the MoE to identify other projects or organizations (including the EPA) working in primary education – especially those inclined toward natural resource management or the environment – to encourage their use of the materials developed through this activity.

Activity 1.2: Collaboratively support the development of outreach campaigns to increase public awareness of natural resource and environmental management issues

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Series of brochures, radio programs, community theater and video products developed to educate the Liberian public in community forest development, land tenure and property rights, and environmental awareness **(Deliverable 11) – *Developed and used in first year campaign. Complete electronic package to be submitted in November 2013.***
Public outreach and awareness building approaches field tested with relevant GoL agencies, target communities, and other identified stakeholders along the themes of sustainable natural resource management, land tenure and property rights, environmental compliance, and community-based forest management **(Deliverable 5) – *Field work completed. Report to be submitted in December 2013. A report on lessons learned will augment this deliverable.***
Increased public awareness of NRM and environmental management issues **(Result)**

Major Achievements:

- PROSPER worked closely with FDA and CSO members of the Community Forestry Working Group (CFWG) to plan and carry out a first annual outreach campaign focused on the theme "Make Community Forestry Rights Real." The campaign entailed high-profile launch ceremonies in northern and southern Nimba County and in Grand Bassa, followed by a rollout process at the community level in all three zones.
- Throughout the course of preparing the outreach campaign, PROSPER offered both classroom and hands-on training opportunities to members of the CFWG. Topics included behavioral change communication, video shooting, and effective messaging in preparation for development of materials and products for the campaign, and understanding the Community Rights Law.
- PROSPER used various media in the first annual outreach campaign including radio, music, drama, cultural performances, video, and print (text and illustrations). Among the products, programs and materials developed were radio talk-shows, a jingle, a video, dramas, cultural performances, posters, flyers, tee-shirts, and booklets on the Community Rights Law and Regulation. The materials were distributed to target audiences and institutions. Some items were given out as prizes to individuals winning competitions on community forestry-related information.

- To support awareness-raising and outreach related to the community forestry process, the program refined posters developed under LRCFP and LFSP based on feedback from PROSPER field practitioners. An orientation and training on the use of the posters was provided to Zor and Gba CFMB members who are leading efforts to deepen understanding of community forestry in their areas. At the *new* PROSPER sites, these information sessions will be led by Community Mobilizers.
- PROSPER supported the expansion of CFWG's role in community forestry support to the FDA. Following a request from the FDA to design an approach to screen community forestry applications and to reach applicant communities with education on the Community Rights Law (CRL), PROSPER helped the CFWG to develop such a process, and is presently assisting the CFWG to design an education process for implementation in Year 2.

Lessons Learned:

CFWG provides a good institutional home for outreach and awareness-raising

In designing the approach to the first annual outreach campaign, PROSPER's Component 1 team was cognizant of the fact that "success" entailed *increasing **Liberian institutional capacity** to improve environmental awareness, natural resource management, biodiversity conservation and environmental compliance* (PROSPER Objective 1). That cognizance guided the highly participatory approach that PROSPER took to working with the CFWG on all phases of campaign preparation and execution.

When PROSPER first approached CFWG leaders in August 2012 about collaborating on outreach activities, there were hesitancies on both sides. The working group, which is led by the FDA but is comprised of a large number of CSOs active in the natural resource sector, had not been operational for more than a year. There were internal divergences concerning the continued leadership of the CFWG by the FDA (tarnished by the PUP scandal), and some members were reluctant to tackle new activities without a major initiative to formalize the CFWG through the development of a constitution, by-laws, officers, operating budget, etc. For its part, PROSPER was wary of committing time and resources to supporting the formalization of a group that didn't yet have a clear vision of what it wanted to achieve. PROSPER opted for a pragmatic approach of offering CFWG members the opportunity to coalesce around a discrete and tangible activity – the organization of an outreach campaign. PROSPER provided a place to meet and work, helped to facilitate and structure the campaign planning process, offered "classroom" and on-the-job training in specific communication skills, and ensured the overall logistics and administration of the campaign execution. The low-key, facilitative approach worked well. Involvement of the CFWG members in regular meetings to plan and prepare the campaign was very high. The organization of the work was participative and collegial, and members' enthusiasm and ownership of the initiative grew steadily. Working in small teams over several months, the government (FDA) and CSO members of the CFWG got to know each other very well and understand each other's perspective better.

Individual CFWG members acquired new knowledge and skills in Year 1 concerning how to plan and conduct outreach on forestry and environmental management issues, and as a group the CFWG's ability to lead such initiatives was clearly strengthened. Those gains will be enhanced in Year 2 through the outreach campaign assessment and lessons learned exercise that PROSPER will organize (see below), and through the additional training and experience provided by the second annual campaign. In FY14, as part of the PMP process, PROSPER will encourage the CFWG to reflect, explicitly, on its capacity to increase environmental awareness – whether that capacity is improving, in what respects, and what areas require additional emphasis.

Active research approach to outreach campaign design

Contract deliverable no. 6, "Public Outreach and Awareness Building Manuals", was due at the close of the first annual outreach campaign in May 2012. However, given the delays experienced in starting the first campaign (completed in July 2013), and in order to broaden the base of experience for the manuals, PROSPER has proposed to defer their production until Q4 of FY14 after completion of the *second* annual outreach campaign. In the meantime, PROSPER will organize lessons learned workshops in Q1 of FY14 in conjunction with the CFWG at county and sub-county levels (Grand Bassa, southern Nimba and northern Nimba) to reflect on the successes and challenges of the first year campaign and to improve planning and approaches for Year 2. The output of the workshops, which will be presented in a report, will provide relevant grist for public outreach and awareness-building manuals.

Required outreach planning and implementation skills identified by the lessons learned analysis will be reinforced through training of CFWG members to ensure that campaigns are carried out optimally.

Procurement

In the initial planning of the first outreach campaign, the Component 1 team did not take adequate account of the steps and the time needed to procure external services – notably a graphics and printing company and a provider of cultural, dramatic, and musical expertise. These were large contracts that needed to be competitively procured through the preparation and issuance of requests for quotations with precise specifications and bid evaluation criteria. The Component1 team and the CFWG factored this late in the design, coming up with innovative and rigorous screening process for selecting vendors. In Year 2, procurement will form an integral part of the outreach planning process.

Promoting Peer-Awareness Initiatives through drama

Feedback received from communities show that they appreciate role-plays through videos and drama by their peers. The characters and their audiences easily connect as practical and real-life situations are played out.

In Year 2, PROSPER will work with the Zor drama and cultural troupe to promote inter- and intra-community awareness initiatives through performances in other PROSPER communities. The Zor troupe is one of six trained in FY13 by the Liberia Crusaders for Peace under a subcontract with PROSPER. At this stage, PROSPER lacks the resources to mobilize all six local troupes. The Zor drama troupe has benefited from prior training through LRCFP and has demonstrated a capacity to conduct effective drama and cultural performances on various topics in northern Nimba communities.

Strategic adaptations:

Witnessing events in the forestry sector over the course of Year 1, USAID and the PROSPER team realized that Liberia's community forest lands are under intense pressure from several quarters and that *urgent and extensive* public information and awareness-raising efforts are needed to effectively counter it.

Elite capture, competing claims and priorities among government institutions and politicians regarding ownership and use of Liberia's forests resources, continue to disempower forest-dependent populations. The occurrence of such problems in rural Liberia is so frequent and widespread that it raises doubts about the assumption that community forestry can be a viable management option in Liberia. To counter this, robust efforts are needed to increase awareness regarding community rights over forests of both communities and the agencies responsible for regulating forests. Failure to create a more informed population or to support the Government of Liberia in the legal implementation of community forestry will result in continued erosion of community rights and the loss of forestlands to unscrupulous investors. Accordingly, in addition to supporting the FDA and CFWG to plan and conduct a second annual outreach campaign in Year 2, PROSPER intends to collaborate with PCI-Media Impact, the communications partner of STEWARD, to produce a 52-episode radio drama serial incorporating messages on community

forestry, land tenure and property rights, and biodiversity conservation. The radio drama episodes, to be broadcast via the UNMIL radio network, will disseminate information and stimulate informed debate on critical environmental issues throughout the country.

Activity 1.3: Develop a CF curriculum and support capacity development of FTI staff to implement

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Community Forestry curriculum elements are identified and teaching training needs assessment performed to plan for curriculum implementation **(Deliverable 7) – *Draft completed in August 2013. Final version will be compiled and submitted in Dec. 2013, following validation workshop at FTI.***
Capacity of FTI teacher's to provide curricula in community-based forest management increased **(Result)**

Major Achievements:

- PROSPER carried out an assessment of the content and sequencing of the Forestry Training Institute's (FTI) existing forestry curriculum and its capacity to implement it. The report was shared with the FTI faculty for their feedback and recommendations.
- Following the assessment, PROSPER supported the FTI to reorganize the sequencing of their existing curriculum, coordinated with FFI on elements of their conservation courses to be included in the CF curriculum, incorporated NTFP topics provided by Rutgers University, and developed detailed modules for the CF curriculum.
- A teaching methods training and a curriculum refinement workshop was conducted for FTI in August 2013. The training of teachers in modern participatory teaching techniques, planning and implementation of internships and field assessments was carried out based on findings from the comprehensive assessment conducted earlier.
- To support student learning and expand access to resources, an FTI website and a database of over 200 teaching and learning materials were developed. FTI instructors continue to practice their newly-learned teaching techniques and to upgrade their abilities to use the website (http://liberiafti.wordpress.com/) and database/digital library (http://liberiafti.wordpress.com/readings/).

Lessons Learned:

FTI faculty buy-in is key to introducing CF curriculum and other reforms

At the time he was designated director of the FTI in August 2012, Mr. Garvoie Kardoh had just returned from an international forestry conference where he had learned that, worldwide, community forestry was quickly gaining ground as one of the best options for sustainable forest management. While Mr. Kardoh strongly supported USAID-PROSPER's offer of assistance to strengthen and update FTI's 30-year old curriculum by integrating a community forestry component, the initial response of FTI's faculty was less enthusiastic. The faculty felt threatened by the results of the initial assessment of FTI conducted by PROSPER that highlighted the lack of advanced training of most FTI instructors, the limited use of experiential and learner-centered education techniques, and FTI faculty's lack of teaching plans as well as visual aids and other appropriate pedagogic material to ensure practicality of application of the curriculum.

To overcome faculty concerns, PROSPER staff and lead consultant, Dr. Ken Bauer, pursued the development of the CF curriculum through a highly consultative approach that involved frequent meetings with CF faculty on proposed CF courses that were integrated into the present Ranger Training Program. To assist current faculty to upgrade their pedagogical skills, PROSPER delivered focused

teacher training, including modules on syllabus design, interactive teaching methods, experiential learning, and other topics. The investment made in strengthening the faculty's teaching skills, the establishment of a website housing more than 200 complementary course materials on CF, and the collegial "coaching" approach taken by PROSPER has created a real openness on the part of FTI's faculty to deliver the new CF courses and to modernize teaching approaches and techniques.

Community Forestry teaching and learning materials

One of the issues raised by the assessment report of the FTI was the general unavailability of teaching and learning materials on community forestry. To help address this gap, and as part of the curriculum development process, PROSPER compiled a library of more than 200 relevant reports, research articles, and other documents, which we subsequently digitized. To facilitate FTI faculty and student access to this large volume of materials, various options, including interactive DVDs, CDs and hard drives were considered. Ultimately, however, it was determined that a website provided a more sustainable and interactive option as it can be uploaded both locally and remotely with additional information of various types. The FTI now has the possibility of uploading specific information for study or public relations purposes.

Throughout Year 2, PROSPER's L/EDOA and FTI's IT Specialist will provide orientation for teachers and students on the use of the community forestry articles, the text database, and the FTI website. With support from the PROSPER IT Specialist, the FTI website will be closely monitored to assess the extent to which it is used and materials are accessed.

Strategic adaptations:

The faculty of the Forestry Training Institute made significant gains in their capacity to develop and implement a community forestry curriculum during Year 1. That said, the faculty does not currently have the ability to effectively *deliver* the curriculum – a problem that cannot be addressed through a few workshops. To support the FTI faculty members who will be launching the CF curriculum in January 2014, PROSPER staff will conduct regular monitoring and coaching visits throughout the first and second terms, and facilitate curriculum review workshops. PROSPER will also assist faculty members to use information technologies to access teaching and learning materials.

Activity 1.4: Work with civil society institutions and communities to support policy dialogue, develop communication and coordination strategies, and support effective stakeholder engagement in the development of NRM land and environmental policy

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
National-level forum advocating for citizen and community rights with regard to tenure, property rights, protection, and management of forest resources is established and operational **(Deliverable 10)**
Three policy briefs developed **(Deliverable 29) – *Deferred to first quarter of FY14***
Increased involvement of CSOs in the national level dialogue related to NRM, land, and environmental policy **(Result)**
Communication & coordination strategies among community forestry stakeholders improved **(Result)**

Note: Implementation of Activity 1.4 has been combined with Activities 2.2 and 2.3. Refer to Component 2 for list of major achievements and description of lessons learned.

Activity 1.5: Train communities receiving benefit sharing funds from commercial logging and key partners such as the NBST Board, FDA, private sector actors, and others on more effective and environmentally sound development programs for their communities

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
No deliverables due during the period
Improved capacity of communities receiving benefit-sharing funds to develop and manage appropriate community development activities **(Result)**

Major Achievements:

No activities planned or undertaken for the period

Strategic adaptations:

Activity 1.5 requires PROSPER to develop a handbook (Deliverable 9) to train communities receiving benefit sharing funds from commercial logging on how to develop more effective and environmentally sound development programs for their communities. Such a manual was developed by the Environmental Law Institute (ELI) and finalized in 2012 during the PROSPER award process and start-up. This existence of this manual obviates the need for PROSPER to develop such a document, although refinement and revision through implementation could be done in future years. Unfortunately, the National Benefit Sharing Trust (NBST) has yet to receive any funds from the Ministry of Finance, although it has been reported in the Liberian media that more than $13 million has been deposited into the Ministry of Finance by commercial logging interests through SGS/FDA. Given this, it is quite possible that the Government will reassess the NBST's efficacy. In discussions with the COR, it was agreed that until this issue is resolved and income begins to flow to communities through the NBST mechanism, it is prudent to delay implementation of this activity.

COMPONENT 2: FOREST MANAGEMENT AND BIODIVERSITY

COMPONENT STATEMENT

The goal of the forest management and biodiversity component is to develop viable models of community-based forest management that lead to more sustainable forest management practices and reduced threats to biodiversity in target areas. Activities under this component seek to build the institutional and human capacity of communities, FDA and CSO community capacity to implement sustainable forest management while developing an enabling legal framework that is informed by stakeholder experience.

Activity 2.1: Build community capacity for forest management

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Community Forest Management Handbook revised/developed and used by stakeholders **(Deliverable 9) - *Submission deferred to fourth quarter of FY14.***
Use of Community Forest Management Plans leads to increased community capacity to manage their natural resources and interact with outside actors more equitably in support of their interests **(Result)**
Increased capacity of CFMBs in target sites to manage land and resource conflicts between communities, with GOL and other stakeholders **(Result)**

Major Achievements:

Northern Nimba sites:

- Consistent with the CF management plans, PROSPER facilitated a series of workshops and meetings early in the year to develop rules on the use and management of fire, farming, fishing, hunting and NTFP collection in the Zor, Gba and Bleih community forests. These rules will be reviewed, revised and finalized in Year 2 (see Lessons Learned below). Following this, rules and permitting systems were introduced in the Gba and Zor communities. This was done through theater, radio, and outreach by community leaders and CFMB. The process used to develop these rules will be captured in the How-to Manuals in Year 2.
- Permits are currently available at the CF Offices but a systematic means to distribute and monitor their issuance and use has not yet been developed (see Lessons Learned section below).
- Throughout the year, PROSPER worked closely with AML to provide a series of trainings to the forest guards at the three northern Nimba CF sites. The training helped to define the community outreach and data collection roles of forest guards, and provided practical training in the use of GPS units. Forest guards are now routinely patrolling the forest, collecting data and reporting to the CFMB. The training provided was captured in modules that will be included in the "How-to" Manual series.

New sites:

- Community profiling was completed in all of the sites. Training modules were developed to orient staff on the various techniques that are utilized in this process. These modules will be revised and incorporated into the "How-to Manuals" based on field experience gathered through implementation. Profiles have been summarized and compiled into a reference document for staff use.
- Building on the community profiling exercises, proposed community forest sites have been identified in each of the 7 sites and letters of application consistent with the CRL regulatory

requirements were written and submitted to the FDA along with the US$250 application fee requesting authorized community forestry status. In each of the communities, the $250 was raised exclusively from within the community.

- Preliminary mapping of community forest land and clan-level mapping was completed with support from Tetra Tech ARD's Geospatial Specialist, Nick Thomas. This information will support the future boundary demarcation and zoning exercises related to forest management and assist with planning consultations with neighboring communities and stakeholders – a requirement of the CRL regulation.
- In all of the new PROSPER sites, Community Forest Organizing Committees (CFOC) have been formed. These CFOC will be responsible for leading the community through the multiple steps to attain authorized community forest status in the upcoming months. An important step in this process will be the demarcation of community forest boundaries. To that end, community mobilizers with FDA support have been collecting waypoints associated with existing farms and settlements within the proposed CF forest areas. This information will be used by the community to better understand the current use of the forest and allocate boundaries accordingly.
- Peace Committees have been established in each of the PROSPER communities. Members of these committees have received conflict management training which has been applied to non-CF issues already (see Snapshots in the PROSPER Q4 Report). The Peace Committees will be responsible for managing any conflicts that arise internally, or with adjacent communities when the demarcation process for the CF is initiated in Year 2. The conflict management training modules drew on boundary demarcation issues identified in preliminary CF mapping exercises. The modules will be incorporated in the How-to Manual.
- Members of the Peace Committees in Kparblee and Gbear Districts in Nimba County have joined a County Conflict Committee to mitigate a long-standing boundary dispute between the two clan groups that represent two different ethnic groups: the Gio and Krahn. The County Committee also includes representatives from Norwegian Refugee Council (NRC) and the Carter Center along with county government representatives. The process to resolve this boundary dispute is being led by PROSPER and follows the mapping and stakeholder engagement process piloted under the USAID Land Rights and Community Forestry Program.

All PROSPER sites:

- A series of ten posters was developed to support awareness-raising and outreach related to the community forestry process. Orientation and training on the use of the posters was provided to PROSPER staff and key community members so as to facilitate local town meetings throughout the year in which the steps to achieve authorized community forest status serve to create awareness about community forestry and upcoming activities.
- Consistent with the PROSPER Gender Plan (Deliverable #1), the Gender Integration Officer (GIO), in collaboration with the NAEAL program coordinator, revised leadership training modules developed under LRCFP for a women's leadership focus, and delivered the content in the PROSPER sites. Building on this, the GIO designed another training that targeted women leaders for involvement in the CF governance structure. For this, women leaders within the community were given specific training to present the CF poster series depicting the steps to authorized status and assisted these women to identify their own (and other women's roles) in each of the 10 steps.
- Members of the CFMB and JCFMB in northern Nimba, along with PROSPER staff, remained active as participants in the Nimba County Development Pillar meeting, and the County Development Steering Committee meeting. Both are organized by Nimba County Administration

and provide opportunities to share information with local policy makers and leaders. In addition, CFMB and JCFMB representatives participated in the Nimba County Forestry Forum meeting. Representatives from the new sites area also attending the pillar meeting and CDSC meetings with the support of PROSPER in Nimba and Grand Bassa counties.

***Other Community Forest Sites*:**

- Outside of the PROSPER sites, the program provided support to the Numopoh Community Forest Management Body (CFMB) in Sinoe County to conduct public meetings with the FDA to discuss land use plans related to Golden Veroleum's concession in the community, and a request from Delta Timber to undertake logging in the community. Following this meeting, the Numopoh CFMB requested assistance from PROSPER to demarcate forest areas within their community in order to identify areas for protection and community management. These forests fall within the Golden Veroleum (GVL) concession area, and the community wants to ensure that these areas are protected from clearing for GVL's oil palm plantations. To address this, PROSPER supported Gaye Dokpah, co-Chair of the JCFMB in northern Nimba, to travel to Sinoe where he provided a week of hands-on training to members of the CFMB in Sinoe on the use of GPS to collect spatial data. This training allowed the Numopoh community to continue the work on their own without PROSPER or FDA support. The data collected from this exercise will be shared with GVL and FDA to ensure that these areas are protected from oil palm development. Two GPS units were given to the Sinoe groups to enable them to continue the demarcation work.

- PROSPER also supported a representative of the Numopoh community to brief the Community Forestry Working Group (CFWG) on the forest and land issues in Sinoe. Following the presentation, the CFMB requested assistance from the FDA and CFWG partners to better understand Social Agreements and what could be negotiated within these contracts (the original Social Agreement signed between the Numopoh Community and GVL was negotiated by the Development Superintendent without consultation with the community and has since been cancelled). To support the communities in this process, the CFMB was put in touch with three NGOs who are members of the CFWG and are working in Sinoe County on these issues: SDI, SAMFU and Green Advocates.

- PROSPER also supported representatives from the Bloquia and Neezonie clan groups in Grand Gedeh County to brief the CFWG on the development of their CFMAs which were facilitated by the FDA in 2011. The representatives reported that they had signed an MOU in 2011with a logging company prior to the official signing of the CFMA. According to the community representatives, logging activities will begin later this year. However, the community now opposes the operations because the access roads for logging have been relocated so that they do not provide community access to Zwedru. As a result of this, the communities would like to cancel their agreement and were seeking advice on how to do so. In addition, the communities were not aware that the process by which the CFMA was signed does not comply with the CRL or its regulation. Upon learning this, they raised concern that the agreement may later be found illegitimate, thus compromising any other social agreements or benefit-sharing schemes that have been negotiated with the logging company. The community representatives were advised to write directly to FDA explaining the issues. PROSPER will continue to follow this and related issues and will support members of the CFWG to do so as well.

Lessons Learned:

The CF use permit system

In early FY13, the northern Nimba CFMB developed a permitting system as required by their forest management plans. The permits were to be issued to any user of the forest and a reporting system was to be developed to determine how permit-users were using the forests, and to record the levels of any resource extraction. While the CFMB has used the permit system to monitor use of the forest by outsiders (e.g. permits have been issued to NTFP collectors from outside the community in the Zor Forest), there has not been a concerted effort to institute the permitting system internally.

The permitting system is an important management tool for the CFMB in that it will generate both income and information. However, because of the tradition of open access to the CF, the permitting system will need to be "sold" to the community before it is widely accepted or adopted. Community Mobilizers living in the field were to spearhead this effort. However, the mobilizers themselves have only a basic understanding of the importance of the permitting system. While the CFMB understand that this information is necessary, they also are reluctant to undertake such radical change in the way their community uses the forest. This is further complicated by a culture of illiteracy in which data collection is a foreign concept.

Rule-making

During Year 1, the communities in northern Nimba developed rules as part of the forest management planning process. While this was facilitated by PROSPER and attempts were made to ground the rules in reality, many of these rules would be impossible to implement effectively within the current context. For example, in all of the community forests, a hunting ban was suggested as a rule. As the CF represents the majority of remaining forest in northern Nimba, and bushmeat is a staple protein source, this rule would be difficult to uphold (nor is it necessary to ensure the sustainability of the forest). Further, the introduction of unrealistic, unenforceable rules may serve to undermine the credibility of the CFMA and the rule of law more generally.

Despite this, unrealistic and unenforceable rules were drafted in all of the 3 CF areas. To what can this be attributed? First, despite working with USAID for 5 years, the PROSPER program is closely associated with the FDA – an institution that is largely regarded as an enforcement agency, albeit an ineffective one. This association and the presence of FDA staff at PROSPER events reinforces this perception which is further compounded by FDA conservation staff in the area that do carry this strict protection message to communities. Essentially, some of these rules are simply the product of what the community thinks "PROSPER wants to hear".

Mapping and planning for settlements and settlers

The Gba CF was demarcated with USAID support under the Land Rights and Community Forest Program (LRCFP) project in 2011. At the time of demarcation, the community recognized that there were settlements and individually-owned farms and tree crops within the CF. They also recognized that the establishment of new farms and settlements was being driven primarily by their clan members living in Guinea where the pressure for land is much more intense than in Liberia. However, the community felt that it was important to secure their forest boundaries and decided to demarcate first, and then deal with the individual claims within the forest. Under PROSPER, this has proved to be a lengthy and difficult process made more complex by the presence of AML that intends to mine and use part of the forest for a tailings facility while compensating affected people in these areas. Many options have been presented and discussed by community decision-makers, only to be rejected when proposed to the affected settlers and farmers within the Gba Forest. Options have included re-demarcation, resettlement, compensation, and many combinations thereof. This lengthy process was facilitated by PROSPER which assisted the community to collect and map information about the location and extent of settlements and farms within the forest. This visual tool enabled the community to understand the scope of the issue and come up with practical solutions that were better understood and embraced by the affected communities. Following nearly a year of discussions, the community has decided to maintain the boundaries of the Gba CF,

grandfather-in existing settlements and farms, ban any future developments, and zone the forest so that those areas where settlements and farms exist are managed for multiple uses.

The maps that were introduced into the decision-making process greatly enhanced the ability of leaders and affected members of the community to understand the scale of the issue and to visualize boundaries and possible management options. In the new PROSPER sites, to avoid the possible need to amend the CFMA, PROSPER is collecting geospatial data on all of the existing settlements and farms in the proposed CF sites and creating maps for the community in order to assist with the determination of the CF boundaries. This should mitigate future conflict and negate the need for lengthy internal negotiations within the community after the CFMA is signed.

Strategic adaptations:

Implementation of CF use permit system

To address the failure to put in place the permit system in Year 1, PROSPER will take a more hands-on approach to support the CFMB to implement the permitting system. The Mobilizers will be provided with training and given specific examples to increase their understanding of the permitting system. Data collectors will be identified in each town who are literate and can record forest use and issue permits on behalf of the CFMB. Finally, a permit campaign will be initiated by PROSPER to roll out the permitting system. The use of the cultural troupes and radio will feature in the campaign.

Support for Rules Development- targeting the FDA

To ensure that implementable rules are developed in the CFs of northern Nimba, PROSPER will focus efforts on FDA staff to increase their understanding of the existing wildlife law, the importance of hunting to these communities, and to encourage a more nuanced understanding of wildlife management that still respects international treaties and addresses threats to biodiversity. This will be done through specific training courses and by mentoring and coaching. At the community level, the rules development process will be re-examined and will include more hunters and users of the forest following the implementation of the permit system which should identify critical users and stakeholders. Efforts will be made to engage the trained FDA staff in this process so as to break down local perceptions of the role and position of FDA vis-à-vis hunting and other forest management activities. This will mean a slight delay in the rules development, but will result in more effective and enforceable rules that meet management objectives.

Landscape-level approach: re-focus on community forests and information provision

In the PROSPER SoW, it is envisioned that PROSPER will work in cooperation with the other forest stakeholders in northern Nimba to institute a larger landscape-level planning process. Aside from the communities with which PROSPER's interests are aligned, the remaining major forest stakeholders in northern Nimba are closely aligned through their interest in biodiversity conservation and the expansion of the Protected Area system. These stakeholders include: AML, a mining company that is the largest tax payer in Liberia and dependent on meeting biodiversity conservation criteria to qualify for IFC funding; Conservation International Liberia, an international NGO that is almost exclusively funded in northern Nimba by AML; Fauna and Flora International, a conservation organization that is also funded by AML to conduct conservation work in northern Nimba; the FDA, whose conservation department is active in the ENNR and is dependent on AML funding to build their capacity and conduct basic management tasks; and county authorities. With the exception of the FDA and county government, the other stakeholders are relative newcomers to the northern Nimba landscape.

Historically, the relationship between the communities and the FDA has been acrimonious. Not only has the FDA used the forest resources of West Nimba State Forest (now the Gba CF) without compensation to the community, but the East Nimba Nature Reserve (ENNR) was created without community

consultation in 2003. The relationship has only recently improved in large part due to the signing of CFMAs over the three CF of northern Nimba, and a negotiated agreement between the communities and FDA to co-manage the ENNR.

Clearly, community engagement is necessary to ensure that conservation objectives (and forest management more generally) are attained. However, the communities of northern Nimba are in a David and Goliath situation so far as their rights and interests are concerned, and are in a relatively weak position to both understand the issues that are driving the land use planning objectives of the other stakeholders in northern Nimba.

This has resulted in communication challenges between stakeholders who get together irregularly at meetings of the Northern Nimba Biodiversity Stakeholders Group (NNBSG) and inconsistently share work plans. Over the past year, relations have become strained at times, with members of the NNBSG accusing PROSPER of inciting communities against AML and its partners, while the communities chafe at their lack of involvement in the process to create a transboundary-protected area/biosphere.

A meeting was called by PROSPER in early 2013 to address these issues. It was attended by community representatives and leaders, District Commissioners, the FDA, CI, AML and PROSPER. The purpose of the meeting was to clarify the various interests of the stakeholders so as to move forward with co-management of the ENNR and landscape-level planning more generally. However, shortly thereafter, AML and CI called a meeting in which the communities were asked to put aside the co-management agreement they had signed with the FDA. The communities agreed to this, so long as they would remain engaged in some capacity in the management of the ENNR through the co-management committee.

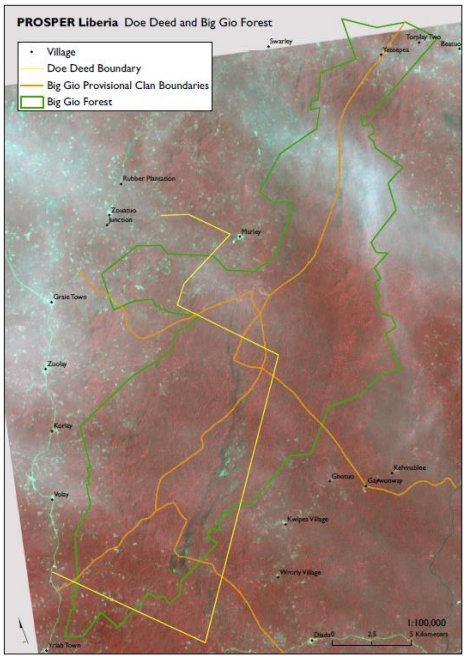
This situation has led USAID and the PROSPER team to rethink the program's role in the NNBSG and its relationship with its stakeholders. PROSPER is first and foremost a community forestry program and has as its Component 2 objective "improved community-based forest management". In the SoW, it is envisioned that the communities would be involved in co-management of the ENNR based on the co-management agreement. However, with the co-management agreement set aside for the life of PROSPER, the role of communities in the ENNR will be considerably less than originally envisioned. Further, PROSPER cannot take the risk of being perceived as advocating against the interests of AML, the largest taxpayer in Liberia.

Accordingly, PROSPER will adapt its role in landscape planning in northern Nimba to focus on the community forest areas. At the same time, PROSPER will provide information to communities to improve their understanding of other stakeholders' rights and interests so that the communities may make informed decisions regarding land use planning in the larger landscape and defend their interests in negotiations over these questions with other, more sophisticated stakeholders.

Phased approach to community forestry in the BGF

The Big Gio Forest (BGF) is a state forest that covers three statutory districts. Through a series of stakeholder meetings facilitated by PROSPER, the communities located around the forest decided to organize the management of the forest based on these long-held district boundaries. The largest portion of the BGF falls in the Doe District and is home to three clans (Gblor, Gbear and Sehzuplay). Given the size of the area and the difficulty of coordinating management among the three clan groups, in January of 2013, the three groups agreed that the Gblor and Gbear Clans would work together while the Sehzuplay clan would manage another portion of the forest within the same district. This process was supported by Tetra Tech ARD Geospatial Expert, Nicholas Thomas who helped to map the boundaries through sketch maps and on-the-ground reconnaissance and data collection with the communities. The other two districts included in the Big Gio Forest are the Boe-Quilla District and the Kparblee District.

The Sehzuplay Clan area and the Boe-Quilla District area of the BGF are located on the western side of the BGF in close proximity to the major transportation artery that runs between Gbanga and Tappita. Nimba County has the highest population of the Liberian counties, and this area represents one of the most densely populated rural areas of the county. Here, the pressure for land is more intense than in northern Nimba, and the presence of a largely unmanaged state forest has attracted settlers from outside of the settled clan groups. An initial mapping of settlements and farms within the BGF in these areas reveals a large number of individual farmers. There are few options for these farmers outside of the BGF. If realistic management is to be developed for these areas, the CF will need to exclude these settlements and will therefore encompass a much smaller area than the one traced by the current BGF boundaries. Importantly, demarcation of the CF on these lines would still leave hundreds of farms and settlements within the BGF, which will still be classified as a production forest area under the management of the FDA. This issue is further complicated by the existence of a communal deed that is held by the Doe Chiefdom (which includes the Sehzuplay Clan). This deed grants land that overlaps with the BGF to the Chiefdom for agricultural development and only requires that 25% of the land be maintained in forestland. The deed predates the government's establishment of the BGF (see attached map for preliminary boundary analysis).



The CRL clearly states that land held under a verified communal deed "shall be classified as community forest" (CRL §2.3(b)). While the existence of the Doe Chiefdom deed alone does not convey *authorized* community forest status, the deed does provide ownership to the people of the Doe Chiefdom and requires that land be classified as community forest, subject to the provisions of the deed.

Clearly, the Doe deed needs to be verified. Assuming that it is authenticated, the FDA will need to redraw the boundaries of the BGF since the overlapping land would fall outside of FDA jurisdiction. At that point, the Doe Chiefdom (most of the land is held within the Sehzuplay Clan area), would need to decide whether they want authorized community forest status, or just classification of the land as community forest, or if they want to develop the land for agriculture. For the Boe-Quilla District, the issue of settlements within the BGF and the demarcation of the forest will also need to be negotiated with the FDA.

The FDA leadership is currently in flux with the Interim Managing Director set to leave the FDA in early 2014. As a result, the policy direction and leadership that will be required to make these decisions will be on hold until the new director is named and is able to make decisions about these issues. As a result, PROSPER will carry on work in the eastern districts of the BGF where settlement and farming within the forest is minimal. In the western areas (Sehzuplay Clan area and Boe-Quilla District) PROSPER will continue to engage these communities and work through these issues with FDA, but will not work toward authorized community forest status until these larger issues with the FDA are resolved. That said, PROSPER will facilitate the discussions and negotiations between the FDA and the communities.

Activity 2.2: Strengthen capacity of FDA, EPA, and CSOs to support sustainable forest management

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
No deliverables during this period
Increased capacity of GoL agencies and CSO to support and implement community forestry in Liberia **(Result)**

Major Achievements:

- Five FDA staff have been identified as cadre staff and are working closely with the PROSPER field and Monrovia-based staff to implement the program in all of the program sites. These staff regularly contribute to PROSPER programming, receive training, and facilitate work side-by-side with their PROSPER counterparts. Starting in the final quarter of the year, EPA county-based staff have also been included in these efforts. Koko Dennis, the Monrovia-based cadre member, and PROSPER/FDA Coordinator, has actively contributed to the development of training modules related to mapping and boundary demarcation.
- A retreat organized in August to reflect on the implementing experiences during Year 1 was attended by the FDA cadre staff and CSO partners. These same participants also contributed to the annual work planning sessions along with the technical manager of the CF Department at FDA, and the EPA head of Office in Sanniquellie.
- Based on Experience gained in providing outreach and awareness on the CRL, the FDA staff in Grand Bassa has played a vital role in drawing attention to inconsistencies in the application of the CRL by other parties to their superiors in Monrovia and Buchanan.
- Tetra Tech ARD's Media Specialist, Morgan Hillenbrand, trained members of the CFWG in the use of video in behavior change communications (BCC). As part of this practical, hands-on training, members of the CFWG worked closely with Ms. Hillenbrand to design and shoot footage in PROSPER sites that was used to develop a "Make Forestry Rights Real" video that was used in the first annual outreach campaign. The media kit used to develop the video was left with the PROSPER staff in order to collect additional footage for other BCC products. It is anticipated that Ms. Hillenbrand will return to Liberia in Year 2 to provide additional training in the development of video products using the footage the PROSPER team has assembled.
- PROSPER has supported meetings and the work of the CFWG throughout the year. An important subcommittee has been set up to support the Community Forestry Unit of the FDA to screen CFMA Application for consistency with the requirements of the Community Rights Law (CRL) and the CRL Regulations. To date, 47 applications have been vetted for compliance with the law and regulation. The sub-committee has developed a two-day program to introduce the steps to the applicant communities that will explain the legal requirements and procedures, and provide clarity on the process. Two teams representing FDA, civil society and PROSPER have been formed to conduct this outreach which will commence in FY14.

Lessons Learned:

Capacity constraints

While it is well documented that professional capacity levels are low in Liberia, in practice this proves to be a great constraint to implementation. There is no culture of literacy in Liberia, and even those who are literate have very minimal writing and reading skills. For example, at least one FDA cadre member admitted that he had never read the CRL or its Regulation despite having been in the Community Forest Department since before the passage of the law. While training can be designed to address this shortcoming, it is difficult to receive analysis and feedback from the field in any way other than through oral communication. This affects reporting as well as general communication. While Tetra Tech has put in place an internal phone system to encourage oral communication, the additional reporting burden this places on component leads detracts from their ability to provide leadership in the field. Accordingly, implementation of field activities will need to be slowed at times in order to ensure proper oversight and documentation.

Strategic adaptations:

Role of the CFWG

The emergence of Community Forestry as the principal option for forest management in Liberia seems a very real possibility in light of the sheer number of applications received by the FDA in the past year. However, the way in which CFMA have been facilitated by the FDA (see discussion under Activity 2.1 above) casts doubt on the ability of the FDA to manage the process consistent with the provisions of the law and regulation. Under the original SoW, the CFWG was envisioned as evolving into a community forestry rights forum in which policies could be developed and issues debated, discussed and promoted. While this is still possible, the CFWG could also play an important role as an independent partner and monitor of FDA activities in areas outside of the PROSPER sites. Accordingly, in Year 2, PROSPER will support the CFWG members to develop a joint-monitoring programming to be implemented with the FDA as part of outreach and awareness capacity-building strategies.

Activity 2.3: Support development of legal framework for CF and LTPR

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Legal analysis **(Deliverable 15) – *Field work completed in August 2013. Report to be submitted in Dec. 2013.***
Policy briefs **(Deliverables 29*) – To be completed in first quarter of FY14***
Increased capacity of communities implementing CF management plans and their civil society supporters to interact routinely with national-level decision making bodies to provide recommendations to improve the legal regulatory framework for CF **(Result)**

Major Achievements:

- The DCOP presented a lecture on Land Tenure, NRM and Conflict using case studies from the LRCFP and PROSPER sites in northern Nimba as part of a USAID Land Tenure and Property Rights Course in Liberia that targeted Government officials and USAID staff from the region. The lecture included a discussion of the legal framework and the implications for land tenure.
- The DCOP prepared and delivered a presentation to the Presidential Independent Investigative Panel on the legal framework related to Private Use Permits and the CRL.
- The DCOP provided three presentations to the Land Commission on the forest land tenure issues observed through PROSPER implementation with a particular emphasis on overlapping tenure claims and land conflict, along with the need to support clear and transparent implementation of the existing laws and regulations related to land. The presentation included examples of ongoing violations of the National Forestry Reform Law, Community Rights Law and related regulation; and the Mining Law and its regulation. Content for the presentations was jointly developed by the OGDA (a staff member of local NGO, CJPS).
- Members of the CFMB in northern Nimba regularly attended the County Development Steering Committee Pillar Meetings to report on policy issues related to community forestry and land. These fora were used to introduce cross-border encroachment from both Guinea and Ivory Coast and were the impetus for a mission supported by UNMIL to investigate the extent of the activities in the border areas. These meetings also provided opportunities for CFMB members to explain and discuss their concerns regarding infrastructure and logging that is planned for Arcelor Mittal's Phase II operations within the Community Forest.
- Several presentations were made to the CFWG throughout the year regarding the forestry policy environment in Liberia and to provide information to stakeholders and decision-makers. This included two presentations by the Chair of the Numopoh Community Forest Management Body regarding Golden Veroleum concession activities in the community, and logging company interest in the Numopoh Community Forest. This information was used to inform the

development of presentations to the Land Commission (see above) and alert members to land management pressures related to logging and oil palm development. The presentation resulted in the FDA sending staff to Numopoh to support the CFMB to represent their interests vis-à-vis Golden Veroleum and potential logging contractors.

Members of the Neezonie and Bloquia Community Forest Management Body (Grand Gedeh County) also presented their concerns to the CFWG regarding the way that their organizations were developed and whether or not it was in compliance with the CRL and its regulations. This presentation alerted the FDA to the community's concerns, triggered an investigation by the FDA, and emphasized the need to further scrutinize existing CFMA.

- The DCOP and ODGA are active members of the Customary Land Implementation Task Force in the Land Commission. The Task Force is compiling information and making recommendations on how to operationalize the new Land Rights Policy which recognizes community ownership over land. In support of the National Land Rights Policy, PROSPER provided comments through the NGO statement on the new policy based on the experience of identifying community forest areas under LRCFP and PROSPER. Of particular concern is how community lands under existing concessions will be treated at the end of the concession agreement term.
- The Environmental Law Institute (ELI) was contracted to conduct a legal analysis of the community forestry framework to identify areas for reform. In performance of the contract, ELI conducted interviews with forestry stakeholders including representatives from civil society, government, private industry, and authorized community forests in Nimba and Sinoe counties (Zor, Gba, Numopoh and Nitrian). Following the interviews, ELI legal expert, Sandra Nichols and the ODGA held a workshop to validate their main findings and present recommendations for comment. The final report, inclusive of an annotated bibliography and recommendations for legal framework reform, will be available in Year 2.

No major strategic adaptations or lessons learned

Activity 2.4: Increase knowledge of forest ecosystems and design appropriate interventions

ANNUAL RESULTS & DELIVERABLES (YEAR 1)
Biodiversity assessments completed for new sites **(Deliverable 24) - *Completed***
Initial assessment on viability of two Payments for Ecosystem Services (PES) schemes **(Deliverable 30) - *Completed***
Biodiversity Monitoring Handbook for Community Forest Managers revised/developed and available **(Deliverable 13) - *Submitted, USAID approval pending***
Increased understanding of biodiversity in selected sites **(Result)**

Major Achievements:

An initial assessment on the viability of payment for ecosystem services schemes (PES) in PROSPER sites was submitted by PROSPER and approved by USAID in January 2013 (Deliverable 30).

Biodiversity assessments of PROSPER new sites were conducted through a subcontract to Fauna and Flora International (FFI) in the first quarter of FY13 and approved by USAID. The assessments revealed biodiversity significance in all of the PROSPER areas. Material from the assessments was used to inform the development of three fact sheets that will be disseminated in the PROSPER schools and feature mangroves, chimpanzees and hornbills. The development of additional materials will also be informed by the results of the assessment.

COMPONENT 3: COMMUNITY-BASED LIVELIHOODS

COMPONENT STATEMENT

A key objective of PROSPER is to identify and scale up sustainable community-based livelihoods and forest-based enterprises in order to support sustainable forest management activities. Activities under this component build on initiatives piloted under Land Rights and Community Forestry Program and Liberia Forestry Support Program. This includes the development and strengthening of value chains for non-timber forest products (NTFP) through capacity building of collectors' groups; implementation of farmer field schools (FFS) to introduce and expand the use of agricultural best practices and increase farm productivity; and the introduction of processing equipment to add value and decrease labor demands. Under PROSPER additional activities are piloted to demonstrate other ways by which communities can increase their income while supporting sustainable forest management. This includes: the expansion of nurseries to include tree crops and NTFPs; the introduction of agroforestry systems in pilot areas; intercropping of NTFPs in FFS; and exploration of additional NTFPs and markets.

Activity 3.1: Assist communities, selected resource use groups within communities, and other appropriate public and private stakeholders to develop enterprises based on the sustainable use of natural resources and payments for ecosystem services

ANNUAL RESULTS AND DELIVERABLES (YEAR 1)
Sector surveys and analyses for selected forestry and agricultural value chains **(Deliverable 2)** - NTFP value chain assessment **(Deliverable 2a*) - Completed*** - Selected (non-NTFP) forestry and agricultural value chains **(Deliverable 2b) - *To be submitted in Dec. 2013***
Community-based forestry, agroforestry, and agricultural enterprises introduced in PROSPER sites **(Result)**

Non-Timber Forest Products (NTFPs)

Major Achievements:

- PROSPER conducted an ethno-botanical survey in all sites (northern Nimba, southern Nimba and Grand Bassa) to identify and inventory NTFPs and determine which products are available for sustainable harvesting. Simultaneously, PROSPER conducted a value chain assessment and mapping of selected NTFPs. The assessment revealed the existence of 51 NTFPs which communities use and sell. Bush pepper – also known as West African black pepper (*Piper guineense*) – was the most cited and used by the interviewees (12% out of the total 159). A final list of the five NTFP with the most promising market potential was established using a matrix of criteria including market demand, economic, social and environmental considerations, and value chain entry obstacles. From the selection criteria matrix, griffonia (*Griffonia simplicifolia*), grains of paradise (*Aframomum melegueta,* GOP), bush cola (*Cola nitida)*, bitter cola (*Garcinia kola*) and West African black pepper/bush pepper (*Piper guineense*) value chains were recommended for further consideration to develop under PROSPER.
- In the first quarter of FY13, PROSPER conducted a TOT to create local capacity to deliver basic extension messages on griffonia and NTFP best practices. The trainers were griffonia buying agents (BOTPAL members) and CFMB members. Following the TOT, they traveled to all

PROSPER sites in Nimba and Grand Bassa and provided training to over 1,000 individual collectors on sustainable harvesting methods and post-harvest good practices. [1]

- PROSPER facilitated the negotiation of a loan to BOTPAL from the AGRHA-managed revolving fund set up under LSFP.
- PROSPER enabled BOTPAL to reduce moisture levels in harvested griffonia – a problem that had reduced product value during the previous (2011-12) campaign. The program provided technical advice on drying and needed materials including moisture meters, drying racks, and pallets and jute bags for storage. PROSPER conducted a survey in the third quarter of FY13 to verify griffonia collectors' adherence to the sustainable harvesting practices on which they'd been trained. In northern Nimba 60 collectors were interviewed representing 10% of the total number of persons trained in that area. The study confirmed that the collectors were applying best practices for the griffonia that was collected.[2]
- The establishment of griffonia nurseries – a prescribed environmental mitigation measure to counteract potential overharvesting of the NTFP – was accomplished on all 11 PROSPER farmer field school sites. PROSPER trained farmers on how to establish a nursery and how to take care of the griffonia seedlings. Distribution and planting of the seedlings was carried out in October 2013. Beneficiaries included former "NTFP farmers" established under LRCFP, current FFS participants, griffonia collectors, and farmers groups supported by Arcelor Mittal in northern Nimba.
- PROSPER established griffonia monitoring plots in two sites (Zor Lepula and Zortapa) in northern Nimba. The communities provided the plots and four caretakers will monitor them for a small annual fee to determine at what intensity harvesting could pose a threat to biodiversity. The monitoring will also provide the CFMBs with information to guide them in managing permits for griffonia collection in the community forest.[3]

Lessons Learned:

The ethnobotanical survey and value chain assessment for NTFPs conducted by PROSPER in the first quarter of FY13 made it clear that substantial investments would be required to get any of the identified products commercialized to a level that would generate appreciable income for collectors. That finding had been confirmed by LCRFP and LFSP's experience promoting griffonia. Consequently, after careful consideration of the technical expertise and financial resources available for NTFP development, PROSPER decided to focus them on a single NTFP (griffonia) with proven commercial value rather than spread them thinly across multiple NTFP value chains.

Despite BOTPAL's access to funds to finance griffonia mobilization in FY13, and implementation of product drying and storage improvements learned from the 2011-2012 campaign, the results of the FY13 campaign fell short of all expectations. BOTPAL agents purchased only 2,000 kilos of griffonia from collectors. A major factor behind this disappointing result was the low initial price offer ($2.30/kg) that

[1] Training of collectors in sustainable harvesting methods is part of the PROSPER EMMP for NTFPs. Collectors are shown that sustainable harvesting is in their own interest because by applying sustainable harvesting methods they will be able to harvest Griffonia every year. By doing so they will eliminate the threat that Griffonia harvesting might pose to the biodiversity level in the community forest.

[2] Findings and execution of the survey were part of the PROSPER EMMP monitoring methodology to verify that the mitigation measures were effectively executed and resulted in a wide spread knowledge about sustainable harvesting methods of Griffonia.

[3] Monitoring plots on Griffonia are a key element of the PROSPER EMMP.

ASNAPP communicated to BOTPAL from potential buyers/exporters. The price quoted was so low that BOTPAL feared it would not even be able to cover its mobilization costs.

BOTPAL was particularly reluctant to expand its buying campaign into the new PROSPER sites around the Big Gio forest and into the PROSPER sites in Grand Bassa. BOTPAL reported that collectors in Tappita area were not willing to collect griffonia for the price of 140 LD per kilo. BOTPAL's agents who ventured into the Tappita area found few willing sellers of griffonia. In the last week of March 2013, BOTPAL sold all the purchased griffonia (2,000 kg; <10% moisture) for $4.25/kg to a buyer from Ivory Coast who picked it up from the BOTPAL warehouse in Zorgowee.

Of the $24,000 borrowed from the AGRHA revolving fund, BOTPAL paid back $17,300 – leaving a balance of $6,700. PROSPER repeatedly advised BOTPAL to contact AGRHA to acknowledge its default on the loan repayment and to propose a re-scheduling of the loan. BOTPAL was not notified by AGRHA of its loan delinquency, however, and apparently neither of the parties regards the default as an important issue requiring action.

Strategic adaptations:

BOTPAL's debt to the AGRHA revolving fund has put the organization in an untenable position to qualify for new loans from any reputable financial institution. A more fundamental obstacle to BOTPAL's continued involvement in NTFP collection and sale is the near-total dependency it has developed for external technical and financial support. In their enthusiasm to see BOTPAL succeed, LRCFP, LFSP, and PROSPER no doubt contributed to this problem. Some BOTPAL members see their involvement in collecting and selling griffonia as work performed *for PROSPER.* In order to address these fundamental issues that militate against the emergence of a sustainable griffonia value chain, PROSPER will mark a pause in its support to BOTPAL for the 2013-2014 Griffonia collection campaign. PROSPER will attempt to identify lead entrepreneurs (within BOTPAL and outside of it) who are interested in NTFPs and would be able to meet all criteria for external financing, such as business registration, profit and loss statement and collateral. Several lead entrepreneurs candidates have already been identified by ASNAPP.

In a step-by-step approach, PROSPER will work with established entrepreneurs in Ganta, Tappita, Sanniquellie and Buchanan who are interested in *leading* the mobilization and trade of Griffonia as a *business activity* – with the understanding that PROSPER's role as a collaborator will be focused on building capacity. The entrepreneurs identified for PROSPER assistance will have to demonstrate that they have the ability and commitment to the product to invest their own capital. Griffonia collecting agents (including qualified BOTPAL members) will collect for these lead entrepreneurs who will provide them with necessary funds to purchase from rural collectors. PROSPER will facilitate the contacts between lead entrepreneurs and financial institutions. It will also facilitate contact and negotiations with potential buyers/exporters. The objective is to build the capacity of value chain actors to lead future griffonia collection campaigns largely on their own, without substantial external subsidies.

Tree Crops and Enterprise Development

Major Achievements:

Tree Crop Activities:

An assessment of the feasibility and potential benefits of supporting the rehabilitation of smallholder rubber farms in PROSPER sites around the Big Gio Forest was conducted. The assessment revealed that rubber rehabilitation could contribute to a reduction of the threat to the (community) forest and increase

income for rubber smallholders. After the trees have matured (7 years), rubber tapping can provide a monthly income for over 25-23 years. Though seen by many seen as one of the best investments in agriculture in Liberia, the rehabilitation of farms was determined to be impractical for PROSPER. While rubber trees require seven years to mature, PROSPER has only a four-year time horizon remaining.

Lessons Learned:

Criteria to weigh in assessing tree crop options

Land tenure security is an important consideration in evaluating opportunities to promote tree crop development. For that reason, the rehabilitation of cocoa, rubber, or oil palm production in old, established, smallholder plots is a good option since these are the most widespread tree crops among smallholders in the PROSPER sites. Most tree owners have a tribal certificate which is recognized and respected in the community, and furthermore, planting of trees reinforces customary claims of land ownership.

Considering the principal options for rehabilitation (rubber, cocoa, oil palm) which present themselves in PROSPER-supported communities, cocoa rehabilitation offers faster potential impact on incomes as well as on reducing threats to biodiversity in the community forest. The way cocoa rehabilitation is carried out differs from a rubber or oil palm. With the latter two, the entire tree has to be cut and replaced by a new young tree, and the farmer has to take care of the trees for three years (oil palm) or seven years in the case of rubber before it will bring any returns. In contrast, cocoa rehabilitation leaves the old trees in place. Through cleaning, pruning, application of fertilizer and other measures, production on the old trees will start again. In a later stage, farmers can gradually replace old trees with new cocoa trees, financed by their own money earned from improved cocoa production.

Strategic adaptations:

While PROSPER had intended to incorporate tree crops into the FFS demonstration plots beginning in Year 1, this approach was abandoned when it became clear in May 2013 that the PROSPER FFS low-input extension model needed to be fundamentally reexamined (see more under Lessons Learned, FFS). Furthermore, it is more cost effective to do tree crop cultivation demonstrations with existing trees on farmers' own fields. In order to reach as many farmers as possible in an efficient way, and in so doing make a greater contribution to the reduction of threats to biodiversity in the community forest, the PROSPER team concluded that rehabilitation of cocoa on smallholder plots was the best tree crop option.

Though presented in Year 1 under Activity 3.1, development of this particular tree crop (cocoa) has been shifted to Activity 3.2 in the FY14 annual work plan because the main objective of cocoa rehabilitation is to reduce threats to the community forest by creating an alternative to shifting cultivation as a source of income.

Enterprise Development Activities

Major Achievements:

- Six new Cassava Processing Groups (CPGs) and one Commercial Palm Oil Producers (CPOPs) group established in northern Nimba.
- All 15 CPGs and CPOPs signed MoU with the CFMBs of Zor and Gba formalizing the relationship between the CFMB (owner of the equipment) and the processing group. Further, the leadership structure of the processing group was streamlined (reduced from 7 to 3 persons). The day-to-day operations were delegated to a dedicated, trained operator.

- CPG and CPOP operators (two from each group) were trained in basic maintenance of the processing equipment during the commissioning of the newly-installed equipment.
- All groups trained in keeping basic records related to machine usage, quantity of product ground or pressed, income and expenditures, and machine maintenance.
- A pilot training in basic business principles was conducted to test training materials developed by PROSPER.

Lessons Learned:

Group-based processing operations difficult to sustain in absence of entrepreneurial drive and expertise

Over the past year, PROSPER has provided technical assistance and management training to CPOP and CPG groups aimed at helping them to evolve into viable business-oriented entities that can provide value-added services to community members who want access to mechanized processing equipment to increase their output and sale of cassava and palm oil.

Four CPGs and four CPOPs were established by the USAID-LRCFP project in 2010-2011. In part, the processing equipment was provided as an inducement to communities to become engaged in community forestry. Group members were drawn from a large area within the beneficiary communities – with resulting high transport costs and communication problems among group members. The restructuring undertaken by PROSPER over the past year was aimed at improving management and operation of the processing equipment by reconstituting the groups with members all drawn from the town where the equipment was located. Restructuring the eight original groups also led to a decision to support the establishment of *new* processing units and management groups in seven other locations. Those new groups were responsible for building the shelter for their equipment. PROSPER provided grinding machinery and associated training.

Supporting groups to provide processing services – which theoretically could resolve a labor bottleneck that hinders the increased production of cassava and forest-based (Dura) palm oil in a zone where no private operators have yet stepped in to fill the void – has not yielded convincing results. The reasons are many. First and foremost, this was a "supply-driven" initiative. Group members may have been initially attracted by an opportunity to earn some revenue from processing activities, but their lack of basic business skills and entrepreneurial drive, and the absence of any investment stake of their own, limited their interest and capacity to take proper advantage of the assistance. Low literacy skills have made recordkeeping and reporting a challenge in most CPGs and CPOPs, although this does not necessarily have to be a drag on a business as long as basic calculations for pricing and costs can be made, as demonstrated by many successful market women. PROSPER's has provided training for equipment operators and has encouraged the Gbanga-based manufacturer (Moonlight) to improve after-sale service of the grinders and presses, but the cost and availability of maintenance services and spare parts presents another non-negligible challenge.

In order to increase the effectiveness of PROSPER investments to support service providers who can help farmers to process agriculture- (cassava) or forest-based (Dura palm oil) products, the group-based model needs to be thoroughly overhauled to ensure more robust businesses that are focused on creation of more profitable enterprises.

Strategic adaptations:

In conjunction with proposed Year 2 changes in the emphasis and orientation of Component 3 activities, PROSPER will focus on oil-palm based enterprise development, and will provide training and business advice only to individuals or groups that manifest a strong demand as demonstrated by their willingness to at least partially fund the purchase of needed processing equipment.

The 15 CPOPs and CPGs in northern Nimba that were developed on the old model will be provided with a final round of business and recordkeeping training as well as operations and maintenance manuals for the processing equipment. By the end of the second quarter of Year 2, however, they will have to sustain their operations without further external assistance. PROSPER will continue to monitor their performance throughout the year.

Activity 3.2: Reduce threats to biodiversity linked to livelihood activities

ANNUAL RESULTS AND DELIVERABLES (YEAR 1)
No deliverables due during this period
Increased capacity in PROSPER communities to implement best farming practices leading to increased fallow periods **(Result)**

Farmer Field Schools

Major achievements:

- PROSPER operated 11 farmer field schools in Year 1, including 9 in northern Nimba and two in Grand Bassa.
- 275 Farmers attended the FFS and were trained in good agricultural practices (GAPs) and techniques to increase soil nutrition levels that will benefit plant growth, potentially allowing farmers to work the same plots for a longer period and to increase yields per unit area. The usefulness of groundnuts and cowpeas in crop rotation, the benefits of compost application, line planting, correct spacing, planting cassava on mounds and ridges, introduction of short maturing varieties of upland rice and mosaic virus-resistant cassava varieties, were the main topics demonstrated on all FFS sites.
- Three new FFS were established in FY13: two in Grand Bassa (Koyuah Town in District 4 and Massah Town in the Barcoline community) and one in northern Nimba (Lugbeye). Participants in the new FFS implemented new skills at a high rate. This may be due to a lower ratio of FFS groups to PROSPER extension staff that allowed more hands-on supervision and closer monitoring of their activities. Training in all 11 FFSs will continue until the end of November 2013.

Lessons Learned:

The low-input farmer field school model cannot significantly reduce the prevailing reliance on shifting cultivation in PROSPER work areas

In Year 1 the PROSPER team, building on lessons learned under LFSP, revised the FFS training modules to ensure inclusion of key topics such as community forestry, best practices for NTFPs, and soil fertility management.

In May, a survey was conducted by the PROSPER M&E Unit to measure the adoption rate of good agriculture practices (GAP) by participants who had attended FFS during LRCFP and LFSP. The study showed that practices and techniques that did not require extra labor had been broadly adopted by the former FFS members and were incorporated in the farmer's own farm management practices. However, the practices and techniques that required extra labor (e.g. planting on mounds/ridges and compost making) had not become part of their farming system. These findings indicated that the increased yield obtained from these more labor-intensive methods did not sufficiently compensate the extra effort and attention given to the crop.

Additionally, the findings sparked a broader discussion within PROSPER concerning the effectiveness and the cost efficiency of the FFS model as a way of providing increased income for farmers, reducing their reliance on shifting cultivation, and thus reducing threats to biodiversity.

Farmer field school expenses accounted for approximately 45 percent of PROSPER's livelihoods component budget in Year 1 due to the high number of participants (275) and the duration and intensity of the training (25 training sessions per group of 25 participants)[4]. This level of expenditure could be justified if FFS were significantly diminishing the conversion of forest lands to fields in program sites. The review of the adoption of technologies and practices demonstrated under LRCFP and LFSP, however, indicated that the benefits were relatively modest. The findings suggested that Liberia's subsistence farmers are expending nearly maximum labor effort, and that additional labor requirements simply do not yield results that farmers consider worth the additional effort. In short, without expensive inputs (fertilizers and pesticides) that can provide significant increases in yield with minimal labor, it is unlikely that farmers will see measurable increases in yield in rural Liberia.

In preparation for Year 2, PROSPER considered reorienting toward a high-input farmer field school approach in its work areas, but determined it was not feasible for several reasons: 1) the absence of credit and input supply systems supporting the cultivation of upland crops; 2) the high cost of supporting the development of those systems, which is beyond the resources available to Component 3; and, 3) the non-sustainability of such systems after PROSPER's departure, given the remoteness of PROSPER sites, the poor quality of roads, high transport costs, and the understandable risk-aversion of forest residents – most of whom are subsistence farmers.

Environmental obstacles to supporting lowland rice development

The activities selected by the newly-formed FFSs around the Big Gio forest could not be supported by PROSPER. The Big Gio communities had solicited PROSPER support in developing lowland rice, with other types of agriculture (vegetables, plantain, and cassava) on the fringes. The development of lowland rice is a priority of the Government of Liberia. In reviewing potential sites proposed by communities for new Farmer Field Schools, however, PROSPER had concerns about their suitability with regard to PROSPER's environmental criteria and restrictions. The PROSPER environmental mitigation and monitoring plan clearly states that USAID funds will not be used for land conversion from its natural state (i.e. forest, wetlands, etc.) to agricultural productivity zones. While some community members affirmed that the proposed lowlands had been used for agricultural purposes in the past, visual inspection by PROSPER could not find traces of significant past activity such as bunds, canals or other water-control structures. Based on these findings and guidance on this issue from the USAID Mission Environmental Officer, PROSPER halted the preparation of the swamp rice activities. A meeting between representatives

[4] Four sessions per month between January and March 2013; two sessions per month per group between April and November 2013

of the four communities around the Big Gio and PROSPER was held in Marley to explain why the swamp rice development could not be supported by PROSPER. A lesson learned from the aborted effort to support lowland rice development in the Tappita zone is that PROSPER needs to keep environmental restrictions in the forefront in assessing any potential livelihood or agricultural development opportunities and to be careful about signals it gives to communities concerning the types of activity it can and cannot support.

Strategic adaptations:

The high costs and apparently limited effectiveness of PROSPER's low-input FFS extension model triggered a PROSPER reorientation aimed at improving the cost/results ratio and ensuring a more tangible impact on the threats to biodiversity. In the absence of agro-input and credit systems in PROSPER sites that could support the widespread adoption by farmers of more intensive food crop production methods, in Year 2 PROSPER will promote rehabilitation of smallholder cocoa farms. An analysis of successes and challenges learned under other programs as well as an in-depth analysis of Component 3 priorities for Year 2 indicate that cocoa is the crop with the greatest opportunity to provide increased income for farmers in PROSPER target areas. Cocoa farming is well-established in the Liberian agricultural sector, including in PROSPER's work areas. The existence of well-established and growing markets for this product as well as access to credit options for cocoa farmers make this a strong sector for PROSPER support to target communities.

Program activities will focus on rehabilitation of existing farms, improving access to market information, and crop diversification to create a more stable source of income throughout the year for cocoa farmers. By using cocoa farmers as a model, PROSPER will demonstrate to target communities that viable alternatives exist to the extensive, resource-depleting agricultural production methods that currently prevail. Successful cocoa production will demonstrate the possibility of obtaining improved incomes on existing land through a combination of improved technical practices, good land management, and use of inputs such as fertilizer. PROSPER will aim to reach 400 cocoa rehabilitation farmers in Year 2.

Charcoal and Bushmeat Assessment

Major achievements:

- To determine community demand for charcoal, PROSPER designed and conducted a charcoal assessment in all PROSPER sites. Findings will be published early in Year 2.
- To determine the use of bushmeat by the community members in the PROSPER sites, a survey was conducted to find out the trends and type of consumption. The results will be published in early in Year 2.

Lessons Learned:

Threat posed by charcoal production is limited to specific sites and contexts

Though PROSPER's charcoal assessment was initially geared toward charcoal *use* in selected PROSPER sites, it was determined that this is almost nil in PROSPER communities. As in other rural areas in Liberia, most households in PROSPER communities use firewood for their energy needs. The threats assessments carried out in the seven new PROSPER sites revealed that due to the existence of a sizeable market (Buchanan) in close proximity to Barcoline, charcoal making is an important livelihood activity in this site, and it is conducted on a scale that poses a threat to the community's forests and its biodiversity. This threat has been identified by the community itself.

Strategic adaptations:

Working through the nascent CF governance structure in FY14, PROSPER will assist the Barcoline community to discuss the issue and to propose solutions that could include identification and development of alternative sources of fuel wood and alternative livelihood opportunities. Though not identified originally in the threat assessments executed in Northern Nimba, the demographic changes caused by expansion of the labor force for Arcelor Mittal's mining operations, will most likely increase the charcoal demand, which can have an impact on the forest in the area during the 30-year concession agreement. PROSPER will also assist the Gba and Zor CFMBs in formulating a strategy on how to mitigate this potential new threat.

Activity 3.3: Work with stakeholders to provide feedback/share lessons learned in best practices, workable approaches, and recommended actions to improve the effectiveness of forestry and agricultural enterprises

ANNUAL RESULTS AND DELIVERABLES (YEAR 1)
No deliverables due during this period
Increased number of communities outside implementation sites requesting support from FDA or other organizations to establish community forestry enterprises in their own communities **(Result)**

Major Achievements:

- PROSPER attended 9 of the 11 scheduled and held meetings of the Agricultural Coordination Committee (ACC), organized by the Ministry of Agriculture. PROSPER presented one expose on PROSPER highlighting the PROSPER Livelihood activities in relation with reducing threats to biodiversity. This later point is a unique perspective in the ACC forum.
- PROSPER presented an exposé on its activities, goals and objectives, and its overall goal to diminish threat to biodiversity at the Consultation on Food Security Initiatives, initiated by FED, which is supposed to be a re-occurring forum in which issues concerning food security are being discussed. Partners of the initiative are WFP, Samaritan's Purse, HANDS, LAUNCH, ACE, CRS, BRAC and Welt Hunger Hilfe.

Lessons Learned:

The partners in these fora are very oriented to agricultural production. Biodiversity and community forestry are not well known or understood concepts. Some of the attendees at the ACC meeting are representing large agriculture holdings, some represent development projects. Though PROSPER will continue making a case for agricultural activities that can support the reduction of threats to biodiversity, in future presentations the program will also highlight the importance of maintaining biodiversity for sustainable agriculture production.

No major strategic adaptations:

Activity 3.4: Establish test plots to determine baseline greenhouse gas content (especially carbon) in a representative sample of land use areas under a variety of management regimes and monitor their changes through the production cycle

ANNUAL RESULTS AND DELIVERABLES (YEAR 1)
No results or deliverables scheduled for Year 1

Major Achievements: No activities planned or undertaken.

PERFORMANCE MANAGEMENT

In November 2012, USAID approved the Performance Management Plan (PMP) developed by Tetra Tech ARD for PROSPER. The PROSPER PMP is a tool used both for reporting to USAID and for internal project learning and adaptive management. For this purpose the PMP is grounded in a Results Framework (see Annex 3), which in turn is based on specific hypotheses about development:

- Strengthened institutions tasked with community-based forest management will create more equitable and transparent benefits from forests; this in turn will lead to improved forest management and biodiversity conservation.
- Improved forest management will occur through increased authority and responsibility of communities to manage forests, as well as through a transformed relationship between communities, governmental agencies, private sector entities, civil society, and NGO actors.
- Finally, community-based livelihoods will improve as a result of the proposed intervention.

The Results Framework depicts the causal relationship between achievements resulting from specific program activities, which then roll up to the three, higher-level intermediate results (IRs) of PROSPER:

1. Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance
2. Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities
3. Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas

In order to assess progress toward PROSPER's three IR's and 13 sub-intermediate results, the PROSPER team, in consultation with USAID and with guidance from the Liberian Monitoring and Evaluation support program (L-MEP), identified and/or defined a set of 22 indicators. These included four *FACTS* indicators and two *Feed the Future* (FtF) indicators. In completing the PMP, the PROSPER team worked with USAID in October 2012 to refine and finalize the indicators and to establish/validate life-of-project targets.

Of the 22 indicators in PROSPER's PMP, Year-1 targets were established for 15 of them (for the 7 other indicators, targets will be attained beginning in Year 2 or Year 3). PROSPER's M&E Specialist and M&E Officer, working under the direction of the Chief of Party, proceeded in Quarter 1 of FY12 to develop data collection processes and tools adapted to each indicator. The PROSPER M&E staff devoted considerable time in Year 1 to orienting PROSPER team members and subcontractor staff to the program's Results Framework and monitoring system and tools, and to training them to contribute to data collection and analysis for specific indicators related to their activities. It was a slow and gradual process of appropriation of the PMP by PROSPER technical team members, many of whom tended, initially, to perceive monitoring and evaluation as a specialized "policing" function for which they had no particular responsibility and anticipated no benefits. Partly as a result of this misapprehension, PROSPER's M&E Specialist and M&E Officer spent considerable time in the field during Year 1 either directly gathering data or assisting field staff with data gathering – as well as verifying information submitted through direct visits to field activities and interviews with project beneficiaries.

At the end of each quarter, PROSPER's M&E Unit summarized the results of target data collection and analysis by completing a performance indicator tracking table which was submitted as an annex to PROSPER's quarterly progress reports to USAID. The same data was also routinely entered into USAID Liberia's on-line Performance Information Data System (PIDS) for USAID review and certification by the COR.

In addition to internal data quality control exercised by PROSPER's M&E Unit and the COP, PROSPER benefitted from a data quality assessment conducted for USAID by L-MEP in June-July 2013 which found the program's performance management system and data quality to be fundamentally sound, but included a number of specific recommendations for strengthening it, including:

- Provide M&E training for field staff at the County offices that are directly involved with data collection, management and reporting;
- Develop and document protocols and guidelines for addressing discrepancies in data collection, management and reporting;
- Ensure that the M&E Unit continues its routine field trips in order to monitor the process of data collection, management and reporting at the site and intermediate levels in order to detect and address potential data quality issues;
- Replicate in all field offices the M&E filing system currently in place at the Monrovia office to ensure protection of M&E source documents in the field offices.

The latter issue concerning field office M&E filing systems was addressed before the end of August, and other recommendations have been taken into account in PROSPER's Year-2 work plan.

Attainment of Targets

As noted in the introduction to the Annual Report, PROSPER met or exceeded its Year-1 targets for ten of the 15 indicators tracked in FY13. At USAID's request, PROSPER prepared a note (Annex 4) in October explaining all instances in which target attainment was ten percent or more above or below the projected levels. As indicated, the reasons were quite variable and involved both internal and external factors.

Details concerning PROSPER's attainment of targets in Year 1 are summarized in the table below.

Table 1: Attainment of PMP Indicator Targets in FY13

Performance indicators and types	Unit of Measure	FY 2013 Target	2013 Actual	FY 2013 % Actual vs Target	Notes
Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance					
1.1 Number of institutions with increased capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance – *Custom/Outcome*	#	0	0	**n/a**	
Sub Intermediate Result 1.1: Improved capacity of MOE to deliver formal and non-formal primary and adult education curricula on natural resource management and governance					
1.1.1: Percentage of MOE primary school students in targeted areas receiving education on environment and natural resources based on strengthened curriculum – *Custom/Outcome*	%	0	0	**n/a**	
1.1.2: Percentage of MOE adult literacy centers in targeted areas using the environmental curriculum materials in their instruction – *Custom/Outcome*	%	0	0	**n/a**	
Sub Intermediate Result 1.2: Improved capacity of CSOs to design and conduct outreach campaigns to increase public awareness of natural resource and environmental management issues					
1.2.1: Number of CSO members involved in the design and conduct of outreach campaign activities that incorporate best practices – *Custom/Outcome*	#	15	15	**100%**	CSOs participating in outreach include: FCI, FEE, RICCE, CIS, SCWC, SAMFU. Best practices include: - Formative Communications Research - Participatory Program Design - Pretesting - Modify, Revise, and Reproduce Content - Monitoring & Evaluation of Outreach Campaign
Sub Intermediate Result 1.3: Improved capacity of FTI to develop and deliver a community forestry curriculum					
1.3.1: Number of technical/vocational students trained in revised FTI curriculum incorporating community forestry elements – *Custom /Output*	#	0	0	**n/a**	

Performance indicators and types	Unit of Measure	FY 2013 Target	2013 Actual	FY 2013 % Actual vs Target	Notes	
1.3.2: Number of individuals supported by program to conduct applied research at one or more of the program's pilot sites – *Custom/Output*	#	0	0	**n/a**		
Sub Intermediate Result 1.4: Improved capacity of civil society and community organizations to contribute to NRM, land and environmental policy development						
1.4.1: Number of policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management – *Custom/Output*	#	6	6	**100%**	**Presentation made to**	**# of presentations made**
					US Embassy	1
					Land Commission	1
					Forestry Donor Working Group	1
					Community Forestry Working Group	1
					S + 6 presentation	1
					Presidential Panel Workshop	1
1.4.2: Number of presentations at County Development Committee meetings by communities on policy-related issues – *Custom/Output*	#	6	6	**100%**	**Presentation made by**	**# of presentations made**
					Gba CFMB	2
					Zor CFMB	2
					Sehzuplay Clan	1
					Gbear – Gblor Clan	1
Sub Intermediate Result: 1.5 : Increased capacity of Community Forestry Development Committees to develop effective, environmentally-sound development programs to use Forest Management Committee social agreement funds						
1.5.1: Number of community projects approved and funded by CFDC and NBST using the modified criteria to screen applications for environmental impacts – *Custom/Outcome*	#	0	0	**n/a**		
Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities						
2.1: Number of hectares in areas of biological significance under improved management as a result of USG assistance – *FACTS/Outcome*	#	13,500 H	13,500 H	**100%**	USG assistance in FY13 included support for participation of Zor and Gba community leaders in deliberations of	

Performance indicators and types	Unit of Measure	FY 2013 Target	2013 Actual	FY 2013 % Actual vs Target	Notes
					NNBSG on co-management of the East Nimba Nature Reserve
Sub Intermediate Result 2.1: Increased community capacity for forest management					
2.1.1: Number of hectares under improved natural resource management as a result of USG assistance – *FACTS/Outcome*	#	24,000 H	12,591 H	**52%**	Areas under improved management were: - Bleih Community Forest – 629 ha - Zor Community Forest – 1,139 ha - Gba Community Forest – 10,823 ha
2.1.2: Number of community members trained in the management of their community forestry areas (e.g., biomonitoring, permitting) – *Custom/Output*	#	100	233	**233%**	**Target disaggregation by gender** / **Actual disaggregation by gender** Male: 70 / 197 Female: 30 / 36
2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – *Custom/Outcome*	#	15	20	**133%**	**Target disaggregation by gender** / **Actual disaggregation by gender** Male: 12 / 16 Female: 3 / 4
Sub Intermediate Result 2.2: Strengthened capacity of FDA, EPA and CSOs to support sustainable forest management					
2.2.1:Number of FDA, EPA, and partner CSO staff trained in the practical steps involved in developing community forestry management bodies and plans incorporating conservation, community, and commercial values – *Custom/Output*	#	25	34	**136%**	**Target disaggregation by gender** / **Actual disaggregation by gender** Male: 15 / 26 Female: 10 / 8
Sub Intermediate Result 2.3: : Legal framework for community forestry and LTPR improved and simplified on the basis of recommendations from stakeholder consultations					
2.3.1: Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance – *Custom/Outcome*	#	2	2	**100%**	- Community Rights Law of 2009 - Community Rights Law Regulations
Sub Intermediate Result 2.4: Increased use of forest ecosystems data to support the design of community outreach materials and programs					
2.4.1: Number of outreach/awareness products (public reports, brochures, radio messages, documentaries, etc.) that incorporate data from monitoring of biodiversity and/or the carbon footprint of farming and forestry activities that have been disseminated – *Custom/Output*	#	5	0	**0%**	
Intermediate Result 3: Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas					

Performance indicators and types	Unit of Measure	FY 2013 Target	2013 Actual	FY 2013 % Actual vs Target	Notes
3.1: Number of people with increased economic benefits derived from sustainable NRM and conservation activities as a result of USG assistance – *FtF/Outcome*	#	620	493	**80%**	Data for this target was not disaggregated by gender
Sub Intermediate Result 3.1: Increased number of sustainable agro/forest - based enterprises					
3.1.1: Number of new agribusiness/forestry enterprises formed to support program-assisted value chains – *Custom / Outcome*	#	2	1	**50%**	7 enterprises (6 cassava processing groups and 1 oil palm press) were formed in FY13. One of the enterprises (type/location) has adequate production volume to be considered as satisfying the indicator.
Sub Intermediate Result 3.2: Reduced threats to biodiversity linked to livelihood activities					
3.2.1: Number of individuals who have received USG-supported short-term agricultural sector productivity training – *FACTS/Output*	#	275	275	**100%**	**Target disaggregation by gender**: Male 175, Female 100; **Actual disaggregation by gender**: Male 141, Female 134
3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – *FtF/Outcome*	#	80	145	**181%**	Target disaggregation by gender: Male 60, Female 20; Actual disaggregation by gender: Male 90, Female 55; Best practices: Planting of crops in line, Planting of crop with spaces, Harvest & Post - harvest method , nursery preparation, transplanting, etc.
Sub Intermediate Result 3.3: Increased information available to stakeholders concerning best practices, to improve effectiveness of forestry and agricultural enterprises.					
3.3.1: Number of extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders -- *Custom/Output*	#	2	0	**0%**	
Sub Intermediate Result 3.4: Improved data on greenhouse gas content (especially carbon) present in forest areas under different management regimes					
3.4.1: Number of test plots generating data on greenhouse gas content (especially carbon) to inform decision-makers regarding appropriate mitigation and adaptation strategies to minimize climate change – *Custom/Outcome*	#	0	0	**n/a**	

ANNEX 1: PROSPER STAFF LIST

Full-time Staff: Monrovia

	Last Name	First Name	Function	Subcontract Organization	Start Date
Technical					
1	Reid	Stephen	Chief of Party		14 May 2012
2	Litz	Vaneska	Deputy COP/Leader, Community Forestry/Land Tenure and Property Rights		01 June 2012
3	Cole	Eugene	Leader, Educational Development and Outreach Activities		21 Jan 2013
4	Jackson	Nobeh	Communications and Outreach Advisor		01 June 2012
5	Johnson	T. Doe	Education Advisor	NAEAL	18 June 2012
6	Koffa	Samuel	Senior Community Forestry Advisor		12 July 2012
7	Kweme	Dominic	Organizational Development Advisor	CJPS	01 June 2012
8	de Waard	Peter	Leader, Livelihoods & Enterprise Development Activities	ACDI/VOCA	18 June 2012
9	Bedell	Hodo	Livelihoods Advisor	ACDI/VOCA	01 June 2012
10	Nyepan	Josephus	Livelihoods Program Officer	AGRHA	01 June 2012
11	Miller	Esthella	Gender Integration Officer		01 June 2012
12	Vangehn	Darlington	Monitoring and Evaluation Specialist		01 June 2012
13	Roberts	Edward	Monitoring and Evaluation Officer		
Financial and Administrative					
14	Tarr	Vera	Office Manager		01 June 2012
15	Williams	Joshua	Finance Officer		01 June 2012
16	Mulbah	Henry	Assistant Finance Officer		01 June 2012
17	Wheigar	Sando	Procurement/Contracts Officer		02 July 2012
18	Bestman	Arthur	Administrative Operations Officer		17 Dec 2012

Support Staff					
19	Saylee	Moses	Caretaker		01 June 2012
20	Johnson	Frederick	Head Driver		01 June 2012
21	Dukuly	Abraham	Driver		01 June 2012
22	Habah	John	Driver		01 June 2012
23	Weltee	Othello	Driver		08 Oct 2012
24	Boykai	Joel	Driver		01 June 2012

Full-time Tetra Tech Staff: Sanniquellie Field Office (northern Nimba County)

	Last Name	First Name	Function	Subcontract Organization	Start Date
1	Vesselee	Martin	Forestry Officer/Head of Office		08 Oct 2012
2	Ville	James	Field Office Administrator		28 August 2012
3	Kollie	Henry	Driver		02 Jan 2013

Full-time Tetra Tech Staff: Tappita Field Office (southern Nimba County)

	Last Name	First Name	Function	Subcontract Organization	Start Date
1	Biah	D. Nuah	Forestry Officer/Head of Office		01 June 2012
2	Kikeh	Joseph	Field Office Administrator		19 Nov 2012
3	Gant	Garretson	Driver		05 Nov 2012

Full-time Tetra Tech Staff: Buchanan Field Office (Grand Bassa County)

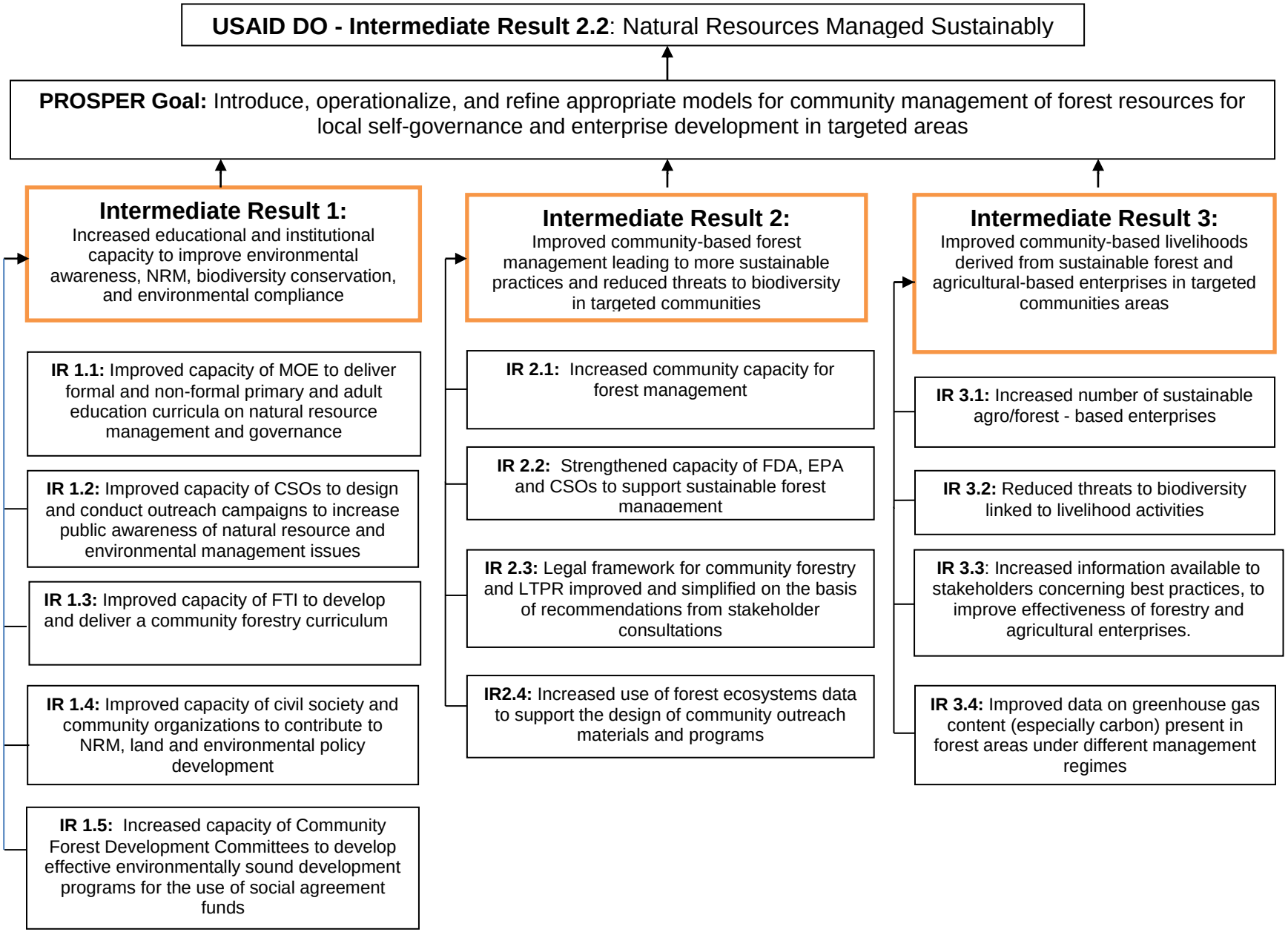
	Last Name	First Name	Function	Subcontract Organization	Start Date
1	Gibson	Eugene	Forestry Officer/Head of Office		20 May 2013
2	Dugbeh	Sam	Field Office Administrator		03 Dec 2012
3	Manobah	Folley	Driver		16 Oct 2012

ANNEX 2: LIST OF REPORTS SUBMITTED

	Title	Date Submitted (2013)	Reference (Deliverable/Reporting Requirement)	Notes
1	Draft Environmental Mitigation and Monitoring Plan (EMMP)	October 12	RR-2	Approved by USAID – Sep 2013
2	(Revised) Gender Assessment	October 14	D-22	Approved by USAID - Jan 2013
3	Budget, FY-2013	October 23	RR-1	
4	Quarterly Financial Report (Q4 FY 2012)	November 1	RR-6	
5	Monthly Progress Report, October 2012	November 4	RR-4	
6	(Revised) Payment for Environmental Services Assessment	November 9	D-30	Approved by USAID – Jan 2013
7	(Revised) Annual Work Plan and Budget, FY 2013	November 14	RR-1	Approved by USAID – Dec 2012
8	Revised Performance Management Plan	November 22	RR-3	Approved by USAID – Dec 2012
9	Monthly Progress Report, November 2012	December 10	RR-4	
10	Monthly Progress Report, December 2012	December 31	RR-4	
11	Gender Integration Plan	January 1, 2013	D-1	Approved by USAID – May 2013
12	Quarterly Financial Report (Q1 FY 2013)	January 11	RR-6	
13	Second Quarterly Report (Oct-Dec 2012)	January 18	RR-5	Approved by USAID
14	Biodiversity Assessment Report	January 27	D-24	

15	Monthly Progress Report, January 2013	February 3	RR-4	
16	STTA Report (excerpt) Visit to Liberia Forest Development Agency (FDA) GIS Unit, Nick Thomas, Geospatial Expert	February 11	RR-12	
17	Draft Curriculum for Forestry Training Institute and Recommendations	February 15	D-7	
18	Monthly Progress Report, February 2013	March 10	RR-4	
19	Monthly Progress Report, March 2013	April 11	RR-4	
20	Third Quarterly Report (Jan-Mar 2013)	April 30	RR-5	Approved by USAID
21	Quarterly Financial Report (Q2 FY 2013)	May 1	RR-6	
22	Ethno-botanical Survey	May 5	D-2	Formal USAID approval pending
23	Monthly Progress Report, April 2013	May 30	RR-4	
24	Monthly Progress Report, May 2013	June 6	RR-4	
25	Monthly Progress Report, June 2013	July 4	RR-4	
26	Biodiversity Assessment Report (second revision)	July 22	D-24	Approved by USAID – Oct 2013
27	Biodiversity Monitoring Handbook	July	D-13	USAID approval pending
28	Update of Third Quarterly Report (Jan-Mar 13) containing updates to success stories	July 31	RR-5	Approved by USAID
29	Quarterly Financial Report (Q3 FY 2013)	August 1	RR-6	Revised version submitted 8/28
30	Monthly Progress Report, July 2013	August 8	RR-4	
31	Fourth Quarterly Report (Apr-Jun 2013)	August 9	RR-5	
32	Monthly Progress Report, August 2013	September 9	RR-4	

ANNEX 3 - PROSPER RESULTS FRAMEWORK



ANNEX 4: EXPLANATION FOR PROSPER FY13 TARGET ATTAINMENTS +/-10% OF PROJECTIONS

Performance indicators and types	FY 13 Target	FY 13 Actual	FY 2013 % Actual vs Target
2.1.1: Number of hectares under improved natural resource management as a result of USG assistance – *FACTS/Outcome*	24,000 H	12,591 H	**52.4%**

For Indicator 2.1.1, the program set an overly ambitious target for Year 1. In addition to assisting its three established community forest sites (covering 12,591 H) to improve their natural resource management in FY13 PROSPER anticipated that several of its *new* sites would achieve authorized community forest status. However, attempting to simultaneously accompany the communities in 7 new sites through the multiple steps required to establish authorized community forests stretched PROSPER's resources thin, slowed the pace of implementation, and prevented attainment of the target. Nevertheless, the foundation for a stakeholder-endorsed process for managing resources sustainably was laid in all 7 new sites. Forest stakeholders in all 7 sites were able to submit applications for authorized forest community status to the Forestry Development Authority. Note: As of September 30, 2013, however, a national moratorium on approval of such applications remained in effect.

2.1.2: Number of community members trained in the management of their community forestry areas (e.g., biomonitoring, permitting) – *Custom/Output*	100	233	**233%**

The large size of many of PROSPER's new sites and the very low general awareness among the population of community forestry concepts and processes led PROSPER to increase the number of training events (covering more towns) and to invite a larger number of participants than initially foreseen. This approach was deemed necessary to create a critical mass of community residents in each site knowledgeable of the objectives and opportunities of community forestry and able to support the various steps of implementation.

2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – *Custom/Outcome*	15	20	**133%**

The target of 15 community members applying conflict management skills was an estimate. We believe the slightly higher *actual* of 20 can be attributed to a combination of three factors: 1) the quality and relevance of the training offered by PROSPER which spurred several communities to establish peace committees; 2) thorough identification of cases of *application* of the training by PROSPER's network of community-based mobilizers, and 3) the prevalence of land-related conflicts in PROSPER work areas.

Performance indicators and types	FY 13 Target	FY 13 Actual	FY 2013 % Actual vs Target
2.2.1:Number of FDA, EPA, and partner CSO staff trained in the practical steps involved in developing community forestry management bodies and plans incorporating conservation, community, and commercial values – *Custom/Output*	25	34	**136%**

PROSPER's projection of the number of FDA and EPA staff who would be trained in the practical steps involved in the community forest establishment process was relatively accurate (8 projected/7 attained), but the program underestimated the number of *new* CSO staff (not carried over from predecessor projects, LCRFP and LFSP) who would be mobilized by the program's three local subcontractors (17 projected/27 attained).

2.4.1: Number of outreach/awareness products (public reports, brochures, radio messages, documentaries, etc.) that incorporate data from monitoring of biodiversity and/or the carbon footprint of farming and forestry activities that have been disseminated – *Custom/Output*	5	0	**0%**

In projecting the dissemination in FY13 of 5 outreach/awareness products incorporating data from monitoring of biodiversity, PROSPER failed to take into account the implementation schedule for biodiversity monitoring. PROSPER was expected to develop a biomonitoring handbook in the third quarter of FY13 (and did), but its annual work plan did not include *training communities* in biomonitoring at project sites *or the initiation of data gathering* in FY13. Consequently, the only data available on biodiversity in FY13 came from the initial biodiversity assessment conducted by PROSPER subcontractor FFI in the first quarter. PROSPER developed 3 draft outreach products (fact sheets) based on that assessment data, but those will not be finalized and disseminated until the first quarter of FY14.

3.1: Number of people with increased economic benefits derived from sustainable NRM and conservation activities as a result of USG assistance – *FtF/Outcome*	620	493	**80%**

The shortfall in the number of people with increased economic benefit is attributable largely to the low numbers of forest residents who participated in the FY13 Griffonia (a non-timber forest product) collection and marketing campaign. The absence of attractive price proposals from prospective buyers/exporters early in the season dampened the enthusiasm of potential Griffonia gatherers, and led PROSPER partner, the Botanical Products Association of Liberia (BOTPAL), to restrict its field-level buying operations to the most accessible areas in proximity to its northern Nimba office rather than expanding collection to new PROSPER work zones as initially anticipated.

Performance indicators and types	FY 13 Target	FY 13 Actual	FY 2013 % Actual vs Target
3.1.1: Number of new agribusiness/forestry enterprises formed to support program-assisted value chains – *Custom / Outcome*	2	1	**50%**

In total there were 7 *enterprises formed* (6 CPGs and 1 CPOP signed MoUs) and 4 have *come on line*. From 3 of the operational processing groups PROSPER received documentation (proof) of production. Three CPGs are still (9/31) in start-up phase with some equipment issues. The production figures received show low levels of processing which could be attributed to the facts that (a) these processing groups are just starting up, (b) potential clients have not yet planned their production of cassava to make use of this new service, and (c) the rainy season is the low production season for oil palm and cassava tubers. Only 1 group was reported in the FY13 actual because it was felt by PROSPER that the production levels of 2 of the 3 groups were too low to pass the definition *have come on line*. In the narrow definition of the indicator, 4 processing groups have come on line in Q4 of FY13.

3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – *FtF/Outcome*	80	145	**181%**

The higher-than-projected actual for Indicator 3.2.2 can be attributed to an unduly conservative estimate by PROSPER concerning the number of farmers and others who would apply new technologies or management practices imparted through the program's farmer field schools. Although PROSPER found that the most labor-intensive techniques were generally not adopted, almost all participating farmers surveyed confirmed application on their own fields of one or more of the techniques learned in the farmer field school.

3.3.1: Number of extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders -- *Custom/Output*	2	0	**0%**

PROSPER prepared and presented 2 extension publications, as planned, to participants in the August 2013 Agricultural Coordinating Committee (ACC) as well as during an August 2013 food security forum organized by the FED program. Copies of the publications were not widely disseminated, however, by the end of the reporting period (September 30, 2013). PROSPER has identified a number of organizations to receive the publications and will ensure dissemination in the first quarter of FY14.

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