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ANNUAL REPORT, FY2015

PEOPLE, RULES, AND ORGANIZATIONS SUPPORTING
THE PROTECTION OF ECOSYSTEM RESOURCES
(PROSPER)



OCTOBER 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech ARD.

Front Cover Photo: Boy Diggs (on the left) and Jacob Dahn (on the right) in Kaykay Town, Barconnie Community Grand Bassa, August 2015. Checking on colonization of beehive.

Photo Credit: Brandie Maxwell

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LIBERIA: PEOPLE, RULES, AND
ORGANIZATIONS SUPPORTING THE
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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ACC	Agriculture Coordinating Council
AGRHA	Action for Greater Harvest
AML	ArcelorMittal 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
CDSC	Community Development Steering Committee
CDWG	Curriculum Development Working Group
CF	Community Forestry
CFDC	Community Forestry Development Committee
CFG	Community Forest Guard
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	Nations Mission in Liberia
USAID	United States Agency for International Development
USFS	United States Forest Service

VPA-SU

Voluntary Partnership Agreement Support Unit

EXECUTIVE SUMMARY

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; and
3. Enhance community-based livelihoods derived from sustainable forest-based and agriculture-based enterprises in target areas.

September 30, 2015, marked the conclusion of the third full year of PROSPER program implementation. The entire year brought the program many unique challenges. During Q1, Liberia continued to feel the full effects of the Ebola crisis. Fortunately, PROSPER had anticipated the continued difficulties of interacting with local counterparts and had developed its AWP accordingly, but it was impossible to have predicted when work would continue unhampered. Consequently, many STTA visits were postponed until late in Q3, while others were put off until FY16 due to the rains during Q3 and Q4, causing slight delays with some of the Deliverables. As one of the few USAID contractors that remained on the ground during the entire Ebola crisis, PROSPER worked closely with the communities to provide several Ebola training sessions that were worked into our normal outreach activities.

During Q3 and Q4, the effects of Ebola were unremarkable as far as carrying out PROSPER activities in the field. In May 2015, Liberia was declared Ebola free. Several STTAs were able to travel to Liberia in order to assist with the completion of PROSPER deliverables. Considerable progress was made during the quarter through the collaborative work with FDA, PROSPER and the CFWG to begin the process for a community to gain Community Forest status with the implementation of tools developed to complete the nine-steps of the process to becoming a Community Forest. However, the entire year was marred with the several occurrences of the FDA requesting for PROSPER to stop work on the CF status process. This caused considerable delays that were unnecessary and would have been easily avoided with better communication within the FDA Community Forestry Department. Better lines of communication have opened up with more involvement from the Deputy Managing Director of Operations at the FDA and FY16 Q1 should see significant progress with the CF process.

Of the 18 Deliverables scheduled to be submitted during FY15, PROSPER submitted 10. The remaining 8 deliverables were delayed almost exclusively because of the Ebola crisis during the first two quarters of FY15. They are included in the FY16 Annual Work Plan. (See Annex 5)

This Annual Report is provided as a complement to the quarterly reports and includes the FY15Q4 data. It provides a succinct summary of PROSPER's major achievements in FY15 by component and by

activity. This report also presents several of the important lessons learned during the first three years of the PROSPER project, and the principal strategic adjustments made on the basis of past experience.

FY 2015 HIGHLIGHTS

Component 1: Education, Outreach, and Awareness

1. Seventy-two environmental education lesson plans reviewed, revised and matched with their respective Teaching and Learning Materials (TLMs), in collaboration with the MoE.
2. School EE/nature/conservation clubs and teachers within PROSPER zones identified.
3. Situational analysis on threat to biodiversity conducted in the three PROSPER sites.
4. A matrix of change workshop conducted in support of the development of a communication strategy for the third annual outreach campaign.
5. Result of the FY14 KABs endline survey that measured the impact of the second annual outreach campaign presented to FDA and the CFWG.
6. KABs baseline on threats to Biodiversity developed and administered.
7. Rollout of the third annual outreach campaign.
8. Regional Foresters trained in the CRL and related CF themes.
9. Provided regular support to FTI to monitor teacher development.
10. Updated the Community Forestry Curriculum at FTI in fulfilment of Deliverable 8a.
11. Supported the Implementation of the Community Forestry Curriculum and use of Digital Learning Platform at FTI.
12. Gender Forums conducted at FTI.

Component 2: Forest Management and Biodiversity

1. Supported the Communities to effectively monitor activities in their CFs.
2. Provided coaching and regular support for CFMBs.
3. Provided specific support to Community Assembly Management Activities.
4. Conducted a capacity assessment for business development among local institutions, including the CFMBs.
5. Supported the development and adoption of Gba Business and Financial Plan.
6. Supported the boundary dispute resolution and signing between Doe (Gblor) and Kparblee Districts.
7. Supported the participation of CF pilot communities in the Socio-economic and Reconnaissance survey conducted by FDA.
8. Provided support to FDA to conduct demarcation in proposed CFs.
9. Supported the CF Governance bodies to participate in County-level Forums.
10. Presented six policy briefs developed in partnership with CSOs for Deliverables 26b & 26c.
11. Supported the FDA through the process of Harmonization of the CRL Regulations with the CRL.
12. Produced outreach materials on biodiversity, priority threats and sustainable forest management in collaboration with FFI and Component 1.

Component 3: Livelihood and Enterprise Development

1. The Gba CFMB became the first CFMB to receive business training in order to improve its own financial administration and to create transparency and accountability regarding the cost of operations and funds that are kept by the CFMB.
2. PROSPER provided operations and maintenance training for seven Cassava Processing Groups (CPGs) in northern Nimba.

3. Fourteen Oil Palm Processing Groups were established around the Big Gio Forest. Each group contributed a 30% (\$300 USD) co-payment before receiving the machine.
4. Four oil palm nurseries were established in towns north of the Big Gio forest. Farmers each paid \$60 for 60 seeds and have committed themselves to provide the necessary labor for running the nursery.
5. Four cocoa rehabilitation demo plots were established in collaboration with WIENCO Liberia Ltd. in four existing cocoa farms, not rehabilitated.
6. Eight groups were selected from an inventory of women's groups that had been carried out by the PROSPER Gender Officer in 2012 to increase the number of crop diversification groups from 16 to 24. Currently these groups have 600 members trained.
7. PROSPER, in conjunction with the USDA funded LIFE III project (cocoa) and USAID SHOPS II, has embarked on building a sustainable platform that can support and implement price dissemination service via text messaging for farmers and traders.
8. A pilot beekeeping activity was launched in 5 towns close to the PROSPER supported CFs. The five groups have 10 hives each in the forest area. A total of 104 persons have been trained.

1.0 PROSPER SITES

The following map and matrices list the established and proposed Community Forests being supported under PROSPER.



	County	Town	Community	Hectares (Approx)	Comments
1	Grand Bassa	Buchanan	Barconnie	240	Pilot Community
2	Grand Bassa	District 4	Kpogblean	11,903	Pilot Community
3	Nimba	Tappita	Gblor	8,176	Pilot Community
4	Nimba	Tappita	Gbear/Gblor	8,834	Pilot Community
5	Nimba	Tappita	Kparblee	10,707	Pilot Community
6	Nimba	Tappita	Boe Quilla	7,675	Pilot Community

7	Nimba	Tappita	Sehzuplay	9,410	Pilot Community
8	Nimba	Sannequellie	Sehyi	667	Pilot Community
9	Nimba	Sannequellie	Gba	10,939	Established CF under LRCFP
10	Nimba	Sannequellie	Zor	1,112	Established CF under LRCFP
11	Nimba	Sannequellie	Blei	614	Established CF under LRCFP

2.0 MANAGEMENT ACTIVITIES

2.1 STAFFING

Personnel changes for FY15 affecting PROSPER included the following:

1. In December
 - a. Paul Cowles resigned from his position as PROSPER COP and departed Liberia;
 - b. COR Jennifer Talbot was replaced by Shawna Hirsch, and Alexander Kingston as the ACOR;
2. In January
 - a. Paul Meadows and Eugene Cole were moved to the positions of COP and DCOP, respectively;
 - b. Nobeh Jackson was promoted to Component 1 Deputy Lead;
 - c. Dominic Kweme was transferred from CJPS to TetraTech ARD as the PROSPER Component 2 Deputy Lead;
 - d. The M&E Specialist and the M&E Officer both resigned their posts;
3. In February
 - a. A new M&E Officer, Rechline Van Ross was hired through the CJPS sub-contract;
 - b. The Home Office Senior Technical Advisor/Manager, Jesse Buff, was replaced by former PROSPER COP Vaneska Litz
4. In March
 - a. Home Officer Program Manager, Kristin Blodgett was replaced by Thomas McCann
5. In July
 - a. Program Manager Thomas McCann was replaced by Leif Kindberg
 - b. USAID COR Shawna Hirsch was replaced by ACOR Alexander Kingston
6. In September
 - a. A second M&E Officer, Garnahweh Glaydor, was selected. He came from the position of Administrative/Finance Assistant, which continues to remain vacant.

2.2 SUBCONTRACT ADMINISTRATION

National Subcontractors

There was no significant administrative action taken with the two national subcontractors, the National Adult Education Association of Liberia (NAEAL) or the Center for Justice and Peace Studies (CJPS).

International Subcontractors

- PCI Media – PCI Media’s work with PROSPER was subsidized through the USAID STEWARD project. Because of the completion of STEWARD, and because of Ebola related delays in the

deliverables from PCI Media, the number of radio episodes was reduced from 52 to 42. Appropriate contract modifications are anticipated in FY16Q1.

- Rutgers University – No significant administrative changes.
- ASNAPP – No significant administrative changes.
- ACDI/VOCA's contract ceiling was increased with CO approval in May 2015. No other significant administrative changes.
- FFI – No significant administrative changes.
- dTS – No significant administrative changes.

2.3 CROSS-CUTTING TECHNICAL ACTIVITIES

Performance Monitoring:

- The M&E team worked with LMEP to complete the PROSPER data quality assessment (DQA). The DQA was approved by the COR in December, 2014. Recommendations were addressed progressively throughout the year.
- The M&E team struggled with staffing at the start of the second quarter of FY15, with the departure of both the M&E Specialist and M&E Officer (MEO). A replacement MEO was found and started working in early February. Subsequent to his arrival, PROSPER attended a workshop at LMEP to have the rest of the Technical Staff understand the Performance Indicator Database System (PIDS).
- The M&E Specialist position was only filled in quarter-4 after a thorough assessment was done by the M&E STTA.
- In August, an M&E STTA in collaboration with the M&E team reviewed data quality with respect to the accuracy in collection, processing, reporting and recording for each PMP indicator. A follow-up visit will occur in FY16Q1.

Gender Integration:

Conducted Gender Forums at Forestry Training Institute (FTI)

The PROSPER Gender Integration Officer (GIO), in collaboration with the FTI management, conducted five Gender Forums at FTI. The goal of the FTI gender forums is to promote social change and shape career goals within the forestry sector, motivating women and youth to step up to the challenges therein. The forums highlighted the significant roles of women and youth; and social inclusion in general within the forestry sector. The well-attended forums covered topics including, 'setting career goals and achieving them'. Various guest speakers participated through the year, and shared personal life experiences, practical goal setting strategies and case studies. The sessions attracted over 90% of the student population (male and female), administrators and instructors.

Conducted Leadership Training for Women in Crop Diversification Groups

The GIO, in conjunction with the PROSPER Livelihood technical team, conducted women leadership training for 16 women's groups, participating in the crop diversification initiative since March FY14, in all sites. Similar leadership training was conducted for eight new crop diversification small groups set up in January FY15. The trainings were designed to formally establish leadership structures of the individual women's groups and provide leadership skills, including an understanding of their roles and responsibilities. The leadership training attracted 626 participants, including 43 observers, disaggregated into 499 females

and 127 males. Materials of the training were delivered in the predominant local language of the respective areas.

Facilitated the participation of women from respective project sites in International Women's Day celebrations

The PROSPER team provided support to and organized women from respective PROSPER sites to participate in the International Women's Day Celebrations. The International Women's Day is celebrated around the world on March 8 to recognize women for their social, political and economic achievements. It provides the opportunity to reflect on progress made, challenges women continue to face, and looks forward to new opportunities for change that will make the world a better place for women. A total of 14 women, representing communities in USAID-PROSPER supported sites in Northern and Southern Nimba and Grand Bassa Counties, participated in the celebrations. They made presentations on their experiences in "Gender Inclusive Community Forest Management".

Collaborated with all technical teams to promote social inclusion

The GIO collaborated with the education and outreach team in the development of biodiversity conservation messages and threat reduction. The objective was to produce messages for the 3rd annual outreach campaign that were sensitive to the needs and fears of each vulnerable group represented in the communities.

The GIO also joined the multi-disciplinary team, including FDA and the CFWG, in the launch of the posting of notices for the conduct of Socio-economic Reconnaissance Survey in the USAID-PROSPER supported pilot sites.

The GIO supported the field teams to facilitated series of consultative dialogues between and among women and youth representatives from the respective communities. Through consensus building exercises, perceived potential roles of women and youth in the SER survey and demarcation exercises were identified. These proposed roles were documented and later considered and integrated in the community mobilization plan and demarcation approaches.

Lesson Learned:

Difficulty working with institutions that claim to represent vulnerable groups – WONGOSAL

One of the strategies PROSPER proposed to use to popularize gender roles in community forestry was to work with civil society organizations that represent women. The Women Non-Governmental Organizations Association of Liberia (WONGOSAL) was construed to be the best entry point to rally women's interest groups. Unfortunately, their prolonged inability to host a meeting throughout the Ebola crisis and several months after Liberia was declared free of the virus, spoke volumes about collective ownership and participation of the group. The GIO was unable to schedule a presentation because of the absence of the main convener from Liberia. In FY16, the GIO will further explore the possibilities for engaging WONGOSAL, but may consider other options if this proves non-feasible within the first quarter.

Geographic Information System Specialist:

Conducted geospatial site-assessments

The PROSPER GIS Specialist, in close collaboration with the FDA, conducted several site assessments and mapping exercises in Barconnie and supported the Gba CFMB in the implementation of their MoU with AML.

Barconnie

A ground truthing exercise was conducted in the proposed Barconnie Community Forest. As more information was gleaned from the communities, it was noticed that the actual proposed area had shifted since the beginning of PROSPER. There was need for PROSPER to bring to the notice of the community that the size of the proposed forest was not as large as they initially envisaged. In response, the communities consulted and proposed the addition of the Kokpeh and Jayehklein forests, which are close to the Paye forest. The current estimated land area of Barconnie CF is 260 ha., which includes the Kokpeh forest. However, at the time of this report, data from the Jayehklein forest had not been received, which is estimated to be approximately 40 ha.

Sanniquellie

After the MOU was signed between Arcelor Mittal Limited (AML) and the Gba CFMB for the establishment of the AML Tailing Management Facility (TMF), PROSPER worked with FDA and the community to conduct an inventory of trees in the area. The intention of the MOU is for the Gba CF to use the \$150,000 compensation provided by AML to harvest merchantable trees in the remaining 450 of 510 acres of the TMF. Mapping and identification of the trees was conducted with the Gba CF members and potential routes for access roads were mapped. That information was passed on to AML, which later informed their construction of access roads to enable the Gba CFMB to harvest the timber.

The PROSPER GIS Specialist spent a considerable amount of Q2 assisting the Gba CF with an inventory of the 450 acres of the AML Tailings Management Facility (TMF) area. The inventory exercise was led by an STTA, William Cordero, and focused on a 100% inventory of merchantable trees in the TMF area. Although the Gba CF situation is unique as it will be a salvage operation, the lessons learned from the inventory and the GIS training that was conducted will be useful for future CF's in conducting inventories and assessing values of their forests.

Conducted GPS training for community members

The PROSPER GIS Specialist worked in close collaboration with the FDA Liaison in Monrovia as well as the Component 2 Lead to prepare and train community members in the 8 proposed CFs with use of the GPS units and data collection for the Socio-Economic Reconnaissance and the Demarcation exercises. Community members shadowed PROSPER personnel to gain a better understanding of how the GPS units work and how data is transferred onto maps.

3.0 COMPONENT 1: EDUCATION, OUTREACH AND AWARENESS

COMPONENT 1 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 and pilot test curriculum materials including lesson plans and accompanying teaching and learning aids to strengthen formal primary school instruction on environmental and natural resource matters; engage the Forestry Development Authority (FDA) and civil society organizations (CSOs) to increase public awareness of natural resources and environmental management issues; and support the Forestry Training Institute (FTI) to develop and deliver a community forestry curriculum.

COMPONENT 1 ACTIVITIES

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 2)

Environmental curriculum materials developed and copies made available to the MoE for use in Liberian schools. **(Deliverable 4) Submitted/Approved**

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 23) Submitted/Pending Approval**

Seventy-two environmental education lesson plans reviewed, revised and matched with their respective Teaching and Learning Materials (TLMs), in collaboration with the MoE **(Result)**

Finalized prototypes of the EE booklets and posters in easy-to-use electronic formats submitted to MoE; and printed display versions **(Result)**

High level meeting with official of the MOE and the handover of the EE curriculum **(Result)**

School EE/nature/conservation clubs and teachers within PROSPER zones identified **(Result)**

Major Achievements

- Seventy-two environmental education lesson plans reviewed, revised and matched with their respective Teaching and Learning Materials (TLMs), in collaboration with the MoE
- Formatted prototypes of the EE booklets and Teaching and Learning Materials (TLMs) into easy-to-use electronic formats for submission to MoE
- Finalized prototypes of the EE booklets and posters in easy-to-use electronic formats for submission to MoE; and printed display versions
- High level meeting with official of the MOE and the handover of the EE curriculum
- Criteria for engaging school clubs or establishing new ones developed and schools' assessment tool developed and administered
- School EE/nature/conservation clubs and teachers within PROSPER zones identified

Seventy-two environmental education lesson plans reviewed, revised and matched with their respective Teaching and Learning Materials (TLMs), in collaboration with the MoE

In October 2014, the PROSPER Education Team initiated the final revision of 72 environmental education lesson plans developed in FY14, in collaboration with the MoE. During the process of developing the TLMs, some modifications were unavoidable. The PROSPER Education Team organized work sessions together with four Curriculum Specialists from the Bureau of Curriculum Development of the MoE, in which they developed and implemented a process to match the curriculum materials. Lesson plans were matched with their respective TLMs, including modification of their respective “developmental activities” sections.

The lesson plans and TLMs were then compiled and made ready for printing. That exercise involved standardizing how materials were saved, while ensuring that there was clear description of how a particular lesson could be traced back to the specific subject, grade, marking-period, topic and sub-topic within the national core curriculum. All discrepancies were addressed.

Formatted prototypes of the EE booklets and Teaching and Learning Materials (TLMs) into easy-to-use electronic formats for submission to MoE

During the second quarter, the education team worked with the Bureau of Curriculum Development of the Ministry of Education and collated all lesson plans with their respective Teaching Learning Materials (TLMs) in readiness to work with a printing house. The PROSPER team developed and published appropriate Request for Quotations (RFQs), after which a successful vendor was selected and contracted.

By the close of the quarter, all posters, flash cards and lesson plans had been formatted and draft prototypes were developed.

Finalized prototypes of the EE booklets and posters in easy-to-use electronic formats for submission to MoE; and printed display versions

During the third quarter, the Education and Outreach team finalized the environmental education materials for integration in the national primary school curriculum, in fulfilment of Deliverable #4. Standard display versions of the Environmental Education curriculum materials were printed for use in the orientation of teachers.

Prior to finalizing and printing of the environmental education materials, 10 copies of each of the seven sets of booklets and posters were printed and submitted to the Ministry of Education (MoE) for final comments and inputs, and affixing MoE's branding. In consultation with specialists at the Curriculum Division of the MoE, PROSPER supported the development of the “acknowledgement”, and “preface”

pages of the booklets and also developed a section that details the step-by-step procedure on how to use the EE booklets and accompanying teaching and learning materials (TLMs).

Following the approval of the MoE and USAID branding and markings of the booklets, posters and flash cards, final display versions of the environmental education curriculum materials were printed.

High level meeting with official of the MOE and the handover of the EE curriculum

On 9 September 2015, USAID-Liberia PROSPER held a meeting with senior management officials of the MoE. In attendance were the Deputy Minister for Instruction at the Ministry of Education (MOE), Dr. Romelle A. Horton; Assistant Minister for Teacher Education, Advertus Orea Wright; Assistant Minister for Student Education Services, Augustine Kulah; and the Director of Research, Textbooks and Curriculum Development, Ms. Mardea Mensah. The USAID-PROSPER delegation was comprised of the COP, the DCOP, the Deputy L/EDOA and the Outreach and Education Assistant.

During the meeting, USAID-PROSPER recounted the process of engagement with the MoE since the inception of the project and how the process evolved to date. Unfortunately, the lack of record keeping and proper handing over by departing officials continued as a challenge at the Ministry. However, prior documentations and PROSPER's presentation at the meeting informed the Minister of the curriculum development process. USAID-PROSPER formally handed over the Environmental Education (EE) materials to the Deputy Minister who lauded the support by USAID and underscored the importance of such support to her Ministry.

Following the meeting, PROSPER submitted official documentation signing over the consignment of books and TLMs, and electronic versions of the same to MoE.

Criteria for engaging school clubs or establishing new ones developed and schools' assessment tool developed and administered

The Education Advisor, with support from the L/EDOA and Communication and Education Assistant, worked with Education and Outreach Field Coordinators from the three PROSPER field offices and established criteria for engaging primary school clubs or establish new ones. Following the establishment of the criteria, an assessment tool was developed, which was administered by the PROSPER community mobilizers. A total of 15 primary schools were selected, five from each of the three sites. School club activities did not take off due to Ebola restrictions initially imposed by government and precautions maintained by the project.

Lessons Learned

None to report.

Strategic Adaptations

PROSPER initially intended to distribute Environmental Education (EE) materials to her partners for use in their respective programs. However, in order to emphasize ownership of the EE materials by MoE and increase their chances of attracting sponsors to print more materials, the MoE will lead the distribution of sample materials to partners with support from PROSPER. Partners in the NRM sector and private sector will be targeted.

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 2)

Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders (Deliverable 6) Submitted/ Approved
Series of brochures, community theater and video products to educate the Liberian public (developed in FY13) (Deliverable 11) Submitted/Approved
Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia (Deliverable 15) Submitted/Approved
Situation analysis on threat to biodiversity conducted among partners and in PROSPER supported community landscapes (Result)
Communication strategy for the third annual outreach campaign developed (Result)
KABs baseline and endline surveys conducted to measure impact of outreaches and results incorporated in upcoming outreach designs (Result)
Outreach training for CFWG, community leaders, thematic groups and community mobilizers designed and conducted (Result)
In conjunction with the FDA and CFWG, launched the third annual outreach campaign (Result)
Rollout of the third annual outreach campaign (Result)
Technical advice on the production of 42 radio drama episodes that integrate themes and messages from PROSPER's outreach campaign provided (Result)
Regional Foresters trained in the CRL and related CF themes (Result)

Major Achievements

- Consultations with project implementers in support of the situational analysis of biodiversity threats being addressed
- Situation analysis on threat to biodiversity conducted in the three PROSPER sites
- A matrix of change workshop conducted in support of the development of a communication strategy for the third annual outreach campaign
- Result of the FY14 KABs endline survey that measured the impact of the second annual outreach campaign presented to FDA and the CFWG
- KABs baseline on threats to Biodiversity developed and administered
- Site-based outreach activities developed by CF leaders with support by PROSPER field teams
- Outreach training for CFWG, Community Leaders and Community Mobilizers designed and conducted
- Thematic Groups Trained to Communicate biodiversity messages during the outreach rollout
- Prototypes of print materials, drama and music developed in conjunction with the CFWG and PROSPER technical leads
- Outreach materials and media products pre-tested
- Outreach materials finalized and produced
- Campaign messages translated into local languages predominant in the respective PROSPER sites
- In conjunction with the FDA and CFWG, launched the third annual outreach campaign
- Mobile public address system unit with portable electricity generator procured for each of the three PROSPER areas
- Rollout of the third annual outreach campaign
- Annual Endline KABs Survey for FY15 conducted
- Technical advice on the production of 42 radio drama episodes that integrate themes and messages from PROSPER's outreach campaign provided

- Regional Foresters trained in the CRL and related CF themes

Consultations with project implementers in support of the situational analysis of biodiversity threats being addressed

The communications team worked closely with the PROSPER technical leads for Components 1 and 2, in collaboration with the CFWG, and conducted an in-depth situational analysis of threats to forest biodiversity earlier identified by PROSPER, within the landscapes of the proposed community forests. The consultations were directed at similar USAID projects potentially addressing at least one of the threats; national/ international conservation or natural resource management (NRM) institutions, GoL line ministry, and private sector institutions addressing threats to biodiversity. These institutions were consulted with a view towards understanding how they were addressing identified threats within their context of operations; thereby informing PROSPER on existing knowledge gaps, to guide the design appropriate outreach and awareness activities and identify potential partners and their perceived roles in the third annual outreach campaign.

Institutions consulted include;

- USAID-Liberia/FED
- ACDI/VOCA LAUNCH
- Conservation International (CI)
- Fauna and Flora International (FFI)
- Society for the Conservation of Nature in Liberia (SCNL)
- Ministry of Agriculture (MOA)
- Arcelor Mittal Liberia(AML)

Situation analysis on threat to biodiversity conducted in the three PROSPER sites

During the second quarter, the PROSPER Education and Outreach team conducted a series of situational analysis workshops on threats to biodiversity in the three PROSPER sites in conjunction with Components 2 and 3, members of the Community Forestry Working Group (CWFG), and the FDA. The workshops followed the Theory of Change (TOC) concept introduced in PROSPER's FY15 Annual Work Plan, and incorporated outputs from consultations with the Monrovia-level forestry and agriculture stakeholders.

Workshop participants were drawn from various livelihood groups and local governance institutions, including hunters, farmers, chainsaw operators, miners, fishermen and women, local representatives of the Environmental Protection Agency (EPA), along with members of forest governance institutions. In all, over 130 stakeholders participated in respective workshops held at Sanniquellie, Tappita and Buchanan.

The biodiversity threat situation analyses gauged the perspectives of local stakeholders including private sector partners on human activities perceived as threats to livelihoods, forest and forest biodiversity. It validated perspectives of Monrovia-level forestry and agriculture partners on biodiversity threats with local communities and rural partners. It built on results from earlier analyses, which supported communities to share their experiences and develop ways to address local biodiversity threats within their environmental, social and cultural contexts. Importantly, the results of the consultations were used as the basis for the development of a communication strategy for the third annual outreach campaign. Higher level biodiversity threats emerged as urgent and important priorities, i.e. shifting cultivation, bush-meat hunting, chain-saw logging, artisanal mining (gold), indiscriminate mangrove cutting and human-induced sea turtle mortality.

A matrix of change workshop conducted in support of the development of a communication strategy for the third annual outreach campaign

In order to develop an effective communication strategy for the implementation of the third annual outreach campaign, the Component 1 team in consultation with leads of Components 2 and 3, the CFWG and representatives of the FDA including PROSPER field staff, met in Monrovia and developed a Matrix of Change during the second quarter. The exercise focused on the key biodiversity threats important in respective PROSPER sites – Shifting Cultivation, Bush-meat Hunting, Chain Saw logging, Mangrove Cutting, Artisanal Mining and Human-Induced Sea Turtle Mortality.

The team developed a Matrix of Change that focused on each priority threat, identified communication objectives based on each threat, determined barriers to behavior change and proposed needed solutions to the identified barriers in ways that will produce desired changes. The team appropriately segmented a range of audiences with consideration of people directly affected by the threats and people directly or indirectly influencing the threats. Relevant outreach messages were developed and appropriate dissemination channels and materials were identified. The CFWG, FDA and the PROSPER GIO worked with the communications team to incorporate social inclusion considerations in the body of messages. Specific technical support was provided by the Tetra Tech Communication Specialist in the prioritization of key messages. The resulting Matrix of Change formed the core of PROSPER's communication strategy on biodiversity, which was later rolled out in the third annual outreach campaign. Appropriate communication materials and entertainment pieces were developed by the team in conjunction with respective vendors contracted by PROSPER.

Result of the FY14 KABs endline survey that measured the impact of the second annual outreach campaign presented to FDA and the CFWG

The results of the Knowledge, Attitude and Behavior (KAB) surveys that were carried out as a baseline in February 2014, and as an annual end-line/ after action survey in July 2014, respectively, were presented to the CFWG during the third quarter. These surveys focused on measuring the impacts of the “Make Community Forestry Rights Real Campaign” and were used to inform stakeholders about the impact of the Behavior Change Communication (BCC) designed for the campaign, and to inspire the development of a similar tool for measuring the impact of BCC on biodiversity threats and livelihoods.

The respondents targeted in the Forest Rights Campaign were the community forest governance structures, including the groups in the new sites. The key hypothesis in the survey was: ‘If community forest leaders are educated in the CRL to the extent that it can affect their behaviors, then they could govern justly and in turn educate and influence their constituencies’. The result of the survey indicated that 85% of the leaders interviewed showed a substantial increase in knowledge of the CRL and CRL Regulations, acquired through the interventions of the second annual outreach campaign. At the baseline, only governance groups from Northern Nimba showed about 68% of its membership having basic knowledge of the CRL and CRL Regulations. The new groups scored very low. This result changed dramatically for the better after the rollout.

KABs baseline on threats to Biodiversity developed and administered

The PROSPER communications and outreach team, in collaboration with the M&E Unit, developed and administered the tool for measuring change in Knowledge, Attitudes and Behaviors (KAB) of communities toward biodiversity threats. The tool captured priority threats that were earlier identified by forest resources users, whose actions inevitably contribute to biodiversity loss. The baseline surveys were carried out in all of FDA pilot communities supported by USAID-PROSPER in Grand Bassa and Nimba Counties, respectively. The survey covered a total of 250-respondents representing farmers, hunters, bush meat traders chainsaw operators, timber traders, fishers and miners. As an integral part of

the communication strategy of the 3rd annual outreach campaign, the KABs survey also reinforced the designed and development of the outreach materials. Experience gained from the survey helped the FDA and the CFWG to further evaluate and strengthen the campaign messages before final production of the campaign materials.

Site-based outreach activities developed by CF leaders with support by PROSPER field teams

In preparation for the rollout of the third annual outreach campaign, PROSPER field teams supported Community Forest (CF) leaders and thematic groups in each of the PROSPER supported communities in the development of their local outreach activities. The PROSPER Communications and Outreach team worked with respective field teams and assessed the feasibility of their proposed activities and mainstream them in the rollout agenda in the respective sites.

These outreach rollout plans were revisited and finalized with communities during the training of thematic groups to ensure that each task force is guided by community mobilizers as they conduct events at their respective communities, clans and district headquarters. Target audiences for these events included livelihood groups, county authorities, local leaders, students and private sector organizations.

Outreach training for CFWG, Community Leaders and Community Mobilizers designed and conducted

During the third quarter, the communications and outreach team designed and conducted outreach training for about 12 representatives of the CFWG in Monrovia. A similar training was conducted at the three PROSPER sites for all community mobilizers and 35 community forest leaders. The Monrovia training was designed to enhance skills of CFWG members to effectively support the implementation of the 3rd annual outreach campaign. At the site level, all community mobilizers and a cross section of community forest leaders were trained on the effective delivery of the communications strategy developed for the third annual outreach campaign. The training also focused on approaches that could be employed to intensify awareness on behavior change toward threats to biodiversity. Finally, the training provided support to CF leaders to effectively communicate biodiversity messages and themes during the community-led rollout of the third annual outreach campaign.

Thematic groups trained to communicate biodiversity messages during the outreach rollout

In late June, PROSPER supported the FDA and the CFWG to work with thematic groups, related to livelihood activities undertaken within or around the community forests, in the roll-out of the third annual outreach campaign. Following up from the training and using learned skills, each community formed an outreach taskforce drawn from the CF leadership, livelihood activity leaders and other community members who performed excellently through previous CF outreach campaigns. The taskforces worked on adapting the outreach messages and fitting complementary messages alongside to promote clarity. The thematic areas targeted within each community included shifting cultivation, indiscriminate wildlife hunting, unregulated use of chain saw, mangrove cutting and human-induced sea turtle mortality, as relevant.

Prototypes of print materials, drama and music developed in conjunction with the CFWG and PROSPER technical leads

Early in Quarter 3, the communications and outreach team, in consultation with technical leads for Components 2 & 3, the CFWG and representatives of the FDA, developed prototypes of a variety of print materials, including posters, fliers, T-shirts and calendars. The team also developed drama, the outreach theme song and series of radio programs designed to communicate key biodiversity messages in all ten communities across PROSPER sites.

Outreach materials and media products pre-tested

Following the production of the draft versions of the outreach print materials to be used in the 3rd annual outreach campaign, they were pretested at various levels to ensure the appropriateness of the messages, graphic designs, illustrations and quality of the media used. They were first pretested among community members at the Barconnie and Harmondsville communities. Secondly, they were tested among partners, including the FDA, representatives of CSOs and ENGOs. Very useful feedback was derived from this process, which largely contributed to the refinement of the concepts of the print materials. In consultation with technical leads of PROSPER Components 2&3, some of the print materials were modified and or redesigned for production. Regarding the music and drama, members of the CFWG worked with PROSPER to audition preliminary products, providing suggestions for modification.

Outreach materials finalized and produced

Following the pretest of outreach campaign materials, the communications team worked closely with component leads and finalized each material, which included reframing messages and working with artists to accurately interpret concepts. The materials included posters, calendars and variety of T-shirts with at least 10 sets of specific messages across materials. The campaign messages covered various threats to biodiversity, including shifting cultivation, hunting, chainsaw logging, artisanal mining, human induced sea turtle mortality and indiscriminate mangrove cutting.

Campaign messages translated into local languages predominant in the respective PROSPER sites

Following closely with the PROSPER communications and outreach strategy for the 3rd annual outreach campaign, a collection of key biodiversity messages, coupled with supplementary messages were translated by CF leaders into local languages predominant in the respective PROSPER sites. The main local languages featured were Bassa, Gio, Krahn and Mano. The messages were carried over community radio stations and public address (PA) systems and communities across the sites were attentive to them. This was in keeping with lessons learned from the previous two outreach campaigns that the communities do demonstrate greater ownership of the campaigns when messages are carried in their own languages and when their CF leaders assume greater implementation roles in the outreach campaign activities.

In conjunction with the FDA and CFWG, launched the third annual outreach campaign

On 18 June 2015, The FDA in conjunction with the CFWG and with support from USAID-PROSPER, launched the 3rd annual outreach campaign at the Paynesville City Hall under the theme, “Communities and Forest, The Welfare of All”. The campaign targeted policy makers including partners and stakeholders in the forestry sector. Key features of the campaign were speeches, theater and drama on biodiversity conservation, distribution of outreach materials, live performance of the biodiversity theme song by Flomo Theater Production (FTP) band and statements by community leaders.

The event was attended by representatives from Community Forest Management Bodies (CFMBs) from Gba, Zor and Blei in Northern Nimba; Community Forest Organizing Committees (CFOCs) Peace Committees and Community Outreach Teams (CATs) from Southern Nimba – Sehzuplay, Kparblee, Gbear, Gblor and Boe-Quilla – and; Grand Bassa County – Barconnie and District #4. They were accompanied by their local leaders.

High profile guests who attended the launch program included the chairman of Liberia’s Senate Standing Committee on Agriculture, Fisheries and Forestry, who also delivered the keynote address; chairman of Liberia’s House Standing Committee on Agriculture, Fisheries and Forestry; legislators from the

constituencies of forest dependent communities in PROSPER's project areas, the chairperson and members of the FDA Board, the Managing Director of FDA and Technical Managers, representatives of USAID-Liberia and the US Embassy, professors from the College of Agriculture and Forestry at the University of Liberia, Executive Directors of partner institutions, local leaders including Statutory Superintendents, Commissioners, Paramount and Clan Chiefs as well as leaders of CSOs.

Mobile public address system unit with portable electricity generator procured for each of the three PROSPER areas

As indicated in the PROSPER FY15 annual work plan, and in response to the increasing demand for effective community-led outreach activities, PROSPER procured three (3) sets of mobile public address system, one for each site. These are comprised of two-piece speakers, one of which is equipped with an in-built amplifier bearing USB and electronic disk drives; and relevant accessories including microphones for use by the community outreach teams. Three (3) portable electricity generators and electrical lighting fixtures were also procured to operate the PA systems and lights. While these equipment were procured for primary use by communities, they are managed by the respective PROSPER field offices.

Rollout of the third annual outreach campaign

PROSPER supported the FDA and the CFWG to rollout the third annual outreach campaign across the USAID-PROSPER supported sites in Grand Bassa and Nimba Counties. Activities intensified in early July through the end of September. The outreach rollout activities were implemented using several approaches, in conjunction with respective outreach task force set up in each community:

- a) Sensitization through livelihood and enterprise development groups – This was geared toward communicating biodiversity messages with an emphasis on reducing threats to biodiversity in relation to specific livelihood activities. Key targets included Crop Diversification Small Groups (CDSG), Commercial Palm Oil Processing (CPOPs) groups, cocoa producers and bee keepers.
- b) Formal program at the headquarter towns – These programs were designed to attract key influencers in the communities' landscapes to announce the start of the outreach rollout and introduce key messages. Among the target audience for the formal programs were local leaders and active livelihood groups within communities, including farmers, fishers, hunters, miners, chainsaw operators, bush-meat traders, etc.
- c) Outreach through clustered communities – In accordance with the individual community local rollout plans, villages and towns were grouped into four clusters for mass outreach sessions in centrally located communities. Mega phones were mainly used carrying pre-recorded outreach messages in their respective local languages and video highlights of the launching ceremony of the outreach campaign in Monrovia.
- d) Village to village outreach – Community mobilizers supported local leaders to reach out to every village and hamlet within the landscape of the community forest. They were also reached with pre-recorded messages, printed materials and other visual aids.
- e) Community Radio Programs – The PROSPER communications and outreach team collaborated with the leads of Components 2 & 3 and developed three radio programs to communicate biodiversity messages. The programs were packaged as follows:
 - i. 15 editions of a 15-minute pre-recorded program which featured forest user groups and agro-based livelihood groups (commercial Palm oil processing groups, crop diversification small groups, bee keeping groups, cocoa farmers, etc.). These included features recorded from the farm holdings and produce processing areas.

- ii. A set of 8-key biodiversity messages prerecorded in Mano, Gio Bassa and Krahn
- iii. Six live editions and 6-rebroadcast editions of a 45-minute live interactive phone-in program featuring CF leaders, enterprise developers and field teams.

The radio program is titled, “Community and Forest.” The radio programs provided the platform for CF leaders and user groups to articulate issues related to biodiversity conservation and sustainable forest management issues. The programs were broadcast on Radio Nimba in Sanniquillie, Voice of Tappita in Tappita and Radio Gbezohn in Buchanan.

While the national level launch of the campaign targeted national policy makers, the rollout activities targeted forest dependent community members, user groups as well as local officials. Over 2,500 people were reached in all ten communities across the Grand Bassa, Northern Nimba and Southern Nimba sites, through village to village awareness activities led by local CF task forces, with support from PROSPER field teams.

Each outreach rollout program was characterized by speeches delivered by local leaders such as Clan and/or Paramount Chiefs and Commissioners. To stimulate interest and participation of the youth, dance competitions were organized, using the biodiversity theme song and other popular Liberian song selections. An important aspect of the community led rollout was the presentation of the biodiversity posters. Questions and answer on threat to biodiversity followed each poster presentation with members of the audience winning gift items such as T-shirts, calendars and posters.

Annual Endline KABs Survey for FY15 conducted

At the end of the outreach campaign in September, the PROSPER communications and outreach team, worked with the M&E Unit and conducted two Knowledge, Attitudes and Behaviors (KABs) end-line surveys on impacts of the outreach on threats to biodiversity; and the other on the outreach on community rights based on the CRL and the CRL Regulations. Though the key focus of the third annual outreach campaign was on threats to biodiversity, PROSPER continues to reinforce the community rights and community forest management practices campaigns.

The end-line KAB surveys were carried out in all of FDA pilot communities supported by USAID-PROSPER in Grand Bassa and Nimba Counties, respectively. The surveys covered a total of 200-respondents representing farmers, hunters, bush meat traders chainsaw operators, timber traders, fishers and miners; and another 200-respondents representing CF leaders including CFMBs, CFOCs, Peace Coms and CATs.

Technical advice on the production of 42 radio drama episodes that integrate themes and messages from PROSPER’s outreach campaign provided (Result)

Throughout FY15, the Technical Advisory Committee (TAC), comprising PROSPER, FDA and PCI Media Impact, continued the supervision of the development of dramatized radio programs. The TAC provided input to scripts developed for 42 episodes, which incorporated community forest and land tenure and biodiversity themes. By the close of the year, all 42 episodes of radio drama had been aired through the Liberian Broadcasting System (LBS).

The TAC team also supported PCI media to enhance the effectiveness of the radio drama in the following areas:

- Deeper reflection on previously broadcasted episodes, including public feedback and accuracy of technical contents;
- More consistent messages and logical sequencing of scenes, with greater sensitivity to context

- Improved quality of dramatization with special emphasis on colloquial Liberian simple English; and
- Enhanced moderation skills of radio producers to engage the public more effectively.

Resource persons who served as guest discussants during the year included the Managing Director (MD) of the FDA, the acting Technical Manager of the CF Department and the planning Officer also of the CF Department at the FDA.

Regional Foresters trained in the CRL and related CF themes

This activity was initially designed to be held by PROSPER in the regions in collaboration with FDA management, the VPA and the CFWG. However, while discussing strategy to include regional FDA personnel in the Socio-economic and Reconnaissance (SER) Survey training, this activity line provided an opportunity to facilitate this training. The modules prepared for this training was essentially covering the 9-Steps to establish an Authorized Forest Community as stated in the CRL Regulations and the FDA's checklist for this purpose, with special emphasis on Socio-economic and Reconnaissance survey. A consensus was reached with FDA, VPA and the CFWG to host the training in Monrovia, bringing in relevant FDA personnel from the regions. Of at least 26 FDA personnel that participated in the SER survey training, 18 were from the four FDA forestry regions. Participants were drawn from senior and middle-level officials of all 3C Units of the FDA, i.e. Community, Commercial and Conservation Units; Research and Development, GIS and Public Affairs Units. About 60% of this number participated in follow-up field practical experience, as PROSPER facilitated their participation in SER surveys held in the PROSPER supported sites in Nimba and Grand Bassa Counties.

Lessons Learned

Institutional arrangements are hardly transitioned with change of senior government officials

Since the commencement of the curriculum development process by PROSPER, the Curriculum Development Working Group (CDWG) was led by the MOE, through the two senior officials designated by the then Deputy Minister for Instruction at the Ministry. Throughout the EE curriculum development process these delegated MOE officials and others from the same Bureau of Excellence and Curriculum Development Divisions, actively participated in all activities, including workshops, travels, the compilation and subsequent finalization and production of the EE curriculum materials.

Notwithstanding, leadership at the MOE changed at least twice. This created some challenges for the project as the new officials constantly claimed to have no knowledge of the process. In spite of several documentations produced by PROSPER, the new senior officials demanded to see a memorandum of understanding (MOU) spelling out the arrangements. This stance caused delays for the handover of the curriculum materials to MoE and prevented the follow-on activities to progress.

Transition of officials in most government institutions in Liberia do create these gaps and has significant impact on the ability of partners to provide effective and seamless support to them. There seems to be a distinct lack of formal handing over in the transition of government officials. It emerged that no matter what kind of official commitment was made by their predecessors, the Liberian government official gravitate toward a formalized MOU.

While this may not usually be the appropriate instrument used to engage government officials, a more descriptive formal communication could help to address the situation.

Holding vendors to high standard provides unintended capacity building

The vendors contracted by PROSPER to develop print materials, music and drama provided positive feedback regarding the team's attention to high quality, especially the fact that it helped them to introspect on their standard of service rendered generally. It underscores the fact that the PROSPER project is not only training partners on the skills required to carry out outreaches, but also to procure high quality services from their vendors.

Strategic Adaptations

PROSPER's current sub-contract with PCI Media Impact for the production of 52 Episodes of Radio Drama has been reduced to 42 because STEWARD will be closing down and 10 episodes will not be produced because of delays due to the Ebola crisis. Since the production cost was heavily subsidized by the STEWARD program, PROSPER is working with PCI Media to make necessary modifications to reflect this change.

ACTIVITY 1.3: DEVELOP A CF CURRICULUM AND SUPPORT CAPACITY DEVELOPMENT OF FTI STAFF TO IMPLEMENT

ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Revision of Community Forestry curriculum (with teacher training guide) available for use at FTI, including relevant short courses for communities and their partners in community-based forestry management; land tenure and property rights; biodiversity threats assessments and biomonitoring protocols; and the development of enterprises based on sustainable use of forest resources **(Deliverable 8a) Submitted/Approved**

Increased capacity of FTI instructors to implement Community Forestry curriculum **(Result)**

Participation of faculty and students in three field activities/ assessments, alongside PROSPER staff **(Result)**

Updated the Community Forestry Curriculum at FTI as an outcome of assessment of effectiveness of implementation **(Result)**

Major Achievements

- One technical staff of PROSPER from the Component I deployed to FTI to provide regular support and to monitor teacher development at FTI
- Participation of faculty and students in field activities/ assessments, alongside PROSPER staff
- Updated the Community Forestry Curriculum at FTI in fulfilment of Deliverable 8a
- Supported the Implementation of the Community Forestry Curriculum and use of Digital Learning Platform at FTI
- Gender Forums conducted at FTI

One technical staff of PROSPER from the Component One team in Monrovia deployed at FTI to provide regular support and to monitor teacher development at FTI

Due to the Ebola crisis, the Forestry Training institute (FTI) remained closed for significant part of the first quarter. However, the PROSPER team maintained regular contact with the institution's administration and faculty, and strategized ways to engage once the health emergency was lifted and education institutions reopened. Upon the resumption of limited activities at FTI in February, PROSPER deployed the Education Advisor to FTI and a regular monitoring plan was established and implemented. The specific task of the staff was to conduct periodic in-class observation of the delivery of the CF curriculum to ensure effectiveness of the delivery and objective assessment of its suitability for the institution.

Following the reopening of FTI, PROSPER had a series of engagements with the new administration, as the former Executive Director, Garvoie Kardor, was recalled to the FDA headquarters in Monrovia. The

PROSPER Education Team quickly acquainted itself with the new Executive Director, Mr. Jeremiah Karmo, and also informed him about the changes within PROSPER and the focal persons assigned to FTI.

Participation of faculty and students in field activities/assessments, alongside PROSPER staff

Though the Forestry Training Institute (FTI) remained closed throughout the first quarter of FY15, PROSPER reached out to the Director of FTI during the annual work planning. During the course of the first quarter, PROSPER consulted FTI's Director, the Deputy Director of Instruction, and the lead instructor for community forestry, on the participation of students in the field alongside PROSPER staff, FDA and the CFWG. Once the ban for school operations was lifted, faculty and students participated in several field exercises.

The PROSPER Education and Outreach team facilitated the participation of one FTI faculty and four students in site-level situation analyses on threats to biodiversity, held in February in Sanniquellie, Tappita and Buchanan. The exercise provided them insights on how communities perceive environmental and biodiversity threats, including the manner in which they address such threats locally.

Also, during the second quarter, The Livelihood and Enterprise Development team of PROSPER facilitated the participation of FTI faculty and students in the assessment of non-timber forest products (NTFP) carried out in the Gba, Zor and Blei communities in Northern Nimba.

Updated the Community Forestry Curriculum at FTI in fulfilment of Deliverable 8a

Through the support of an STTA, Dr. Ken Bauer, PROSPER updated the FTI Community Forestry curriculum on the Canvas digital learning platform; (<https://canvas.instructure.com/courses/851452>). The digital platform provides FTI faculty and students with permanent and free Internet access to lectures, learning activities, and a digital library with nearly 300 references including peer-reviewed journal articles, reports, and books for FTI faculty and students. The articles on the digital platform were updated and new articles were added with special preference to Liberia-specific resources.

The PROSPER Consultant worked with the FTI faculty and revised the curriculum for all three departments – Rangers, Wood Science and Mechanics. Though this is primarily a task for registrars, it proved invaluable in that it achieved buy-in from the FTI faculty on the inclusion of a **core curriculum** consisting of Communications, Computers, Mathematics, and Introduction to Forestry for all FTI students. Through this core curriculum, all FTI students will at least be introduced to Community Forestry through the Introduction to Forestry course. In addition, all FTI students will emerge from Year I core courses with a shared set of skills and vocabulary. The curriculum revision exercise also rationalized the sequencing of courses.

Supported the Implementation of the Community Forestry Curriculum and use of Digital Learning Platform at FTI

At the start of the second quarter, the Education Advisor and GIO worked closely with the FTI Faculty and reviewed their global curriculum to understand where they were in the implementation of the Community Forestry curriculum and where they would resume. It emerged that Year-I completed Community Forestry (CF) Part-1 in July, 2014. The first year batch of students moved on to Year-2 in May and started off with CF Part-2 in August, 2015.

Though Community Forestry courses were not taught at FTI through the term spanning the second and third quarters, PROSPER staff monitored the use of the FTI website. The Faculty and students requested basic guidance on the use of the digital learning platform (Canvas). Their request confirmed the monitoring results from PROSPER staff, who found out that there were limited hits on the FTI website. A refresher session was organized for Faculty and students and they were coached through basic internet navigation

to optimize their use of the FTI website. The Faculty promised to identify a staff who will serve as Web Administrator to monitor the website locally, in conjunction with PROSPER.

Throughout the third quarter, PROSPER continued support to the Forestry Training institute (FTI). The Education and Outreach team provided refresher coaching for Community Forestry instructors and administrators to access the FTI Digital-Learning Platform (CANVAS) locally. Four FTI staff, including 2-instructors and 2-administrators of the institution participated in the exercise. The instructors were still lacking confidence to access the FTI digital learning platform. During the visit of the PROSPER STTA, Ken Bauer,, he had hands-on exercises with the faculty helping them to work directly from the courses, articles and other materials on the website. Furthermore, five USB memory sticks loaded with the CF curriculum and reading materials were prepared by the PROSPER consultant in order to provide a non-internet based version of the resources on the Canvas platform. Each of the instructors directly teaching the CF curriculum was provided with one of the prepared USB memory sticks.

Refresher training for FTI faculty in participatory teaching techniques was conducted through quarter 3 to improve the delivery of the Community Forestry curriculum. The community forestry syllabi, lesson plans, and assignments were reviewed with the FTI faculty and specific interactive learning activities, readings, and illustrative examples were suggested for modules within the curriculum.

The monitoring plan developed by PROSPER, in collaboration with and for use by FTI faculty, for curriculum implementation and teacher evaluations was reviewed and revised.

The Consultant inventoried and assessed the status of the computer hardware previously donated by USAID to FTI. Of 12 computers initially provided by USAID to FTI, three were still functional, eight were in disrepair and one could not be accounted for. It is believed that it was taken for repairs during the transition from the old administration and was never returned

The Consultant reviewed the University of Liberia's draft curriculum for the College of Agriculture and Forestry with an eye to synergies with the Community Forestry Curriculum developed for FTI. The hope was to introduce FTI faculty to the University of Liberia faculty and to create opportunities for FTI to demonstrate their leadership in the CF sector.

Lessons Learned

None to report.

Strategic Adaptations

In the past three years, PROSPER's work at FTI had been focused on drafting the community forestry curriculum, testing it's efficacy in classroom and participation in field work to augment practicum. In FY16, PROSPER will refocus attention on development of the capacity for research among faculty and students.

4.0 COMPONENT 2: FOREST MANAGEMENT AND BIODIVERSITY

COMPONENT 2 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 CSOs to implement sustainable forest management while developing an enabling legal framework that is informed by stakeholder experience.

COMPONENT 2 ACTIVITIES

ACTIVITY 2.1: BUILD COMMUNITY CAPACITY FOR FOREST MANAGEMENT

ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia **(Deliverable 15) – Submitted/ Approved**

Community Forest Management hand book that outlines the development, registration, operations and management of community forests is developed and made available to communities, FDA, civil society, private sector actors and other stakeholders **(Deliverable 12) – In process**

Build capacity of CF governance bodies in Northern Nimba on the effective management of their respective CFMPs

8 PROSPER supported CFMA Applicant Communities, moved through 5 of 9 steps in the process of becoming Authorized Forest Communities in collaboration with FDA **(Result)**

Capacity building program for CFMBs in business planning and development skills in place and being implemented **(Result)**

“Missteps” in the process of formation of the established Community Forests in Northern Nimba, identified by the FDA Board, addressed and documented **(Result)**

Major Achievements

Subcomponent Summary Activities Achieved – Northern Nimba Sites:

- Supported the Gba CFMB to implement the MOU signed between the Gba CFMB and AML
- A Draft of the Revised CFMP for Gba, Zor and Blehi produced
- Supported the Communities to effectively monitor activities in their CFs
- Provided coaching and regular support for CFMBs
- Provided specific support to Community Assembly Management Activities
- Coordinated support to the Community Forest Management Bodies in Northern Nimba with AML

- Consulted with CI on the potential for piloting Conservation Agreements in the Gba and Zor Communities
- Conducted a capacity assessment for business development among local institutions, including the CFMBs
- Supported the development and adoption of Gba Business and Financial Plan
- Provided updates to the Nimba County Superintendent on the status of the existing and proposed CFs in Nimba County
- Supported the boundary dispute resolution and signing between Doe (Gblor) and Kparblee Districts
- Supported communities to facilitate the notice posting and mobilize for the conduct of Socio-economic and Reconnaissance Survey
- Supported the participation of CF pilot communities in the Socio-economic and Reconnaissance survey conducted by FDA
- Post Notice for demarcation in all CF pilot communities
- Provided support to FDA to conduct demarcation in propose CF
- Supported the CF Governance bodies to participate in County-level Forums
- Supported the CF Governance institutions to participate in County Forest Forums Meeting

Supported the Gba CFMB to implement the MOU signed between the Gba CFMB and AML

Following the signing of the MOU between the Gba CFMB and Arcelor Mittal Liberia (AML) on September 29, 2014, PROSPER provided support to the CFMB. The signed MOU, which was initially proposed to span six months, was the culmination of almost two years of negotiations between the parties for the use of 510 acres of land within the Gba CF for the construction of AML's Tailing Management Facility (TMF).

The PROSPER Northern Nimba field team with support of the Monrovia office helped the Gba CFMB to comprehend detailed provisions of the MOU, which led to the development of a clear action plan for effective implementation. PROSPER supported the Gba CFMB to implement the action plan, which included awareness building within the 22 towns comprising the Gba CF on the details of the MOU.

Following AML's compensation of \$150,000 USD to the Gba CF for the first 60 acres of the TMF area, AML continued to provide compensation to community members for crops and resettlement. However, there were serious disagreements as to the eligibility of beneficiaries for this crop compensation, leading to violent confrontations in some instances. There was widespread transplanting by community members of rubber seedlings into parts of the Gba CF, as some community members sought to exploit the compensation system. To assist with resolving the illegal transplanting of rubber by the communities, PROSPER supported the Joint CFMB in identifying eligible farmers and settlers over a three week period. As a result, 665 people were enumerated, including the collection of GPS way point for the location of mature tree crops such as rubber, oil palm, kola nut, mango trees, avocados, cocoa and piassava.

To support coordination between the Gba CFMB and AML on the implementation of the MoU without being derailed by the crop compensation issue, PROSPER organized series of meeting between the CFMB and the AML Resettlement Department, where the CFMB shared their action plan for AML's input. As a result, AML provided further support to the implementation of the MOU.

Part of the requirements of the Memorandum of Understanding (MoU) was for the Gba CFMB to clear the remaining 450 acres of 510 acres to be taken by AML for the establishment of a TMF. A joint walk-through was organized on the 450 acres of the proposed TMF by the AML, Gba CFMB, the FDA

Region-3 Office in Sanniquellie and PROSPER that resulted in a map of proposed routes for the extraction of merchantable timber. Technical support was provided by PROSPER to the Gba community to develop several options for small-scale salvage operation that could be managed by the CFMB in addition to \$150,000 compensation to be paid by AML for the loss of forest resources in the first 60 acres of 510 acres. While PROSPER will not sanction extraction of timber in its program, the unavoidable circumstance that warranted negotiations by the community to arrive at this win-win situation for them and AML, presented a rare learning opportunity. It provided PROSPER the opportunity to develop simple forest inventory methodologies, i.e. 100% inventories and strategic inventories. It also provided an opportunity to develop timber management plans and annual operation plans. Once these models are fully developed, they could be replicated in future community forests whose forest management plans would include timber harvesting options. PROSPER hired two STTAs with complimentary, but distinct tasks, to provide further technical assistance to the Gba CFMB, including hands-on training and in-depth consultations with communities to define their timber harvesting and marketing strategies. The consultants utilized outputs from the 'quick' timber market survey conducted by the PROSPER Livelihoods and Northern Nimba Field Teams.

The local consultant, Sam Koffa, together with the Gba CFMB reviewed the Timber Market Survey report and the community selected an option that they deemed had better potential than the other four they identified, to yield profitable returns. This was a completely new realm for them to consider harvesting and selling timber for which they had no skills. Based on the fact that they lacked any technical skills to harvest timber the CFMB selected the option to auction standing timber to local or out-of-county bidders. This, they agreed, will guarantee that they will make additional funds on top of the compensation to be paid by AML. The challenge coupled with that was the determination of how to maximize additional income.

In his support to the Gba CFMB, the international STTA, William Cordero, focused on the development of practical, simple, time saving and cost-cutting tools for planning and conducting forest inventories. He introduced tools for both one-hundred percent (census) and strategic inventories. He then conducted hands-on inventory training for select Community Forest Guards (CFGs), CFMB members from Gba, Zor and Blehi, FDA staff – regional and the FDA Liaison with PROSPER and some Community Mobilizers. They were trained on how to upload virtual plots on the GPS, geo-reference trees and download GIS data for the production of inventory maps. Some of the high performers were linked with the PROSPER GIS Specialist for continued engagement during data collection exercises. After the departure of the STTA, the CFMBs and the CFGs, with support from the PROSPER technicians, inventoried the three remaining blocks within the 450 acres. Extensive data was collected through the timber census, which included Diameter at Breast Height (DBH) and the estimated commercial height, from which the volumes were calculated.

At the end of the exercise, the communities were able to appreciate the value of timber in the Class A, B and C merchantable species. As part of the capacity building support, the STTA developed small scale sustainable timber management plan for future harvesting operations in the Gba CF, AML's projected mining plans. This model could be adapted by FDA for other community forests with relevant CFMPs.

It is important to note that the CoP discussed with the COR the need for an Environmental Impact Assessment related to this activity. Given that PROSPER is not supporting the actual harvesting, and that the harvesting was never envisioned as a PROSPER activity, the COR informed PROSPER that no EIA would be required.

As the timeframe for the execution of the MoU drew to expiration, the Gba CFMB requested for a time extension, given that both parties incurred delays in implementing certain provisions of the MoU. The

parties agreed to a 3 month extension of the time period for which the Gba CF could remove any merchantable trees before AML clears the site.

During the execution of the MoU, and as a result of PROSPER's support to the Gba CFMB and the AML, the following milestones were achieved;

- In February, the AML began the construction of the access route to the 450 acres to allow access to timber. The exercise was stalled several times due to claims and counter claims by farmers within the area.
- AML provided a check of \$150,000.00 USD to the CFMB as compensation for the forest resources lost in the first 60 acres of the 510 acres of forest land. The check was deposited into the Gba CFMB's account.
- The most challenging aspect of implementing the MoU had been the claims and counter-claims by farmer and settlers in the 510 acres. Unfortunately, this was outside the scope of PROSPER to resolve, other than to call on the CFMBs to uphold their role of managing the forest to the highest esteem. The County Authorities were called in by AML and they put a verification process in motion. Once farmers were verified, a standard compensation package was given to them in accordance with the criteria set by the GoL.

While the necessary media promotions were being prepared in pursuit of the timber harvesting and sale option selected by the community, the Gba CFMB was approached by agents of the Liberia Timber Trading Company (LTTTC), an industrial timber enterprise. Since the community was under pressure to extract all the merchantable timber from the remaining 450 acres of the AML proposed TMF within the Gba CF, they were advised to seek guidance from the FDA. It was expected that they will seek clarification on the credentials of LTTTC to operate legally in Liberia, the feasibility of the operation itself and technical requirements for contracting and harvesting, especially if the products were meant for the export market. After the intervention of FDA, a draft MoU was developed that the company subsequently signed with the Gba CFMB.

Following that development, AML approached PROSPER with a concern about the institutional integrity of the said timber company. Apparently, it was suspected to be a molt of a formerly blacklisted company that was also implicated in the PUP saga. This and the fact that they were planning to reopen a newly recovered biodiversity corridor to establish a logging route, brought to question FDA's capacity to properly vet and subsequently supervise the operation of this company. However, due to the heavy rains and the expiry of the MoU, AML's Environment Unit has asked the Gba CFMB to discontinue further plans to commence operations to prevent large-scale erosion. This gave all stakeholders some window to closely examine the entire arrangement.

A Draft of the Revised CFMP for Gba, Zor and Blehi produced

Through a local STTA, PROSPER commissioned the updating of the Community Forest Management Plans (CFMPs) of the Gba, Zor and Blehi Community Forests. The three CFMPs were reviewed and revised to conform to the current and emerging realities within the forest landscapes. The draft documents will need to be screened through a consultative process with the communities validating the new situations they would like reflected in their plans. A simplified format for writing forest management plans was also proposed for the consideration of FDA and CFWG.

Supported the Communities to effectively monitor activities in their CFs

The PROSPER team continued support to the CFMBs in Northern Nimba in the implementation of their Community Forest Management Plans (CFMPs). The training modules for Community Forest Guards (CFG) were consolidated into a standardized training module. An orientation was organized for PROSPER staff on the use of the module. A refresher training was also conducted for the CFG and the CFMB in order to test the module. There was an overall improvement in coordination of CFG activities, more effective monitoring patrols, accuracy in identifying, recording and reporting data.

Throughout the year, PROSPER continued supported to the three CFGs and CFMBs in the conduct of regular monitoring patrols in their CFs, which last for at least four days every month. The AML supplements support to the CFGs through stipends for food, while PROSPER usually provide technical, stationery and other logistical support to the team. The CFGs usually monitor forest encroachment, deforestation and wildlife hunting in keeping with rules and permits system the CFMB drafted. From their findings, cross-border encroachment into the CFs, to carry out hunting, farming, artisanal gold mining, NTFPs extractions, among others, continue to be the key challenge for the CFs.

The PROSPER team provided support to the Blei JCFMB to re-clean their community forest boundaries. They were provided with refresher training on the use of GPS units, effective data collection. Series of refresher trainings were carried out in Sanniquellie for the Gba CFMB and the Community Forest Guards (CFGs) in the use of GPS, data collection, monitoring, treatment and presentation of data, and reporting. The refresher trainings prepared the Gba CFMB and the CFGs to participate in the conduct of the walk-through within the 490 acres to identify access routes and to identify farmers and settlers within the entire 510 acres of forest land identified for establishment of AML's TMF. Though the practical exercise was led by PROSPER and FDA technical staff, the CFMB and CFG participants did most of the data collection using GPS and provided preliminary reports.

Provided coaching and regular support for CFMBs

Coaching of the CFMBs in Northern Nimba continued throughout the year to improve their skills in the performances of their roles and responsibilities. A new dimension in FY15 was the push to support all three CFMBs through the renewal of their official documents, making the eligible to engage in business activities. This awareness came to the fore when the Gba CFMB was thrust into the situation where they needed to update their registration to receive compensation from AML. Through such support, the Gba CFMB were able to renew their certificate of accreditation, business registration and Tax Clearance Certificate. In this regard, the Gba CFMB is now a legally qualified institution to transact business with any other entity in Liberia.

PROSPER also provided support to the Zor and Blei CFMBs to compile their required legal documents in order for them to provide justification demanded by FDA to resolve perceived "missteps" identified during the review of the ten CFMAs by the FDA Board in 2014. PROSPER worked with the three CFMBs to review the Board demand contained in a checklist. All required documents to exonerate the three CFMBs of the missteps were compiled and shared with FDA. These documents authenticated that the USAID supported CFMBs that were scrutinized are in full compliance with the law.

During the year, PROSPER provided support to the CFMB and other community members in the development of accurate and informative reports and mastery of presentation skills. The overall objective for the coaching the CFMB and community members is to strengthen their skills for effective stakeholder engagement. To simplify development of reports, PROSPER developed and made available to communities a practical report writing guide. The Gba, Blei and Zor CFMB developed and presented reports on their individual CF activities at the Northern Nimba Biodiversity Stakeholders Group (NNBSG) and the Joint partnership meetings in Monrovia, respectively. These presentations were available for presentation to the County Development Steering Committee (CDSC), the Land

Commission and County Forest Forums. However, these other bodies did not convene due to the Ebola crisis, through the reports were always updated and ready.

Provided specific support to Community Assembly Management Activities

The PROSPER Sanniquellie team supported the conduct of the first Annual General Assembly for the Gba Community Assembly (CA), after it was restructured in November 2013. The window for the 2014 Annual General Assembly was missed due to the Ebola health emergency. The Annual General Assembly was chaired presided over by the Chair of the Executive Committee (EC), Mr. Terrance Larkpor. Among the agenda items, the Head of PROSPER Field Office in Sanniquellie facilitated a brief overview session on relevant provisions of the CRL and CRL Regulations. The presentation was basically preparing the new CA and officials with their roles and responsibilities in governing the CF.

Also, a member of the Zor CA vacated his position. The PROSPER field office provided resources to the EC to facilitate a by-election for a suitable replacement. This process was conducted smoothly and a female candidate from the same town was duly elected.

Coordinated support to the Community Forest Management Bodies in Northern Nimba with AML

During the second quarter, PROSPER and AML realized that the CFs were making identical requests for assistance to both institutions. After consultations with the AML Management, and then with CFMBs, it was agreed that the best option was for each CFMB to develop concise six-monthly/ bi-annual plans with budgets that could be sent to AML or PROSPER. After review, PROSPER may decide to support activities traditionally budgeted for, while AML may support other activities outside the scope of PROSPER. The Gba CFMB was encouraged to fund their own action plan after receiving their \$150,000 compensation. The PROSPER field team worked with each CFMB to develop their action plans that included Community Assembly and CFG patrols.

Ultimately, AML intimated that they were willing to support the communities through a Conservation Agreement Trust Fund. They recognized and approved of the work done so far by Conservation International (CI) in a few villages within the ENNR. PROSPER has been in consultation with CI for possible engagement with the CFMBs. The CI Director was invited to PROSPER's quarterly planning session where she did a presentation to the team on the process and cautions observed to avoid usurping the rights of local communities. Two cautions that PROSPER raised with CI is the length of time required to go through this process and limitation of CI's experience to take on a larger scale self-identified community, e.g. the CFs in Northern Nimba are defined according to clans.

Consulted with CI on the potential for piloting Conservation Agreements in the Gba and Zor Communities

PROSPER continued to collaborate with Conservation International (CI) to identify the feasibility of incorporating Conservation Agreements in the Community Forest Management Plans. Following the initial presentation of the concept by CI to PROSPER during the Quarter-3 work planning session, the Sanniquellie office initiated consultations with the CI field teams to understand their engagement with communities on the ground. In April, the PROSPER field team participated in the Conservation Agreement signing ceremony for which six communities signed up for the pilot phase. At the time, PROSPER was not quite convinced of CI's model of engagement with communities leading to the signing of the agreements, as it tended to emphasize a top-bottom approach. Further consultations and clarifications were sought to adapt the CA process such that free prior informed consent (FPIC) will be evident in any potential future process.

Conducted a capacity assessment for business development among local institutions, including the CFMBs

The Business Development Advisor designed and administered an assessment tool to gauge the current capacities of the CFMB and other relevant community-based institutions associated with the CF management, to develop basic business plans and identify existing financial policy documents. The outcome of the assessment identified the capacity needs and informed the design for business development programming. Also as a result, a financial policy was drafted with accompanying framework for training modules.

Supported the development and adoption of Gba Business and Financial Plan

In further support to the Gba CFMB to update their legal document and enable them become marketable to conduct business transactions effectively, a six day intensive training package was developed and delivered to the Gba CFMB and EC member in August. The training covered bank reconciliation, financial procedures on petty cash disbursement, reimbursement and financial reporting. The training helped the CFMB to understand the aim of the financial policy and business plan and as well the relevance of financial policy and the procedures involved in conducting financial transactions. The training also created the platform for the leadership of the CFMBs to validate and adopt the financial policy and business plan for use as part of the requirement enshrined in the CRL regulation. At the end of the training, the CFMB and ECs representatives had clearer insight of the organizational structures and the administrative procedures that define the different roles and responsibilities in the CA. It is expected that the CFMB will be guided by these tools to conduct an effective business transaction of the fund that had already been generated through the TMF deal. The training planned to be extended to the Blei and Zor CFMB followed by the update of the legal documents. It is expected that the training capacity building model and training packages will be replicated in the new CF institution in the new sites.

Provided updates to the Nimba County Superintendent on the status of the existing and proposed CFs in Nimba County

During the first quarter, PROSPER provided updates to the Nimba County Superintendent on the status of community forests in Nimba County. The updates included the MoU between the Gba community and AML and challenges surrounding compensation to settlers and farmers within the Gba community forest. As a result of this updates, radio programs were aired by the Superintendent's office prohibiting the continued out-planting of crops within the Gba CF and other forested areas affected by the AML mining concession.. In addition, PROSPER provided support to community awareness in the Northern Nimba communities in accordance with the CFMB action plan. As a result of this meeting, a committee to monitor the smooth implementation of the MoU was set up comprising the office of the Superintendent, AML, FDA regional office, the CFMB and chaired by PROSPER.

The status of the applications of the proposed CFs in Southern Nimba (Tappita) was reported to the County Superintendent. The land dispute resolution between the Kparblee and Gblor Clans was also presented.

Supported the boundary dispute resolution and signing between Doe (Gblor) and Kparblee Districts

In the first three quarters of FY15, the PROSPER field team in Tappita, in conjunction with the Land Commission, supported the Doe District (Gblor Clan) and Kparblee District people and their leaders in the joint re-demarcation of their common disputed boundary. Once the two communities were able to amicably settle their boundaries disputes, the final signing ceremony of the resolution was conducted in Bah Town, Kparblee District in May 30, 2015. During the ceremony, the resolution was read aloud to participants, who were then asked to indicate their support to its content by giving their traditional verbal approval to proceed. The resolution was subsequently signed by the District Commissioners,

Paramount Chiefs, Chief Elders, Youth and Women Representatives. The two Commissioners, the Statutory Superintendent and FDA made speeches, emphasizing the historic nature of the event and that communities should avoid issues that led them to such disputes in the past to secure a brighter future.

After signing of the Resolution, a Boundary Resolution Monument was constructed by the communities with support from USAID-PROSPER.

Supported communities to facilitate the notice posting and mobilize for the conduct of Socio-economic and Reconnaissance Survey

Following the launch of the posting of the notices for the Socio-economic and Reconnaissance (SER) survey in each of the eight pilot communities, PROSPER worked with each community and the FDA to re-implement the survey. Town Chiefs, Community Forest Organizing Committees (CFOC), Community Awareness Teams (CAT), youth and women leaders guided the notice-posting teams to identify public/ important buildings and other strategic areas that notices could be posted within the communities. They provided escorts to adjacent communities, where additional notices were also posted.

The FDA along with PROSPER implementing partners participated in the exercise. Follow up awareness forums were held with applicant and adjacent communities. In Tappita, notices were posted in over 54 communities, in Barconnie - 23, District #4 (Kpoblen) - 18, and Sehyi - 18. The illustrative SER survey notices were monitored regularly by this field teams to ensure that they were still affixed to areas where they could be easily viewed by the public. Radio announcements on the contents of the notice were also run on community radios three times a day over the 30-day period.

As a result of the intensive awareness, the adjacent community to Barconnie called Harmondsville, approached them and presented the prospect of them merging together, to include the Kokpeh forest. They traced their roots as being the same community from the same heritage. They disclosed that they started this discussion earlier when they benefited from education and awareness on the CRL and the CRL Regulations. The Barconnie community therefore incorporated an additional six (6) towns from Harmondsville to their initial 17, totaling 23 towns/villages. They expressed their willingness to retroactively pay their own portion of the \$250 application fee to the CFOC to demonstrate their commitment.

The towns from Harmondsville that joined the proposed Barconnie CF were:

1. Darvein Town
2. Juludoe Town
3. Zeeyou Town
4. Boyanagar Town
5. Valezohn Town
6. Zordah Town

The Gender Integration Officer (GIO) and the PROSPER field teams facilitated a series of consultative dialogues between women and youth representatives from the respective communities. Through consensus building exercises, perceived potential roles of these groups in the SER survey and demarcation exercises were identified. These proposed roles were documented and later considered and integrated in the mobilization plan and demarcation approaches.

Supported the participation of CF pilot communities in the Socio-economic and Reconnaissance survey conducted by FDA

The PROSPER field staff mobilized each community to participate in the SER survey. Communities were requested to represent each town and/or village represented within the community that applied for the respective community forest. Communities were also requested to have at least 30% of the SER team represent women, elders and youth.

The SER survey was planned and conducted over a three-day period. During the survey, community mobilizers supported the facilitators with interpretation of the surveys into the local languages. The community members were extremely responsive to the exercise. The teams were able to generate information useful for the establishment and future management of the community forest.

Post Notice for demarcation in all CF pilot communities

At the end of the third day of each of the SER survey, the technical team, led by FDA, launched the posting of the CF demarcation notice. This effort was preceded by the FDA serving notice to the County Superintendents and the District Superintendents. Letters were also addressed to traditional leaders. The notices were also aired three times daily over a period of thirty days.

Provided support to FDA to conduct demarcation in propose CF

In preparation for the forest demarcation exercise, PROSPER field staff mobilized 15 community members from each of the pilot communities for participation in the exercise in accordance with the criteria earlier communicated to the field.

Following the formal launch of the exercise with the respective Superintendents, a three day training was conducted in all sites for 15 community members and five other persons representing the FDA, the Land Mines and Energy, Land Commission and local authority. The training covered demarcation methodologies, conflict management and redress mechanisms, and introduction to GPS and data collection. Following the theoretical aspect of the training, field demonstrations were also conducted at the actual boundaries. At the end of training, the communities decided on suitable dates on which they commenced the preliminary demarcation and data collection exercise. The GPS coordinates were periodically sent to the field offices, which transmitted them to the GIS Specialists at PROSPER and FDA. The data from the field were of high quality indicating that the training provided to the community forest demarcation teams were effective.

Supported the CF Governance bodies to participate in County-level Forums

The quarterly County Steering Development Committee (CSDC) meetings, chaired by the respective County Superintendents in Nimba and Grand Bassa, resumed after the Ebola health emergency was lifted. Community forest leaders from USAID-PROSPER supported sites attended these forums. The PROSPER field teams worked with them to develop and deliver their respective presentations on policy issues and threats to forest biodiversity. Their presentations also promoted awareness to county stakeholders on community forestry issues.

Supported the CF Governance institutions to participate in County Forest Forums Meeting

The Northern and Southern Nimba PROSPER field teams supported community forest governance institutions to participate and present at the first County Forest Forums meeting, which resumed in Dula on August 21, after the Ebola emergency was lifted. All the CFMBs of Northern Nimba and the

CFOCs of the proposed CFs in Tappita presented updates on the status of their respective community forest areas. Moreover, USAID-PROSPER provided support to the Nimba County Forest Forum to organize the meeting so as to enable the CF governance institutions and other forest user groups, including the Chainsaw Association, Famers Union, CFDCs etc., to provide and share updates. The forum created a platform for the groups to develop an action plan for the forum for 2016. The County Forest Forum is a forest watch committee that was established by the National Committee on forest issue through the FDA in 2009 to ensure the accountability and transparency in the management of forest resources through awareness programs and the engagement of forest sector stakeholders on policies and regulatory framework. Since the inception of the PROSPER program, community forestry governance institutions have received continued support to present updates and created awareness on the issues that confront sustainable forest management in their respective areas.

LESSONS LEARNED

While economic gain is the engine that can move CFs forward, it could also prove divisive

Unfortunately in Northern Nimba, at the point where the prospect for financial gain to the community was becoming a reality, some members of the Gba and Zor CFMBs were tending to seek financial opportunities outside of their respective Community Forest Management Plans (CFMPs) without consulting PROSPER. A case in point is related to an issue wherein the same company (LTTC) that signed a logging MoU with the Gba CFMB, earlier approached the Zor community proposing a logging venture. An individual from the Zor CFMB by-passed the PROSPER field office in Sanniquellie and came straight to the FDA with an application to allow timber operations in their community forest. The FDA then informed PROSPER about the development.

PROSPER work closely with FDA, AML and the CFMBs to resolve the issue, and steered the focus of the community back to compliance with CFMP, which is the bedrock of community forest management.

ACTIVITY 2.2 AND 1.4: STRENGTHEN CAPACITY OF FDA, EPA, AND CSOS TO SUPPORT SUSTAINABLE FOREST MANAGEMENT

ANNUAL RESULTS & DELIVERABLES (YEAR 2)

No Deliverables to report

Increased capacity of GoL agencies and CSO to support and implement community forestry in Liberia **(Result)**

Major Achievements

Subcomponent Achievement Summary

- Collaborated closely with VPA to coordinate capacity building efforts for FDA, through the CFWG
- Collaborated with VPA-SU and FDA, through the CFWG to finalize checklist
- Supported the FDA, through the CFWG in the Screening of CF Applications
- Supported the FDA to develop templates for posting notices with accompanying illustrative posters
- Developed training manual and tools for CSOs and FDA in Social Economic and Reconnaissance Survey methods
- Notice for the conduct of Socio-economic and Reconnaissance Survey Posted – STEP #2 of 9
- Training conducted for FDA personnel in conducting SER Surveys for Community Forestry

- Socio-economic and Reconnaissance Survey conducted by FDA, with support from PROSPER, in all PROSPER-supported Pilot sites – STEP #3 of 9
- Supported the development and posting of 30 days notices for demarcation in proposed forest communities – STEP #4 of 9
- Launched forest demarcation exercise, trained participants and conducted preliminary demarcation
- Reviewed and updated the ToRs of the FDA cadre staffs to conform to objective of the PROSPER
- Collaborated with Northern Nimba Biodiversity Stakeholders Groups (NNBSG)

Collaborated closely with VPA to coordinate capacity building efforts for FDA, through the CFWG

Throughout the first quarter, PROSPER collaborated with the VPA-SU to coordinate capacity building efforts for the FDA, while PROSPER continued to extend capacity building activities through the CFWG. In this regard, PROSPER consistently made provision for the attendance of the VPA-SU Forestry Advisor in CFWG meetings and other PROSPER supported stakeholder forums. These engagements strengthened collaboration between the two programs and helped to identify capacity building needs that will inform the development of a comprehensive participatory capacity development plan for FDA, beyond the capacity for implementation of the 'nine-steps'.

Collaborated with VPA-SU and FDA, through the CFWG to finalize checklist

A critical output needed by the FDA for the commencement of the work through the 9-Steps to Authorized Forest Community Status was the checklist covering each step. The development of the checklist was led by PROSPER with support from VPA-SU. After review of the draft prepared by PROSPER at a CFWG meeting, a task force was set up to revise and finalize the document. The final version was sent to FDA through the Community Forestry Department. It was subsequently approved by the FDA Board of Directors and adopted as the benchmark for the 9-steps process against which all CFMAAs will be vetted in the future.

Supported the FDA, through the CFWG in the Screening of CF Applications

In collaboration with VPA-SU, PROSPER supported the FDA through the CFWG in the screening of community forestry applications, hosting a total of 11 screening sessions.

Since July 2014, PROSPER had supported the FDA to screen a total of 86 resubmitted applications from across the country. Of the 86 applications, 68 were recommended for approval to move to STEP-2 by the CFWG and two were disqualified. The CFWG recommended that 16 communities should re-do and resubmit their applications due to observation of some misnomers. Among the applications screened on 28-29 January 2015, one was a letter of resubmission from the Kortro and Mantro communities of Kpogblen Clan, the District #4 community being supported by USAID-PROSPER. After several PROSPER supported meetings in 2014 in District #4 to resolve a dispute as to the original CF application by the community, a unified application letter was re-submitted to FDA for consideration, and subsequently approved. Additionally, the Gblor community in Tappita also sent in their application, as they intended to manage their customary forest land separate from the Big Gio Forest portion, which they share with the Gbear community.

Table: Community Forestry Applications received and processed by FDA

Application Received by FDA	Applications Screened by FDA/ CFWG	Approved to Move to Step-2	Disqualified Applications	Advised to re-do and Resubmit
120	86	68	2	16

Supported the FDA to develop templates for posting notices with accompanying illustrative posters

The PROSPER team, in collaboration with VPA-SU and the CFWG, developed and finalized templates for letters of notices for the conduct of Social Economic and Reconnaissance Surveys and another for conducting the forest demarcation. For each of these notices, the team also developed informational posters that could also serve non-literate community members. The PROSPER program supported the printing of 3,800 copies of each of the two posters and delivered them to the FDA for use throughout the country.

Developed training manual and tools for CSOs and FDA in Social Economic and Reconnaissance Survey methods

In preparation for Step-3 of the nine steps, PROSPER worked with the FDA, through the CFWG in the development of the social, economic and reconnaissance (SER) survey tool and processes. The process included the review of the existing FDA survey tool used for affected communities in the award of FMCs. It was compared to that used by PROSPER in conducting community profiling. A committee chaired by PROSPER, with VPA-SU and FDA as members, was constituted to harmonize the tools. The committee presented a harmonized version of the tools in a stakeholder workshop that included the three departments of the FDA (Community, Commercial and Conservation), CFWG, and EPA for their inputs. Feedback from participants was incorporated and finalized.

The challenges in developing the tools include, making the process comprehensive enough to ensure free prior informed consent (FPIC), transparency, simplicity, efficiency, and sustainability of replication of the products. As such, FDA required that each of the 9 steps be approved by the FDA Board of Directors to ensure that the processes are legally recognized and well documented.

Notice for the conduct of Socio-economic and Reconnaissance Survey Posted – STEP #2 of 9

On April 6, 2015, the FDA's Acting Technical Manager of the Community Forestry Department led a team comprised of the CFWG, EPA and PROSPER to Grand Bassa County to officially launch and post the Socio-economic and Reconnaissance (SER) survey notices. The team then proceeded to Nimba County to replicate similar launches.

The model for the exercise required that FDA, accompanied by the CFWG/CSOs and PROSPER, meet with the County Superintendents for Grand Bassa County and Northern Nimba County. While in Southern Nimba (Tappita), the team met with the Statutory Superintendent. On each of these occasions, the FDA Acting Technical Manager for the Community Forestry Department formally presented the official communication from the FDA Managing Director regarding the posting of the SER survey notices. The team then posted the notices in each of the FDA pilot communities supported by USAID-PROSPER within the respective counties. Copies of the notice were served to all Town Chiefs, District Superintendents, Commissioners and Paramount chiefs within these communities. The posting of notices in the field was led by FDA with support from the CFWG and PROSPER field staff. The team, with support by community members also posted notices in adjacent communities. Finally, the notices were aired three times a day for 30 days on community radio stations within the pilot CFs areas.

Training conducted for FDA personnel in conducting SER Surveys for Community Forestry

PROSPER worked with the FDA to finalize SER Survey tools and methodologies that were customized to the context within which they are to be used, rigorous enough to obtain the level of data that could be useful for setting up and managing a community forest, and cost effective for both FDA and communities. This was initially very tough to convince FDA that they needed a tool that was different from the questionnaires used by the FDA's Commercial Unit to survey 'Affected Communities' around TSCs or FMCs. In the case of the 'Affected Communities' the objective of the SER survey was to identify those communities that could benefit from the operations being carried out in forests around them. In the case of SER surveys conducted in proposed forests communities', the objective was to support informed management of forest resources by the communities. After consensus was reached by the FDA, CFWG and PROSPER, the tools and methodologies were developed by PROSPER and subsequently reviewed and accepted by the FDA.

According to the CRL Regulation, the SER survey is to be led by FDA. Therefore, the FDA, VPA and PROSPER agreed on a strategy to include regional FDA personnel in the Socio-economic and Reconnaissance (SER) Survey training. The training modules prepared by PROSPER covered provisions in the CRL and CRL Regulations on the establishment and management of community forests. A consensus was reached with FDA, VPA and the CFWG to host the training in Monrovia, bringing in relevant FDA personnel from the regions.

The three-day in-class training was conducted by the PROSPER DCOP and Deputy Lead for Community Forest Management Activities (DL/CFMA) at the Corina Hotel from April 22-24, 2015. Of the 26 FDA personnel that participated in the SER survey training, 18 were from the four FDA forestry regions. Participants were drawn from senior and middle-level officials from departments of the 3 C's of the FDA, i.e. Community, Commercial and Conservation Units. The Research and Development, GIS and Public Affairs Units also participated. Methodologies included presentations, group work, plenary discussions, experience sharing, questions and answers, among others. Handouts and manuals were provided to participants to support with group work and assignments. Participants were asked to rank their level of knowledge in SER surveys on a scale of 0-10. The mean ranking at the beginning of the training was only 3.8. At the end of the training, this rating moved to 5.8. Participants were asked about their practical experience in the conduct of SER surveys. It turned out that less than 20% of the participants had actually been involved with some SER survey or PRA type of work. Most of the participants were extremely pleased to have had the opportunity to receive such training for the first time in their career.

To complete the process in the SER survey training, 19 of the 26 FDA participants trained from Monrovia and the forestry regions, were immersed in survey teams during the conduct of the actual SER survey exercises in the PROSPER supported communities of Nimba and Grand Bassa Counties.

As a backstop measure, the PROSPER DCOP and DL/CFMA conducted an additional three-day SER survey training for PROSPER field Staff from May 6 - 8 at Tappita. All PROSPER Field Coordinators of CJPS, NAEAL and ACDI-VOCA and all Field Mobilizers working with the Tappita Field Office converged in Tappita for this training. Though the training was primarily organized for PROSPER staff to effectively complement their FDA colleagues in the field, the field staff were also trained in the effective use of participatory skills for stakeholder engagement in the wider PROSPER program. Following the training, the team worked on detailed planning of the community mobilization approach and setting up survey teams to be led by FDA.

Socio-economic and Reconnaissance Survey conducted by FDA, with support from PROSPER, in all PROSPER-supported Pilot sites – STEP #3 of 9

The FDA's Community Forestry Unit and the Research and Development Unit, in collaboration with CSOs from the CFWG with support from PROSPER, formally commenced the Socio-economic and Reconnaissance (SER) surveys in all PROSPER sites. The exercise commenced in Grand Bassa County on May 19, 2015.

Following the general plan, a five-man FDA Monrovia team, four CSOs, and PROSPER's DL/CFMA and GIS Specialist formed the rotating technical team that joined up with field teams and led the process in each community. The PROSPER DCOP provided coaching and supervision of the rotating technical team through the process in the two communities in Grand Bassa County. Following the completion of the SER surveys and field coaching in the two sites in Grand Bassa County, the rotating technical team split into two to cover the field teams in Sehysi (Northern Nimba) and Gblor (Southern Nimba). At the close of the exercises, the two rotating technical team converged in Tappita to compare notes and lessons learned. The team then split into four, to cover the remaining four communities in Tappita – Sehzyeplay, Boe-Quilla, Gbear-Gblor and Kparblee. The DL/CFMA and one FDA staff continued to rotate among the four teams through the rest of the exercise.

The SER survey lasted for three days in each community. The typical day involved community members developing maps, working in groups to discuss questions, building consensus on responses, asking questions they wanted FDA to clarify. A smaller team, comprising CSOs, FDA and community members conducted transect walks to examine or verify information provided in larger sessions. Special groups, such as women, youth and elders, formed buzz groups, paired groups or focus groups to discuss more sensitive and controversial matters and presented to the wider groups. The sessions were highly engaging and animated. The Survey teams spend the evenings consolidating notes, clarifying issues and compiling questions that needed further insight from community members. In most cases, the draft reports were ready at the close of the SER survey. At the end of the third day session, brief summaries of findings were presented and read to the community participants. The community leaders then signed the copies of the notes/ draft report.

Representation by community members ranged between two and three per town or village within the applicant community. The total numbers were kept between 30 and 45 to ensure that the numbers are manageable for facilitation, while making provision for reasonable representation of a wide range of stakeholders. Among categories of people invited were traditional leaders, women leaders, youth leaders, farmers, hunters, NTFP collectors, chain sawyers and any other stakeholders the communities recognize as opinion leaders. The CFWG requested Save My Future Foundation (SAMFU) and Sustainable Development Institute (SDI) to participate as the CSO component of the exercise and to represent the CFWG.

Table showing SER Survey schedule, locations and number of participants

No.	Period of SER Survey	Pilot Community	SER Survey Location	No. of towns & Representatives	No. of Participants
1.	May 19 – 21	Barconnie	Sahnwein	17 Towns x 2 persons = 34 34 persons + 6 Harmondsville + 5 local leaders = 45	45
2.	May 20 – 22	Kpogblen	Benzhon	18 Towns x 2 persons = 36 36 persons + 4 local leaders = 40	40
3.	May 25 – 27	Sehyi	Sehyikempa	18 Towns x 2 persons = 36 36 persons + 4 local leaders = 40	40

4.	May 25 – 27	Gblor	Kwipea	7 Towns x 3 persons = 21 21 persons + 5 local leaders = 26	26
5.	June 01 – 03	Gbear-Gbor	Diallah	11 Towns x 3 persons = 33 33 persons + 5 local leaders = 38	38
6.	June 01 – 03	Sehsueplay	Zuolay	7 Towns x 3 persons = 21 21 persons + 5 local leaders = 26	26
7.	June 01 – 03	Boe-Quilla	Toweh Town	20 Towns x 2 persons = 40 40 persons + 4 local leaders = 44	44
8.	June 01 – 03	Kparblee	Kaylay	16 Towns x 2 persons = 32 32 persons + 5 local leaders = 37	37

Supported the development and posting of 30 days notices for demarcation in proposed forest communities – STEP #4 of 9

Following the formal delivery of communication to the County Superintendents of Nimba and Grand Bassa County, and the Statutory Superintendent of Tappita on the conduct of the SER survey, the FDA, accompanied by the CFWG/CSOs and PROSPER, then also formally submitted the communication on the posting of the CF demarcation notice, which was scheduled to follow immediately after the SER surveys. The FDA Community Forestry Unit representative displayed the illustrative posters that accompanied the formal notices for the attention of the Superintendents. Some of the notices were also posted at the County Administrative buildings.

On the third and final day of each SER survey in the respective communities, the posting of the CF Demarcation notices was launched. Copies of the notice were served to the local leaders present and the first few posters were posted in nearby public buildings. In the days following, the FDA Cadre staff deployed at the respective PROSPER sites together with Community Mobilizers continued serving notices to the remaining Town Chiefs, District Superintendents, Commissioners and Paramount chiefs within the PROSPER supported pilot communities. The team, with support by community members also posted notices in adjacent communities. The notices were also aired three times daily for 30 days on community radio stations within the vicinities of the pilot CFs.

Launched forest demarcation exercise, trained participants and conducted preliminary demarcation

The PROSPER team worked with the FDA CF Unit and the GIS Unit, to develop the demarcation approach. The approach and training manual were approved by the Technical Manager of the CF Unit for implementation in the field. The demarcation process was divided into three sub-phases to meet the FPIC requirements provided for by the Community Rights Law. A technical team, comprising PROSPER, CFWG, the FDA GIS and CF Units, proceeded to the field and conducted two of the three phases.

PHASE I: Preparation for the Demarcation process

Launching of the Demarcation Process

This phase was essentially about communicating the commencement of the demarcation process after the fulfilment of the 30-day notice for demarcation. Letters advising on the commencement of the demarcation exercise were signed by the Managing Director and conveyed by the FDA Manager for Extension Services to the Nimba and Grand Bassa County Superintendents..

In each of the launches, the County Superintendent, and other county-level official of the respective agencies and commissions dealing with land issues, such as the Land Commission, the Ministry of Lands Mines and Energy, the Ministry of Agriculture and the EPA were in attendance.

Training of Technical Teams

At each site, an intensive one-day orientation was conducted for the technical team, especially the site-based teams. The training of trainers' forum focused on methodology for demarcation and the use of the training modules to facilitate rollout of training at the community level. The training covered coaching in the use of required gadgets, technical and social precautions needed to carry out the process in a non-threatening manner, and strategies to resolve conflicts on-the-go.

The training enabled the technical team to fully participate in the community training and gradually took full leadership of the community training. After the technical team had become conversant with the materials, the team was broken into pairs and triads that conducted community training with limited supervision.

Mobilization and Training of Community Members

Prior to the arrival of the FDA-led technical team from Monrovia, the community mobilizers had consulted with respective community leaderships and selected 15 community members to participate in the demarcation training and field exercise, based on agreed criteria;

- A respected resident of the applicant community with good knowledge and understanding of land ownership and land uses within the designated forest land
- An individual with extensive knowledge of the geographical and ecological landscapes identified during the SER survey, by virtue of their interaction with the designated forest for their livelihood; these could include hunters, NTFP collectors, chain sawyers, etc.
- Women, youth and elders

The training module used for communities was similar to those used in the ToT. The training covered the use of Geographical Positioning Systems (GPS) units, data collection and recording, demarcation technics and conflict management.

The demarcation teams of 15 were oriented in their specific roles and how they could switch roles out in the field to ensure effectiveness. They were broken up into smaller groups and teamed up with technical staff.

PHASE 2: Conduct Demarcation – Reconnaissance

The training provided for community members graded directly into the demarcation exercise. The community members were split up into two teams of seven (7) and a liaison, and the site-based technical team was with each team.

The site technical teams periodically sent out coordinates to the GIS specialists and updated their database. For communities that concluded their demarcation exercises, it was noted that the degree of accuracy of data was remarkable. The exercise was still in progress at the time of this reporting.

Reviewed and updated the ToRs of the FDA cadre staffs to conform to objective of the PROSPER

The PROSPER program works with five seconded FDA Cadre staffs. These personnel directly represent the FDA on the program and receive capacity strengthening through participation in field training opportunities, hands-on learning by doing, and exercise the mandate of FDA within a controlled environment. During the second quarter, a draft TOR was developed by the FDA Liaison Officer that was circulated for input by his colleague and then by PROSPER. The PROSPER management advised the Cadre staff to discuss their proposed TOR with the FDA management who could advise PROSPER accordingly.

After consultations with the FDA Managing Director (MD) for Operations and the Cadre staff, PROSPER incorporated the 5 Cadre staff, the Community Forest Technical Manager (CFTM) and the Operations Manager into the existing PROSPER VPN Close User Group (CUG). Each Cadre staff started receiving automatic \$10 credit, the CFTM and the MD Operations \$30, respectively. A Cellcom phone with a dedicated number was provided for the CFTM to communicate with FDA/PROSPER staff and with the forest communities. A Cellcom Modem with automatic monthly credit of \$100 was also loaned to the FDA Community Forestry Department to enhance communication.

Collaborated with Northern Nimba Biodiversity Stakeholders Groups (NNBSG)

Throughout the year, PROSPER attended and facilitated the participation of the Northern Nimba CFs in the quarterly (NNBSG) organized by AML. The forums provided the opportunity for the communities to interface with stakeholders from the Conservation NGOs, forest sector donors, government partners and the private sector institutions working in Northern Nimba. The group focused on strengthening collaboration among partners and communication strategies that could enhance coordination and minimize geographical overlaps. A consistent feature was feedback on the implementation of the co-management agreement between the FDA and the communities for the management of the ENNR, which was facilitated by the USAID-LRCFP, PROSPER's predecessor program. AML provided support to the implementation of the co-management agreements.

Lessons Learned

Dealing with mixed messages of FDA's ambition to popularize community forestry in Liberia

The PROSPER project has experienced several unforeseen delays, holding back the progress of the 9-steps process for conferring authorized forest community status to the current pilot communities supported by USAID-PROSPER.

The first of these delays was a moratorium related to the PUP saga, extending a ban on the issuance of community forest management agreements (CFMAs). This was eventually lifted in May, 2014.

The second delay occurred in FY15Q2. After PROSPER had supported the FDA to finalize the Socio-economic and Reconnaissance (SER) survey training manual and tools, and made extensive preparations for the posting of SER survey notices by FDA, PROSPER was instructed by the FDA to stop work on all the current PROSPER proposed CFs.. The FDA management claimed that the FDA Board recognized only one pilot community for the CFMA process, which did not include PROSPER. Apparently, during a CFWG meeting at the end of FY15Q1, the FDA selected another pilot called the Beyan Poye community located in Margibi County without the knowledge of PROSPER.. The communication PROSPER received from FDA was that all Applicant Communities, including the PROSPER pilots would need to suspend the CF development process until the new pilot at Beyan Poye had completed the '9-Steps' process. Additionally, FDA was expecting PROSPER to develop the tools and processes intended for use at this new pilot site. After several consultations with FDA management and the CFWG, including a resolution by the CFWG and a commitment letter by the FDA Deputy MD for Operations, the FDA finally provided a clear communication to proceed, and FDA recognized the PROSPER-supported sites as FDA pilots. The Beyan Poye Committee still remains an FDA pilot that is totally independent of PROSPER pilots..

The third delay was issued by the Managing Director in August, after the preliminary phase of the forest demarcation exercise. After delivering letters advising on the commencement of the demarcation exercise, signed by the Managing Director and conveyed by the FDA Manager for Extension Services to

the Nimba and Grand Bassa County Superintendents, the team, comprising CFWG, the FDA GIS and CF Units, proceeded to the field and conducted orientation for the technicians and community participants and commenced the preliminary demarcation exercise. Despite overwhelming documentation of the consultative process between PROSPER and the FDA the FDA Community Forestry Technical Manager claimed not to have known that the team was commencing the demarcation exercise, causing the Managing Director to stop PROSPER operations. As a result, the Deputy Managing Director for Operations advised that the GIS personnel from PROSPER and FDA work together at the PROSPER office to harmonize any discrepancies with the demarcation process. After a series of meetings between PROSPER, VPA and the FDA there were indications that there had been miscommunication within the FDA and that the FDA GIS specialist did not accurately describe the PROSPER demarcation process to his supervisors at FDA. At the time of this report, the FDA GIS specialist has still not submitted the joint-report developed by him and PROSPER to his supervisors. PROSPER will not be able to re-commence demarcation exercises until the report is reviewed by the FDA.

Finally, there is a verbal moratorium issued by the FDA Managing Director. After the EU's Joint Implementation Committee (JIC) convened in May 2014, the Managing Director resolved to not sign any CFMAs until the harmonization process of the Community Rights Law (CRL) Regulation of 2011 with the parent CRL is concluded. As previously noted in this report, PROSPER brought an STTA to Liberia in June 2015 to work with all stakeholders to harmonize these documents. The document is pending a final review and approval by the FDA at this time. Given the above delays, there has been a significant impact on the project timeline.

Documentation and Archiving must be optimized at FDA

Documentation and archiving at FDA has been a major challenge for PROSPER. The FDA Community Forestry Department continues to struggle with documenting information and maintaining records and relevant capacity building is urgently needed. In response, PROSPER has made deliberate efforts to carefully compile all documentation of the '9-Steps' process and back-up all documents transmitted to FDA for archiving.

ACTIVITY 2.3: SUPPORT DEVELOPMENT OF LEGAL FRAMEWORK FOR CF AND LTPR

ANNUAL RESULTS & DELIVERABLES (YEAR 2)

Develop and present 3 policy briefs in partnership with CSOs **(Deliverable 26b) Submitted/ Approved**

Develop and present 3 policy briefs in partnership with CSOs **(Deliverable 26c) Submitted/ Approved**

Draft of laws, regulations or policies for enactment by necessary GoL legal authorities in support of secure land tenure and property rights for communities in forested areas of Liberia are developed /revised and disseminated in collaboration with stakeholders (Harmonization of the CRL Regulation with the CRL) **(Deliverable 14a) Submitted/ Approved**

Increased capacity of Community Forest stakeholders, including civil society to interact routinely with national-level decision making bodies to provide recommendations to improve the legal regulatory framework for CF **(Result)**

Major Achievements

Subcomponent Achievement Summary

- Presented 3 policy briefs developed in partnership with CSOs, in fulfilment of Deliverable 26b
- Presented 3 policy briefs developed in partnership with CSOs, in fulfilment of Deliverable 26c
- Supported the FDA through the process of Harmonization of the CRL Regulations with the CRL

Presented 3 policy briefs developed in partnership with CSOs, in fulfillment of Deliverable 26b

In Q3, the following three policy briefs were submitted to USAID, approved and distributed to relevant stakeholders, in fulfillment of Deliverable 26b:

1. Forest Resource Rights In An Evolving Policy Environment
2. Customary Land Governance; Options For Community Forests
3. Protected Area Expansion; A Call For Restraint

Presented 3 policy briefs developed in partnership with CSOs, in fulfillment of Deliverable 26c

In Q3, a second set of policy briefs was submitted to USAID, approved and distributed to relevant stakeholders, in fulfillment of Deliverable 26c:

1. The Role Of Third Parties In Establishing Forest Communities
2. Addressing The Shortfalls Of The Community Rights Law; Amend Or Adapt?
3. Participation Of Women In Community Forests

Supported the FDA through the process of Harmonization of the CRL Regulations with the CRL

Following the enactment of the Community Rights Law of 2009 with Respect to Forest Lands (CRL), and the subsequent adoption of the CRL Regulation (2011), stakeholders identified numerous inconsistencies between the two instruments. In response, the Forestry Development Authority (FDA) effectively halted the expansion of the community forestry program until the law and regulations could be harmonized. With support from the Voluntary Partnership Agreement's (VPA) Joint Implementation Committee (JIC) a Regulations Harmonization Committee (RHC) was formed, chaired by the NGO Coalition, and mandated to address the issues.

Toward the close of FY14, the harmonization effort was given traction by PROSPER's intervention after losing momentum during the Ebola crisis with the support of PROSPER and the VPA-SU, the first Harmonization meeting for FY15 was convened on October 22, 2014 at the VPA FLEGT office in Monrovia. After two successful meetings, the committee developed a matrix in which stakeholders stated perceived inconsistencies of the CRL Regulations with the CRL. It was resolved that an independent legal expert be hired to review the CRL and its regulation. The legal expert was to be tasked with review of relevant laws, policies, and regulations that would support any recommended amendments of the CRL Regulations. The draft was to be submitted to FDA for further consideration by the Forest Management Advisory Committee (FMAC) for subsequent approval by the FDA's Board of Directors.

Following the development of a scope of work for the Legal the Chairman of the CRL Harmonization Committee formally requested PROSPER to support the hiring and funding of an independent legal expert.

Following the document review, STTA, Peter Aldinger, developed an initial matrix, identifying inconsistencies between the CRL and Regulations, and the CRL, Regulations and other legal instruments. These were vetted and further developed through a series of consultations with the members of the Regulations Harmonization Committee (RHC): the Voluntary Partnership Agreement Support Unit (VPASU), the Liberian Timber Association (LTA), the NGO Coalition (NGOC), the Forestry Development Agency (FDA), and with the PROSPER technical team. The initial findings of the consultant were then presented to the RHC, after which members submitted further comments and made

additional recommendations. These were recorded by the consultant and incorporated into the final report

Throughout the consultation process, the consultant worked closely with an FDA delegated staff, Mr. Yanquoi Dolo.

The consultant's report was approved by the National Multi Stakeholder Management Committee (NMSMC), then by the Liberia Implementation Committee (LIC), which will elevate the report to the FDA Board of Directors for final approval.

No major strategic adaptations or lessons learned

ACTIVITY 2.4: INCREASE KNOWLEDGE OF FOREST ECOSYSTEMS AND DESIGN APPROPRIATE INTERVENTIONS

ANNUAL RESULTS & DELIVERABLES (YEAR 2)

No Deliverables to report

Outreach materials produced on biodiversity, priority threats and sustainable forest management **(Result)**

Increased capacity among community members and other forest stakeholders to understand threats to biodiversity and how the impact of such threats could be communicated at various levels **(Result)**

Major Achievements

Subcomponent Achievement Summary

- Outreach materials produced on biodiversity, priority threats and sustainable forest management in collaboration with FFI and Component-I
- Engaged stakeholders involved in REDD+ initiatives

Outreach materials produced on biodiversity, priority threats and sustainable forest management in collaboration with FFI and Component-I

Based on the Biodiversity Assessment Report produced by FFI in 2013, PROSPER worked closely with FFI and developed a Biodiversity Calendar, highlighting endangered, threatened and vulnerable animal species occurring in the pilot sites and the rest of Liberia.

The PROSPER Education and Outreach team worked with the rest of the technical team to conduct workshops on biodiversity threats in the PROSPER supported forest communities. Posters and messages were developed in consultation with the CFWG, FDA, communities and other biodiversity conservation institutions. These materials, including the biodiversity calendar, were printed and used extensively in the third annual outreach campaign under the theme; 'Communities and Forests: the Welfare of All'.

Engaged stakeholders involved in REDD+ initiatives

National Forest and Landscape Forum, Inter-sectorial Policy Dialogue – PROSPER participated in the National Forest and Landscape Forum, Inter-sectorial Policy Dialogue first Expert Panel Discourse on November 21, 2014. The forum brought together a cross section of environmentalists, natural resources specialists, forestry specialists, agriculturists and other forestry related practitioners to foster dialogue under the topic “*Is an integrated natural resource management approach an appropriate mechanism in reducing deforestation and forest degradation in Liberia?*” During the one day meeting, Mr. Saah David, the National REDD+ Coordinator of FDA, Professor Moses Massah of the UNDP-Liberia and Mr. Jens Lund Hansen, Country Director of Fauna and Flora International (FFI-Liberia) presented their experiences and perspectives on the topic. During the meeting, the three panelists agreed in principle on the need for an appropriate mechanism with varied approaches.

Supported the participation of N. Nimba forest communities in REDD+ consultative meeting – The FDA senior management organized a one-day meeting at the Nimba Community College, to promote the principles enshrined in the Norwegian Letter of Intent and how communities can position themselves to benefit from it. The PROSPER Sanniquellie field office supported the mobilization of community members from Blei, Gba and Zor CFs to participate in the forum. The FDA Managing Director cited the potential for the community forests in Northern Nimba to benefit from this initiative, as they were

already under sustainable management. He encouraged them to be consistent with this direction as the negotiations were still in progress.

National Biodiversity Offset Scheme – The World Bank Group, Energy and Extractives and Environment, invited PROSPER to a presentation on the topic: *Developing a National Biodiversity Offset Scheme: A Roadmap to Liberia's Mining Sector*. This was hosted the World Bank Office on March 26, 2015. The forum, which was video-linked with the World Bank Office in Washington DC, was attended by EPA, the Ministry of Mines, FDA (including the FDA lead for REDD+), Mining Companies, and International and National Conservation NGOs among others.

LESSON LEARNED

The absence of an indigenous biodiversity service provider and its implications for the future of CF

In accordance with the annual work plan, PROSPER attempted to identify a local Biodiversity service provider. However, there were few responses to the RFP and the few organizations that did submit a proposal proved to be under qualified or incapable of meeting PROSPER's needs. The work plan was adjusted accordingly

On a similar note, the absence of a single functional local biodiversity service provider is a worry for the future of community forestry in Liberia. The development of community forest management plans (CFMPs), which is the primary forest management instrument, requires the collaborative work of a multidisciplinary team. A biodiversity partner is a key member of such multidisciplinary team, to provide the perspective of biological/ ecological integrity of the proposed community forest. The lack of this crucial contribution can lead to uninformed decisions about the future use of forests with significant biodiversity importance.

STRATEGIC ADAPTATION

Given the current situation with the difficulty of getting a viable indigenous biodiversity implementing partner, PROSPER has decided to continue to engage FFI to execute the revision of the bio-monitoring handbook and set up the relevant bio-monitoring system.

5.0 COMPONENT 3: LIVELIHOOD AND ENTERPRISE DEVELOPMENT

COMPONENT 3 STATEMENT

In Year 3, PROSPER continued a range of activities that could, in combination, go a long way to reducing dependence on shifting cultivation that has been considered as a major threat to biodiversity of the community forests. Wood-based enterprise development opportunities were driven by the opportunity that was presented early in 2015 by the potential clearing of 510 acres of the Gba CF for the ArcelorMittal (AML) Tailings Management Facility (TMF). Further expansion took place in the crop diversification activities which were increased from eight groups to 24 groups. To complement the mechanization of the palm oil extraction, oil palm nurseries were created with substantial co-payment contribution from the participants. To further complement the support to permanent versus shifting agriculture, cocoa demo farm field days were organized to show cocoa farmers the results of good agricultural practices in improving production on *existing* cocoa tree farms

Component 3 rounded off the retraining of the CPGs in northern Nimba in the first quarter of FY15, though they were initially scheduled to be completed in FY14. The delay was due to the scaled down level of activities from July-September 2014 as a result of the Ebola outbreak. The Cassava Mill Processing Guide was printed and distributed to all CPGs to help them in the daily maintenance of the motorized cassava grinders.

COMPONENT 3 Activities

ACTIVITY 3.1 INCREASED NUMBER OF SUSTAINABLE AGRO/FOREST-BASED ENTERPRISES

ANNUAL RESULTS & DELIVERABLES (YEAR 3)

Series of brochures, radio programs, community theater, and video products developed to support community-based forest product and agricultural enterprises in Liberia (**Deliverable 17 and Revision of same 17a**)
(These deliverables are also listed under 1.2) - *Pending*

Agriculture and Community Forest Enterprise Management Manual developed that provides overall guidance to individuals and organizations in the development of sustainable natural resource-based enterprises
(**Deliverable 16**) - *Pending*

Community Forest NTFP's developed (**Result**)

Small scale sustainable timber enterprises supported (**Result**)

Oil palm based enterprises improved (**Result**)

Small scale ecotourism piloted (**Result**)

NTFP ACTIVITIES

Major Achievements

In Year 3 PROSPER conducted a market analysis of NTFPs in Barconnie and District #4. While previous attempts to support NTFPs, particularly in Nimba during past years (and previous programs) had yielded little concrete results, the PROSPER team felt it necessary to take a closer look at the Barconnie and District #4 areas to ensure all efforts had been made to support NTFPs in all program areas. The market analysis survey focused on the five most in demand and potentially lucrative NTFPs that are mentioned in the ethnobotanical survey that was executed by Rutgers and ASNAPP in November 2012. However, the survey looked at the availability potential of NTFPs in the entire forested area in District #4 and Barconnie, and not specifically the NTFPs from within the (proposed) CFs (these were not known in 2012), and their specific local marketing channels.

The market analysis, that was carried out through questioning forest users and identified NTFP traders, found that four NTFPs are the most traded of which “country spice” (*Xylocarpus* sp.) was the one most frequent cited and preferred due to its local (Liberian) market demand and availability (volume) in the proposed CFs in both Barconnie and District #4, though the total traded volumes mentioned were low and the exact location of collection (inside the proposed forest or outside the proposed forest) could not be verified. Additionally, most of the CFs have not been demarcated yet and therefore it is currently difficult to determine which part of the forest will be CF. Three other NTFPs, “bush pepper” (*Piper guineense*), “bitter kola” (*Garcinia kola*) and “bush cola” (*Kola nitida*) were also cited for their volume of trade and availability in the proposed CFs but they were not as high in comparison to “country spice”. A closer analysis of “country spice” found that it primarily grows and thrives in secondary forests while PROSPER supported CFs tend to comprise of large areas of old, primary forest. Discussions with stakeholders highlighted that while “country spice” had the most potential of the four NTFPs in these two areas, the market potential for growth was low. This meant that “country spice” did not meet the three criteria that were set in the AWP FY14 for further support of NTFPs with PROSPER funding, which stated that the NTFP should have: (1) *An identifiable market whether it be for home use, local sale, or national or international interest, priority will go to the more valuable products;* (2) *The potential to contribute significantly to income in particular for community members that may be more likely to contribute to biodiversity threats;* and (3) *Be a product that is tied to the existence of primary forest. The product should depend on the presence of bio-diverse primary forest in order to encourage the connection to conservation.* It was concluded that further activities in support of development of marketing channels for NTFPs was not justified within the remaining life of the program.

A beekeeping pilot program was initiated in year 3. The program has been originally designed for bushmeat hunters that would be directly affected in their livelihood when hunting restrictions would be enforced to protect and sustain the wildlife population in the CFs. Details of this pilot will be addressed under 3.2

Lessons Learned

In FY15, the emphasis was on the market evaluation of NTFPs that would show existing marketing channels in Barconnie and District #4. However the actual volumes of NTFPs that exist in the CFs in Barconnie and District #4, as well as in the other CFs in lower Nimba (5 CFs) and northern Nimba (4 CFs) have not been determined/calculated. This will be possible when a detailed forest inventory has been conducted as part of the CF management plan. Therefore no further investments will be made in activities to support the sustainable harvesting of NTFPs until this inventory has been conducted and has shown significant existence of marketable NTFPs in these forests. Further, CF Management Plans have

to be in place, and rules that govern the management of the use of the forest must be approved by the FDA and be effectively enforced by the CFMBs.

Strategic Adaptations

As a result of lessons learned, PROSPER will no longer support activities that support NTFP collection and developing market channels. PROSPER instead will focus on piloting beekeeping and honey production as another potential NTFP. The first experiences with the beekeeping activities are very encouraging in PROSPER sites in Grand Bassa and around the Big Gio forest. PROSPER (Component 2) will assist the CFMBs in conducting a forest inventory to determine the volume of NTFPs in the CFs. PROSPER (Component 2) will setup collection permit systems that require all NTFP collectors to adhere to sustainable harvesting methods for NTFPs. PROSPER (Component 2) will lead an awareness campaign to introduce and explain permitting systems for NTFP harvesting in CFs, to be conducted for villagers/collectors surrounding the CFs.

ENTERPRISE DEVELOPMENT ACTIVITIES – WOOD-BASED PRODUCTS

Major Achievements

A quick survey was conducted by PROSPER in December 2014 that recommended the GBA CFMB to advertise the sale of all the standing timber on the 510 acres and sell it to the highest bidder. The highest bidder would have to pay before clearing the agreed price. The survey also recommended not to use any of the \$150,000 for the clearing operation, and specifically recommended that the Gba CFMB should not buy any equipment to do it themselves.

A detailed inventory was conducted in one block (100 acres) of the 510 acres AML TMF in the Gba forest (see Component 2). This inventory was to be the basis to develop a bid request to attract legitimate logging companies or timber traders to clear the forest site.

The Gba CFMB became the first CFMB to receive business training in order to improve its own financial administration and to create transparency and accountability regarding the cost of operations and funds that are kept by the CFMB.

Lessons Learned

This activity was mainly focused on the opportunity that presented itself when AML approached the Gba CFMB and provided the CFMB with a check of \$150,000 and the request to clear 510 acres of the Gba CF. AML, exercising its concession rights, needs the 510 acres cleared of trees in order to establish a TMF

PROSPER suggested that the easiest and most profitable solution would be to parcel the area up in a number of blocks, and ‘auction’ these blocks off to timber dealers/buyers that have their own contracted chain saw operators in a transparent manner so that all community members would understand the process.

In spite the recommendations made by PROSPER, the Gba CFMB members decided to make a deal directly with a logging company.. The deal would pay the CFMB a certain amount per cubic meter of timber, though payment terms were not specified in the MoU that was signed by the parties. This deal that the Gba CFMB made, without a public bidding, shows a clear lack of basic contract skills. The lack of contract negotiation skills and above all transparency was lacking in the entire process. Fortunately,

the logging company did not honor the MOU and the rainy season precluded them from acting further. The MOU expired in FY16Q3.

Based on the experiences gained from the Gba CF's attempt to negotiate a contract, PROSPER embarked on developing basic business training materials for the Gba CFMB. PROSPER employed a Business Development Advisor who has developed training materials and has started conducting training sessions for and with the Gba CFMB, that will provide the CFMB members with the skills and knowledge to be able to execute contracting and other business decisions in a better, more professional and transparent manner.

The developed business training materials will also be used to provide basic business training to oil palm processing groups, crop diversification groups that want to expand further in commercial production, and beekeeping group members.

Strategic Adaptations

There are no strategic adaptations for Year 4.

ENTERPRISE DEVELOPMENT ACTIVITIES – CPOPS AND CPGS

Major Achievements

- PROSPER provided operations and maintenance training for seven Cassava Processing Groups (CPGs) in northern Nimba. The seven CPGs were scheduled to be trained in Q4 of FY14 but the program had to be put on hold due to travel restrictions related to the Ebola outbreak.
- PROSPER published a Cassava Mill Processing Guide for the cassava grinders used by the CPGs (*Cassava Mill Processing Guide, January 2015*). The guide was distributed to all CPGs and the manufacturers of this type of cassava grinders, Moonlight Metal Works and Garages in Gbarnga.

Lessons Learned

Over the past year, PROSPER has provided operational and maintenance training to CPGs aimed at helping them to maintain the processing machines to be continuously operational so that they can provide value-added services to community members who want access to mechanized processing equipment to process their cassava into *gari* more efficiently. The CPG training was conducted in close cooperation with a representative of one of the Cassava Mill manufacturers that is based in Gbarnga. Forging a relationship between the manufacturer and the Cassava processors was an important step to resolve maintenance and repair issues. The capacity of these groups was deemed sufficient for them to no longer need PROSPER support moving forward.

Lessons learned from the PROSPER involvement cassava processing have shown that mechanized processing of cassava speeds up the process that converts cassava tubers into *gari*, a long hold product that can be stored longer and traded, almost exclusively by women. To commercialize and scale up cassava production for *gari*, perhaps the grinder should be made mobile and not operate in a static location. Some have suggested that bringing the relatively heavy tubers to the mill requires a lot of labor. Taking the mill to the cassava fields will enable the women to process a large part of a field at once, eliminating the tuber transport. Instead the “value added” ground cassava is transported for further processing into *gari*. Furthermore, PROSPER and other previous programs provided the cassava mills without co-payment. This process did not encourage ownership and strong commitment to keep the

mill operational continuously. As demonstrated in the approach that has been implemented in lower Nimba, co-payment by the beneficiaries towards the purchase of Freedom Mills has resulted in a much better use and maintenance of the processing machines.

Strategic Adaptations

Based on the final achievements made in Year 3, PROSPER will no longer provide support to CPGs. PROSPER will no longer collect production numbers on a monthly basis to count the number of new customers that seek the economic benefits from using the services of the cassava grinders. Any new request for support in agro-processing will have to be on the basis of a substantial co-payment by the community members. The agro-processing equipment purchased and installed by PROSPER will be owned by the groups that have paid into the machines and formed an enterprise to manage their investment.

ENTERPRISE DEVELOPMENT ACTIVITIES – OIL PALM-BASED ENTERPRISES

Major Achievements

- Fourteen Oil Palm Processing Groups were established around the Big Gio forest. Initially four groups had expressed interest in mechanized palm oil extraction. After training in operations and maintenance, the groups started immediately processing palm oil with their newly acquired machines for which each group paid \$300 as co-payment. The newly installed machines were used in field demonstration days to show other communities the benefits of mechanized palm oil extraction. As a result 10 more groups were formed that made a down payment of \$300 each. These groups also received operational and maintenance training and had their Freedom Mills delivered.
- Four oil palm nurseries were established in towns north of the Big Gio forest. After the border with Ivory Coast was opened again, certified germinated oil palm seeds were imported from Ivory Coast by a private agro-inputs entrepreneur based in Kharnplay. Farmers each paid \$60 for 60 seeds and have committed themselves to provide the necessary labor for running the nursery. About 10-12 farmers manage between 600-1200 seedlings under guidance of a contracted service provider. The high yielding, fast maturing, dwarf varieties have created a great interest amongst the community members.

Lessons Learned

The process of organizing groups or individuals with a common interest takes time, especially if the aim is that the groups own the decisions they make after often lengthy group deliberations. However, peer-to-peer demonstration visits and discussions can speed up the process to convince group members that mechanical, more efficient oil extraction can provide substantial benefits to put money down and participate in the maintenance and operational training sessions.

Mechanized palm oil extraction helps the palm farmers to be able to process more volume of fresh fruit bunches (FFBs) with the same labor input. This large gain in efficiency makes palm farming more attractive. Experience built over the past three years suggests that oil palm production might be the most attractive agricultural activity that can move farmers away from shifting cultivation towards permanent agriculture. Farmers have expressed that they would rather focus on oil palm farming than “making a rice farm every year”. Though this information is anecdotal, a follow up by the M&E unit of PROSPER is necessary in year 4 to verify if farmers will actually replace rice farming (under shifting

cultivation) with oil palm farming and not develop oil palm farming next to rice farming. Oil palm has the added advantage that many households in the PROSPER communities are familiar with the wild oil palm (*Elaeis Guineensis*), which traditionally provides oil for household consumption and local sale. Above all, the Fresh Fruit Bunches (FFB) can be harvested and processed over a number of months in the year, and provide income over a longer period.

The possibilities of mechanized oil extraction further energized the interest into palm oil farming. Oil palm seedlings of high yielding hybrid varieties have been introduced in Nimba county over the last four years by the USAID SHOPS I project, however, most marginal farmers find it difficult to pay \$4-\$5 for a single oil palm seedling. In addition, nurseries established under other programs were not within easy access to PROSPER communities adding high transportation costs to the costs of seeds. At the request of farmers' groups, PROSPER embarked on a nursery program to raise seedlings and train farmers to run their own nursery. Farmers paid \$1 per seed and provide all the necessary labor. PROSPER paid for the service provider to provide the extension and management services. The expectation is that a few of the trained farmers, that will complete the entire nursery cycle, will initiate their own nurseries and be future providers of these improved varieties of oil palm to other farmers or to themselves. The nursery program has proven to be very popular. It provides farmers a less expensive way to access high yielding varieties.

The major lesson learned is that co-financing enhances the commitment of the smallholder farmers to operate and maintain a processing machine, so that their economic benefit can be maximized for a long time. Farmers have expressed their satisfaction with the Freedom Mill. Some have said that they would like to specialize in palm farming and stop with "making rice farm" that requires shifting cultivation. The local rural oil palm nurseries created accessibility to high yielding hybrid varieties that further enhance yield and volume, hence increased income opportunities for small holder oil palm farmers

Strategic Adaptations

One of the assumptions for this activity is that farmers will eventually come to see tree crops as an *alternative* livelihood and not an *additional* livelihood, which means a replacement – not an addition – to shifting cultivation income. Some farmers have expressed their desire to reduce "rice farming" over time and to concentrate on palm farming. PROSPER will continue to build on the success that was achieved in FY15. Besides further expansion in the communities around the five proposed community forests that are part of the Big Gio, PROSPER is actively looking to expand the nursery and processing support activities in Grand Bassa and northern Nimba. PROSPER will continue the peer-to-peer field demo visits because they have proven to be very effective in creating genuine interest in palm oil processing and creating demand for affordable improved oil palm seedlings.

PROSPER will concentrate its focus on towns and villages that are close to the borders of the CFs, so that the processing enterprises and the nurseries activities will have a more direct impact on biodiversity threat reduction towards the CF, particularly shifting cultivation agriculture.

ENTERPRISE DEVELOPMENT ACTIVITIES – ECOTOURISM ENTERPRISE PILOT

The ecotourism pilot was based on the assumption that if active ecotourism investments are made in association with the Barconnie Community Forest, and these investments directly or indirectly benefit the stakeholders of that forest, they will be more likely to protect their forest to maintain it as an attraction for tourists. A crucial condition was that investments be made through partnership with private sector investors as there is no time within the PROSPER support time to build the capacity of communities to run their own ecotourism facilities.

PROSPER carried out an assessment/inventory of the beach front facilities that currently exist on the Barconnie coast line and level of use. Owners of all facilities were visited and all owners were interviewed.



Photo 1: Bella Casa's unfinished palava huts on the beach in Barconnie

All four entrepreneurs interviewed had plans for future development and expansion of their businesses, with three of them having plans to establish overnight accommodations. However, the Ebola crisis, the closing of Buchanan Renewable, the slowdown of expansion of the iron ore mining activities of ArcelorMittal, and the departure of the UNMIL forces in Liberia have severely slowed ambitions for development or expansions of their businesses.

Bella Casa had started building small palava huts but the company stopped construction early 2014. PROSPER also investigated if Barefoot Safari, a start-up local tourist company that organized customized tours with bird watching and overnight stays in tents, could be a partner for the Barconnie community. However Barefoot Safari closed its operations during the EVD outbreak and did not return to Liberia.

Considering the weak market potential, lack of potential customers and lack of investment by private sector actors, PROSPER will not support any ecotourism activities.

ACTIVITY 3.2 REDUCE THREATS TO BIODIVERSITY LINKED TO LIVELIHOOD ACTIVITIES

ANNUAL RESULTS AND DELIVERABLES (YEAR 3)

Agriculture and Community Forest Enterprise Management Manual developed that provides overall guidance to individuals and organizations in the development of sustainable natural resource- based enterprises (**Deliverable 16**)

Series of brochures, radio programs, community theater, and video products developed to support community-based forest product and agricultural enterprises in Liberia (**Deliverable 17 and 17a**).

Outreach to existing development groups associated with other projects (FED, FFS, etc.) (**Result**)

Farmers rehabilitate Cocoa plots (**Result**)

Farmers diversifying and rotating crops (**Result**)

Improved Market information available to project beneficiaries (**Result**)

Bush meat hunting better managed and alternatives identified (**Result**)

Alternatives to Mangrove fuel wood and charcoal production explored (**Result**)

COMMUNITY FORESTRY OUTREACH THROUGH EXISTING GROUPS (FED FFS, ETC.)

Major Achievements

Component 1 took the lead in the development of the extension module that will be used in a variety of PROSPER groups, e.g. PROSPER crop diversification groups and FED FFSs. These modules have been tailored to the specific threats of the various communities as perceived by the community members themselves. Component 1 in collaboration with the Community Forestry Working Group (CFWG) and Component 3 went through extensive participatory process with multiple community consultations to develop community specific threats that exist in the different PROSPER communities. This process has ensured that these modules are “real” and recognizable to community members. A series of posters was developed to support the Community Forestry outreach through existing groups.

Lessons Learned

While the process of developing extension messages on community forestry and threats to biodiversity specific for each forest, and in collaboration with key stakeholders, took more time than initially anticipated, the development of the *right* material is very important in order to connect with the forest users and to address the specific threats to their forest.

Strategic Adaptations

PROSPER will conduct group outreach sessions using these extension materials to all groups that component 3 engages with including 24 crop diversification groups, 14 oil palm processing groups and 5 beekeeping groups. The initial idea to involve USAID FED Farmer Field School groups will not be implemented because there are no active USAID FED FFS in close proximity to the current and future CFs. Extensions materials will be further adapted based on feedback from outreach sessions and community member’s feedback.

COCOA REHABILITATION

Major Achievements:

Four cocoa rehabilitation demo plots were established in collaboration with WIENCO Liberia Ltd. in four existing cocoa farms, not rehabilitated. The four demo cocoa farmers in Behwallay, Old Yorpea, Marlay and Yoelay #1, received an input package from WIENCO including special cocoa fertilizers, fungicides and insecticides. PROSPER conducted field demo days and brought 88 farmers from nearby to the demo farms to see what results can be achieved with proper basic cocoa cultivation and maintenance of the trees. They also had the chance to talk to the demo farmer and WIENCO staff and ask questions. Farmers are very interested in practical aspects of cocoa cultivation, e.g. pruning, canopy opening, immediate removal of diseased pods, etc.

Lessons Learned

PROSPER reviewed the possible intervention areas for the cocoa rehabilitation demonstration plots. District #4 and Barconnie in Grand Bassa County were not considered for cocoa rehabilitation activities because of the absence, or very low instances, of cocoa cultivation. The immediate area near the Zor

CF shows very little cocoa cultivation that comprises of old cocoa small holder plantations that were established in the 1970s and 1980s by the World Bank. Few cocoa farms were also found near the Gba CF and the Bleih CF. The cocoa area of northern Nimba is concentrated around Kharnplay which lays outside the Zor clan area. The villages and towns north of Kharnplay are part of the Zor clan (Kialay, Zor-Lepula, Ganaglay, Gbaplay, Sackolay and Youhnlay) have a relatively large concentration of old cocoa farms, though are relatively far away from the nearest CFs, the Zor (20 Km) and the Bleih CF (10 Km). The main concentration of cocoa farms in Nimba is between Kharnplay and the Big Gio forest, and west of the Big Gio towards the border with Ivory Coast.

Initial activities in cocoa rehabilitation activities in 2014 were not only hampered by the Ebola outbreak, but PROSPER also learned how reluctant farmers were to sign up for WIENCO's inputs on credit without seeing the results of such inputs for themselves. Farmers were not convinced that the package costing \$320 (for cocoa fertilizers, plant protection chemicals and equipment) would be offset by higher earnings/higher yields. As a result, in 2015, PROSPER focused on building trust and demonstrating to cocoa farmers that brushing, pruning and canopy opening really contributes to a much better crop yield and that the use of fertilizer and disease control chemicals will even further increase yields.

PROSPER brought in farmers from the surrounding towns to show them the results gained on the demo farms. Some of the farmers have already started copying the GAP techniques that they have seen on the demo farms during the demo days. The fertilizer application and the use of agrochemicals have been approved in the PROSPER *Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) Covering Cocoa Production of 2014*.

Strategic Adaptations

PROSPER will continue to bring nearing farmers to the existing demonstration plots. The demonstration rehabilitation will continue to consist of: under-brushing of one acre of cocoa trees that grow under the canopy; removal and burning or burial of diseased and old pods; and special cocoa fertilizer applications and treatment with approved pesticides and fungicides of trees. The cocoa demo program will continue to provide training to farmers in all aspects of safety in handling and applying these products. He/she also will continue to receive training in best practices of harvesting cocoa pods and in the fermentation of the beans, so that a higher price can be received for a higher quality crop. PROSPER will ensure that at least 25% of the farmers from nearby participating on the demo farms are women.

CROP DIVERSIFICATION

Major Achievements

- Eight groups were selected from an inventory of women's groups that had been carried out by the PROSPER Gender Officer in 2012 to increase the number of crop diversification groups from 16 to 24. Currently these groups have 600 members trained.
- All groups received a small set of tools to get started.
- All groups received training and advice on why crop rotation can enhance soil fertility that will maintain or increase crop yield and will enable farming on one spot for a longer period of time.
- All groups received training in how to approach farming as a business and how to benefit from effective leadership and to be active participants in groups decision making.

Lessons Learned

Working with groups and decision making takes time, but when the group reaches consensus the decision is the group's own and carries the support of the entire group. To strengthen the group decision making process, the eight new groups that were formed in 2015 participated in leadership training facilitated by the PROSPER Gender Officer. The training included topics like team building skills, effective listening skills, effective communication skills, good quality of a leader, and group members' involvement in decision making. All 223 members participated in the training. The training focused on all the members of the group instead of the leaders so that those who are not in leadership will understand the principles of leadership in order to give meaningful support to those in leadership. Groups that work well together and are inclusive in its business decision are most likely to be successful and succeed as a business.

While the initial 16 groups of 2014 are progressing further towards farming as a business, the eight new groups will learn new concepts like crop nutrients in the soil, and how to maintain soil fertility so that shifting cultivation is not necessary. These concepts are completely new for members of these groups and will take time to be adopted. Besides the technical support from PROSPER's extension staff, the groups receive minimal other support (only a few tools). The eight new groups were chosen because of their proximity to the established and future Community Forests (CFs) and on average consist of 69 percent women and 31 percent men (141 and 65 respectively). Two groups are located in Grand Bassa (Bold Dollar and Yaweh); three in upper Nimba (Bintowin, Gbobeyee and Zortapa), and three in lower Nimba (Kaylay, Korlay and Marlay).

Strategic Adaptations

No strategic adoptions will be made for the last 15 month of this activity. The best functioning business groups will receive formal business skills and basic bookkeeping training in order to strengthen their capacity to grow their business.

IMPROVED MARKET INFORMATION

Major Achievements

PROSPER, in conjunction with the USDA funded LIFE III project (cocoa) and USAID SHOPS II, has embarked on building a sustainable platform that can support and implement this price dissemination service for farmers and traders. A pilot platform was launched to test on demand SMS cocoa price dissemination. By sending the word "cocoa" in a text message to 088 052 6921, a message will be sent back with the current indicative farm gate prices for various grades of cocoa beans.

Lessons Learned

The pilot that was launched focused on the farm gate cocoa price that is normally calculated following a fixed formula (based in the future price of cocoa and the exchange rate) by the Liberian Produce Marketing Corporation (LPMC). Unfortunately LPMC has not been releasing this information on time (before the first day of the month), leaving farmers with inaccurate or old prices from the previous month.

Strategic Adaptations

In order to be more stable, the platform will have to move to a service provider that can provide 24/7 reliability to run the server. This transformation from a 10 digit phone access number to a four digit short code will happen in Q1 of FY15 so that the platform will be always accessible for the farmer. In order to address the inconsistency and reliability of LPMC/LACRA (Liberia Agriculture Commodity Regulatory Authority) to “feed” the correct price to the provider is still a concern, though does not need a great effort to be achieved. PROSPER will collaborate with the World Food Program (WFP) and USAID FEWSNET. WFP currently provides information on a few commodities, including cocoa, on a bi-monthly basis to USAID FEWSNET. Additionally, WFP has contracted the Liberia Institute of Statistics and Geo-Information Services (LISGIS) to collect this information for them. PROSPER will pursue cooperation with LISGIS (and WFP) to establish a cooperation whereby this data will be shared with LPMC on a more consistent basis and then be provided to the farmers via the SMS service.

BUSH MEAT

Major Achievements

A pilot beekeeping activity was launched in 5 towns close to the PROSPER supported CFs. Currently there are 3 in lower Nimba and 2 in Grand Bassa. The five groups have 10 hives each that are out in the forest. A total of 104 persons were trained.

Lessons Learned

The beekeeping activity was developed to provide an alternative livelihood for hunters that would be effected by hunting restrictions as a result of the implementation of the Community Forest Management Plans (CFMPs). It was anticipated that these CFMPs would be all in place by now and that these would include rules on what, when, and where to hunt with a permit from the CFMB. Though some of the CFMBs have a CFMP approved by the FDA, none of them has put rules in place that manage wild life off-take through a permit system and other measures to regulate the scale, method and time of hunting. The process of developing rules takes is a delicate process that requires time. More time than anticipated. The Beekeeping activities were meant to soften the impact on those directly effected by the rule making.

However, in order to test the viability of beekeeping in the PROSPER, beekeeping activities were initiated. The participants targeted were youth and women in relatively easy accessible towns to ensure that extension workers and the honey would be able to move (relatively) easy. Though in its infant stage, the participants are very enthusiastic. Some of them have been manufacturing additional hives on their own initiative and try various means to bait the bees to colonize the hives. So far a few hives have been colonized, which is not easy during the rainy season since bees do not fly during rain.

Reducing hunting of threatened and endangered species for bushmeat presents formidable challenges. Bushmeat and inland fish are the only sources of protein for remote rural Liberians that typically makes up the population in the PROSPER supported communities. Bushmeat also provides a livelihood for many that are involved in hunting and trade. There is considerable demand from the urban population for whom bushmeat is often regarded as a “delicacy” and is highly prized. In order to reduce the off-take, especially of endangered species, a multi-pronged approach of education, forest wildlife management, and the provision of livelihood alternatives like beekeeping will have to be implemented.

Substitution of bushmeat by domesticated wild life, e.g. cane rats has proven to be not successful. The pilot unit of the FDA in Zortapa was not successful and closed. Nobody in the community was interested to adopt the idea. Further, the experiences of the goat rearing activities of the Food and Enterprise Development project (USAID FED) seem to suggest that goats might be successfully reared but will be sold outside the communities to cover the cost of goat rearing and to make a profit. Local (and remote) goat production does not seem to increase the consumption of goat meat in the rural communities, and is therefore not a substitute for bushmeat. Experiments with fish ponds to produce protein have been marginal (Samaritan's Purse). Like many low land rice schemes, ponds have been abandoned (e.g. in Geipa, Zor community) after a few years of assistance by an outside (often) NGO.

Strategic Adaptations

PROSPER will focus on a media campaign to reduce the demand for bushmeat from the urban population. Moreover in urban centers alternatives for bushmeat as a protein source are available. The time is also opportune for this communication campaign to use the current fear of Ebola as a catalyst for urban behavior change away from bushmeat consumption. When the urban demand can be reduced by education, outreach and enforcement, perhaps the off-take from the CFs for local consumption by rural dwellers could be more in balance with bushmeat "production", supported by wildlife management that is part of the Community Forest Management Plan. Specific emphasis will be given to the protection of endangered species in order to strengthen the reduction of threats to biodiversity of the CFs.

CHARCOAL

Lessons Learned

The initial threat assessment carried out in November 2012 showed that charcoal production, mainly for external markets, was a threat to biodiversity in Barconnie forest, which is driven by a large demand for charcoal by the city of Buchanan and Monrovia. The production of charcoal in Barconnie seems to be a major by-product in the shifting cultivation agricultural crop production system. Whereas in other communities all the biomass is cut, brushed and burned, in Barconnie the larger trees are chopped up and put together in a charcoal kiln.

The survey showed that all other PROSPER sites have no significant charcoal production and trade except closer to the larger towns. All small rural villages use fire wood that is collected from the forest. Towns like Tappita, Sanniquellie and Yekepa have a relatively large population that uses charcoal, which is produced in the surrounding areas.

Strategic Adaptations

PROSPER will field a feasibility study by a short-term consultant on the establishment of community woodlots for future charcoal production in Barconnie. This study will be conducted in concert with the Forestry Training Institute (FTI) in Tubmanburg and will be implemented early in Year 4.

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 2)

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 10 meetings of the Agricultural Coordination Committee (ACC), organized by the Ministry of Agriculture. PROSPER presented an overview of its livelihood activities to the ACC in July.
- PROSPER participated in all meetings of the Cocoa ACC Sub-Committee as well as in all Oil Palm ACC Sub-Committee meetings.

Lessons Learned

The partners in these fora are oriented to agricultural production. Biodiversity and community forestry as concepts are not well known or understood. Some of the attendees at the ACC meetings represent large agriculture holdings, while others represent development projects. Through regular contacts within the ACC, PROSPER exchanges information about livelihoods activities that are attractive for farmers to engage in, and contribute to a reduction of threats to biodiversity of forested areas in Liberia.

Strategic Adaptations

There are no strategic adaptations for this activity in Year 4.

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 2)

No results or deliverables scheduled for Year 1

Major Achievements: No activities were planned or undertaken during the reporting period.

6.0 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 FY15Q4 an STTA M&E Expert (Erika Dunmire) conducted an internal quality review of the M&E systems in place for PROSPER to ensure that processes and protocols for collecting and reporting were in place and are being utilized correctly. Her findings and recommendations were presented to the COR on 13 August 2015. A follow-up STTA visit from Ms. Dunmire will be scheduled in FY16Q1.

As required, all M&E data was timely entered into USAID Liberia's on-line Performance Information Data System (PIDS) for USAID review and certification by the COR each quarter.

In July 2015, PROSPER's M&E Officer attended a two-day workshop conducted by USAID on TRAINET and the proper protocol for entering data for future PROSPER activities and trainings.

ATTAINMENT OF TARGETS

During FY15, PROSPER met or exceeded its Year 3 targets for 9 of the 18 indicators. For the FY14 Annual Report USAID requested PROSPER to prepare a table explaining all instances in which target attainment was 10% above or below the projected level. It is included in this report as Annex 4 below.

Details concerning PROSPER's attainment of targets in Year 3 are summarized in the Table I below.

Table 1: Attainment of PMP Indicator Targets in FY15

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes
Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance					
I.1 Number of institutions with increased capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance – Custom/Outcome	#	3	0	0%	During the year under reviewed FY15 the three institutions (FDA, CFWG and MOE) could not be assessed due to Ebola and the transition in leadership at MOE and FTI. The baseline capacity will be assessed in Q1 FY2016
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					
I.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	This indicator was dropped from PROSPER's list of indicators during the implementation of FY13
I.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	This indicator was dropped from PROSPER's list of indicators during the implementation of FY13
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					
I.2.1: Number of CSO members involved in the design and conduct of outreach campaign activities that incorporate best practices – Custom/Outcome	#	25	25	100%	CSOs participating in outreach include: ACORD, SDI, SCNL, FFS, FCI, FEE, RICCE, CIS, SCWC, SAMFU. Best practices include:

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes	
					<ul style="list-style-type: none">Formative Communications ResearchParticipatory Program DesignPretestingModify, Revise, and Reproduce ContentScreening CF ApplicationsMonitoring & Evaluation of Outreach Campaign	
Sub-Intermediate Result 1.3: Improved capacity of FTI to develop and deliver a community forestry curriculum						
I.3.1: Number of technical/vocational students trained in revised FTI curriculum incorporating community forestry elements – Custom /Output	#	40	0	0%	We couldn't achieved this in Q4 because students have to go on their annual academic break. There are no academic activities from July to August in Liberia	
I.3.2: Number of individuals supported by program to conduct applied research at one or more of the program's pilot sites – Custom/Output	#	5	0	0%	PROSPER is planning to bring in an STTA in FY16Q2 who will develop 'Field Research' questions for selected students	
Sub Intermediate Result 1.4: Improved capacity of civil society and community organizations to contribute to NRM, land and environmental policy development						
I.4.1: Number of policy briefings and presentations made to national leadership by forestry stakeholders regarding	#	6	4	66.7%	Presentation made to	# of presentations made

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes	
LTPR and forest resource protection and management – Custom/Output					Addressing the Shortfalls of the Community Rights Law: To amend or adapt	1
					Community Forestry Working Group	1
					Forest related Stakeholders	2
I.4.2: Number of presentations at County Development Committee meetings by communities on policy-related issues – Custom/Output	#	10	10	100%	Presentation made by	# of presentations made
					Gba CFMB	3
					District # 4 CFOC	1
					Zor CFMB	2
					JCFMB	3
					Barconnie CFOC	1
Sub-Intermediate Result: I.5: Increased capacity of Community Forestry Development Committees to develop effective, environmentally-sound development programs to use Forest Management Committee social agreement funds						

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes
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	This indicator was dropped from PROSPER's list of indicators during the implementation of FY13
Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities					
4.8.1-26(a): Number of hectares in areas of biological significance under improved management as a result of USG assistance (ref: 2.1)– FACTS/Outcome	#	0 H	0	0%	USG assistance in FY14 included support for participation of Zor and Gba community leaders in deliberations of NNBSG on co-management of the East Nimba Nature Reserve. There was no new area of biological significance under improved management as a result of USG assistance for FY13 and FY14, except for the same area in the ENNR.
Sub-Intermediate Result 2.1: Increased community capacity for forest management					
4.8.1-26(b): Number of hectares under improved natural resource management as a result of USG assistance (ref: 2.1.1) – FACTS/Outcome	#	25,000 H	00 H	0%	<p>The PROSPER program was not able to have all areas under improved management because:</p> <ul style="list-style-type: none"> • The moratorium put in place by the GoL • The transition at the Forestry Development Authority • The slow approval from FDA to start the demarcation exercise

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 201 5 % Actual vs Target	Notes			
2.1.2: Number of community members trained in the management of their community forestry areas (e.g., biomonitoring, permitting) – Custom/Output	#	40	85	212.5%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					30	10	59	26
2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – Custom/Outcome	#	30	22	73.3%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					20	10	21	1
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	#	0	42	420%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					0	0	29	13
Sub-Intermediate Result 2.3: : Legal framework for community forestry and LTPR improved and simplified on the basis of recommendations from stakeholder consultations								
4.8.1-7: Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance (ref: 2.3.1) – Custom/Outcome	#	12	3	25%	• MOU between ALM & Gba to access 50 acres of land for the development of the Tailings Management Facility			

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes
					<ul style="list-style-type: none"> Joint Resolution between Blewewein & Hammersville Resolution from the Emergency CFWG Meeting held at FDA Board Room
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	#	10	7	70%	<ul style="list-style-type: none"> Sea Turtles – Basic Facts & Figure Mangroves - Basic Facts & Figures Threatened Species - Basic Facts & Figures Illegal Hunting – Basic Facts & Figures Steps to Authorized Forest Community Status Ebola Awareness Message – Facts and Figures Outreach T-Shirts with CF Message at the back
Intermediate Result 3: Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas					
4.8.1-6: Number of people with increased economic benefits derived from sustainable NRM and conservation activities as a result of USG assistance (3.1) – FtF/Outcome	#	320	301	94%	Data for this target was not disaggregated by gender

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 201 5 % Actual vs Target	Notes			
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	#	8	15	187.5%	15 enterprises (1 cassava processing group in Northern Nimba and 14 oil palm press in Southern Nimba) were formed in FY15.			
Sub Intermediate Result 3.2: Reduced threats to biodiversity linked to livelihood activities								
4.5.2-7: Number of individuals who have received USG-supported short-term agricultural sector productivity training (3.2.1) – FACTS/Output	#	400	351	87.75%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					250	150	278	73
3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – FtF/Outcome	#	120	99	82.5%	Target disaggregation by gender		Actual disaggregation by gender	
					Male	Female	Male	Female
					90	30	68	31
					Best practices: Planting of crops in line, Planting of crop with spaces, nursery preparation, transplanting, producing oil and cassava using new simple machine, etc.			

Performance indicators and types	Unit of Measure	FY 2015 Target	2015 Actual	FY 2015 % Actual vs Target	Notes
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	1	50%	-Cassava Processing Mill guide
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	This indicator was dropped from PROSPER's list of indicators during the implementation of FY13

7.0 ANNEXES

ANNEX 1: STAFF LIST (31 SEP 2015)

Full-time PROSPER Staff: Monrovia

	Last Name	First Name	Function	Subcontract Organization	Start Date
Technical					
1	Meadows	Paul	Chief of Party		6 Jan 2014
2	Cole	Eugene	Deputy Chief of Party		21 Jan 2013
3	Kweme	Dominic	Deputy Lead, Component 2		21 Jan 2013
4	Jackson	Nobeh	Deputy Lead, Component 1		01 Jun 2012
5	Johnson	T. Doe	Education Advisor	NAEAL	18 Jun 2012
6	Dorwison	Melvin	Education Consultant - Departed PROSPER, July 2015	NAEAL	April 2013
7	Kweme	Dominic	Organizational Development Advisor	CJPS	01 Jun 2012
8	de Waard	Peter	Leader, Livelihoods & Enterprise Development Activities	ACDI/VOCA	18 Jun 2012
9	Akoi Forkpa	Laveto	Deputy LEDA	ACDI/VOCA	01 Feb 2014
10	Queejay	Marvelous	Senior Field Coordinator	ACDI/VOCA	01 Feb 2014
11	Dennis	Koko	Liaison Officer/Coordinator Cadre Staff	FDA	07 July 2012
12	Miller	Esthella	Gender Integration Officer		01 Jun 2012
13	Van Ross	Rechline	Monitoring and Evaluation Officer	CJPS	1 Feb 2015
14	Thompson	Daniel	Business Development Specialist		1 Apr 2015
15	Glaydor	Garnahweh	Monitoring and Evaluation Specialist		1 Sep 2015
Financial and Administrative					
16	Tarr	Vera	Office Manager		01 Jun 2012
17	Williams	Joshua	Finance Officer		01 Jun 2012

18	Mulbah	Henry	Assistant Finance Officer		01 Jun 2012
19	Wheigar	Sando	Procurement/Contracts Officer		02 Jul 2012
20	Sartee	Alvis	Administrative Operations Officer		10 Feb 2014
21	TBD	TBD	Administrative /Finance Assistant		-
Support Staff					
22	Saylee	Moses	Caretaker		01 Jun 2012
23	Johnson	Frederick	Head Driver		01 Jun 2012
24	Dukuly	Abraham	Driver		01 Jun 2012
25	Habah	John	Driver		01 Jun 2012
26	Weltee	Othello	Driver		08 Oct 2012
27	Boykai	Joel	Driver		01 Jun 2012
28	Goflee	Evelyn	Caretaker	CJPS	01 Oct 2013

Full-time PROSPER 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	Dugbeh	Sam	Field Office Administrator		3 Dec 2012
3	Kollie	Henry	Driver		02 Jan 2013
4	Paypay	William	Coordinator	NAEAL	
5	Mahn	Robert	Mobilizer – Zor	NAEAL	
6	Gomah	Marcus	Mobilizer - Sehyi	NAEAL	
7	Nyumah	John	Mobilizer - Gba	NAEAL	
8	Saye	Ruth	Coordinator	CJPS	

9	Sayekea	Ophelia	Mobilizer - Gba	CJPS	
10	Baimie	Chyrrei	Mobilizer - Sehyi	CJPS	
11	Deemie	Michael	Mobilizer - Zor	CJPS	
12	Dahn	Julius	Caretaker	CJPS	01 Oct 2013
13	Zonen	Leona	Field Facilitator - Sehi	ACDI/VOCA	
14	Kerkula	Thomas	Coordinator	ACDI/VOCA	
15	Mynen	Joe	Field Facilitator - Zor	ACDI/VOCA	
16	Zayzay	Joseph	Extension Officer - Sanniquellie	FDA	

Full-time PROSPER 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 Jun 2012
2	Maximore	Gibson	Field Office Administrator		01 May 2014
3	Gant	Garretson	Driver		05 Nov 2012
4	Brisbane	Joseph	Coordinator – Tappita	NAEAL	
5	Sherman	Magdelene	Mobilizer - Gbear Gblor	NAEAL	
6	Dweh	Oliver	Mobilizer - Boe-Quilla	NAEAL	
7	Kabakollie	Isaac	Mobilizer - Kparblee	NAEAL	
8	Gayflor	Joseph	Mobilizer - Sehzieplay	NAEAL	
9	Younquoi	Viola	Coordinator	CJPS	
10	Coleman	Joseph	Mobilizer - Gbear Gblor	CJPS	
11	Seh	Bendu	Mobilizer - Sehzieplay	CJPS	
12	Yoko	Daniel	Mobilizer - - Boe-Quilla	CJPS	

13	Sangar	Martin	Mobilizer - Kparblee	CJPS	
14	Gibson	Sam	Caretaker	CJPS	01 Oct 2013
15	Quaye	Sampson	Coordinator Tappita	ACDI/VOCA	
16	Wehyie	Patrick	Field Facilitator - Boe-Quilla	ACDI/VOCA	
17	Kamara	Mcdonald	Field Facilitator - Kparblee	ACDI/VOCA	
18	Dwana	John	Argo Forestry Ranger - Tappita	FDA	

Full-time PROSPER 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	Ville	James	Field Office Administrator		28 Aug 2012
3	Manobah	Folley	Driver		16 Oct 2012
4	Kenedy	Winifred	Coordinator	NAEAL	
5	Gorvego	Roland	Mobilizer District 4	NAEAL	
6	Bloh	Eric	Mobilizer Barconnie	NAEAL	
7	Folley	Isaac	Coordinator	CJPS	
8	Josiah	Joe Benson	Mobilizer - District # 4	CJPS	
9	Robertston	Davids	Mobilizer - Barconnie		
10	Johnson	Rufus	Caretaker	CJPS	01 Oct 2013
11	Johnson	Nathaniel	Coordinator	ACDI/VOCA	
12	Newman	Kollie	Field Facilitator District #4	ACDI/VOCA	
13	Kpainay	Joseph	Regional Extension Officer, Grand Bassa County	FDA	
14	Johnson	Boima	Agro Forestry Ranger District # 4	FDA	

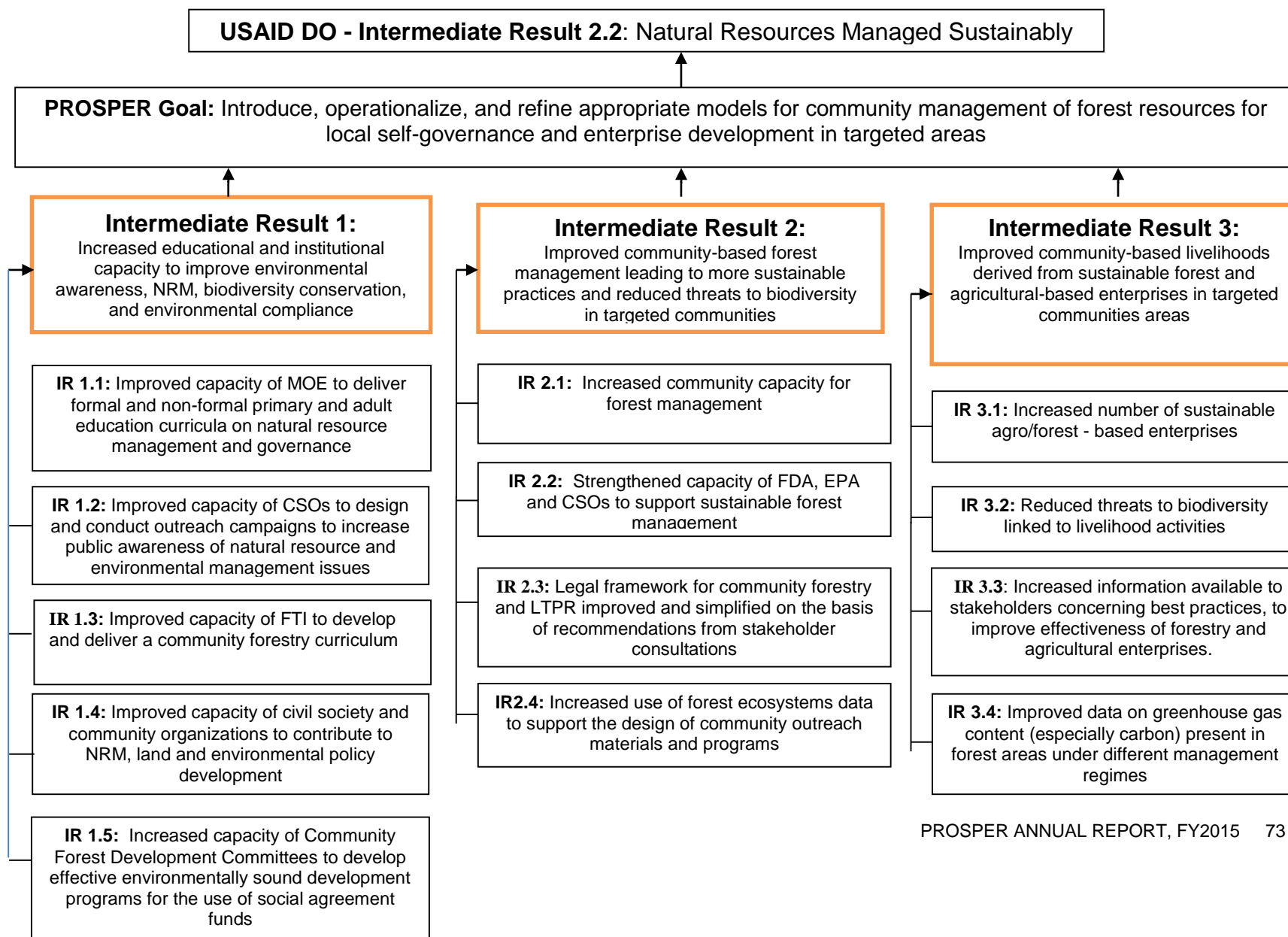
ANNEX 2: LIST OF REPORTS SUBMITTED

REPORTS SUBMITTED FY 2015

Title	Reference (Deliverable/Reporting Requirement)	Submission Date	Approved
Agricultural Value Chain Assessment	D-2b	October 14, 2014	8-Nov-14
FY15 Annual Work Plan & Budget	RR-1	October 15, 2014	19-Nov-14
Wood-based Enterprise Development Opportunities at PROSPER Pilot Sites -STTA Report	RR-12	October 16, 2014	NA
Year 2 Annual Report	RR-8	October 31, 2014	Pending - 19 Dec 2104
FY14/Q4 Quarterly Financial Report	RR-6	October 31, 2014	NA
FY15/Q1 Quarterly Accruals Report	RR-7	December 15, 2014	NA
FY15/Q1 Quarterly Report	RR-5	February 10, 2015	15-Jul-15
FY15/Q1 Quarterly Financial Report	RR-6	February 10, 2015	NA
Sustainable Timber Management - STTA Report	RR-12	March 6, 2015	NA
Three Policy Briefs - V. Litz	D-26b	March 12, 2015	12-Jun-15
FY15/Q2 Quarterly Accruals Report	RR-7	March 12, 2015	NA
FY15Q2 Quarterly Report	RR-5	May 6, 2015	15-Jul-15
FY15/Q2 Quarterly Financial Report	RR-6	May 6, 2015	NA

CRL Harmonization Report; Draft of Suggested Regulations; & Debrief PPT to USAID - STTA Report	RR-12	June 10, 2015	NA
Three Policy Briefs - P. Aldinger, S. Malpani	D-26c	June 19, 2015	1-Jul-15
FY15/Q3 Quarterly Accruals Report	RR-7	June 28, 2015	NA
Series of brochures, radio programs, community theater, and video products developed to educate the Liberian public in community forest development, land tenure and rights, and environmental awareness	D-11	July 2, 2015	30-Sep-15
Environmental Curriculum Materials for MoE	D-4	July 9, 2015	30-Sep-15
Public Outreach and Awareness Manuals	D-6	July 10, 2015	30-Sep-15
Annual Revision of FTI Curriculum, K. Bauer	D-8a	July 10, 2015	30-Sep-15
Annual Revision of FTI Curriculum - STTA Report	RR-12	July 10, 2015	NA
Draft of laws, regulations or policies for enactment by necessary GoL legal authorities in support of secure land tenure and property rights for communities in forested areas of Liberia are developed/revised and disseminated in collaboration with stakeholders	D-14a	July 16, 2015	30-Sep-15
FY15/Q3 Quarterly Report	RR-5	July 23, 2015	30-Sep-15
FY15/Q3 Quarterly Financial Report	RR-6	July 23, 2015	NA
FY15/Q4 Quarterly Accruals Report	RR-7	September 28, 2015	NA
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	D-23	September 29, 2015	NA

ANNEX 3: PROSPER RESULTS FRAMEWORK



ANNEX 4: EXPLANATION FOR PROSPER FY15 TARGET ATTAINMENTS +/-10% OF PROJECTIONS

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
I.1 Number of institutions with increased capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance – <i>Custom/Outcome</i>	3	0	0%

For FY 15, the program targeted (3) three institutions: Community Forestry Working Group (CFWG), Ministry of Education (MoE) particularly the department of Primary Schools Curriculum Development, & Forestry Development Authority (FDA) particularly the department of Community Forestry with the intention of increasing their capacity to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance. Tools were developed to measure the increase in capacity but the program was not able to measure the increase in capacity for FY 15 due to programmatic changes at PROSPER due to Ebola.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
I.3.1: Number of technical/vocational students trained in revised FTI curriculum incorporating community forestry elements – <i>Custom/Output</i>	40	0	0%

The program target for FY 15 was 30 technical/vocational students trained in revised FTI curriculum incorporating community forestry elements. We had a shortfall in attaining the target in quarter four because the students have to go on their annual school break.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
I.3.2: Number of individuals supported by program to conduct applied research at one or more of the program's pilot sites – <i>Custom/Output</i>	5	0	0%

The program target for FY 15 was 5 individuals supported by the program to conduct applied research at one or more of the program's pilot sites. PROSPER is bringing in an STTA in FY 16 who will work in the field with the students to enable them understand what they will be researching.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
1.4.1: Number of policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management – <i>Custom/Output</i>	6	4	66.7%

The program target for FY 15 was 6 policy briefings and presentations made to national leadership by forestry stakeholders regarding LTPR and forest resource protection and management. We achieved a lower number of 4 which can be attributed to surge of activities in the field ranging from SER Surveys, CF Demarcation, KAB Baseline and Endline Survey, etc. In addition to this, the Internal DQA exercise revealed that one of the three presentations for FY15Q2 was not really a presentation, but rather a statement.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
4.8.1-26 (a): Number of hectares in areas of biological significance under improved management as a result of USG assistance (ref: 2.1) – <i>FACTS/Outcome</i>	0.0 h	0	0%

USG assistance in FY15 included support for participation of Zor and Gba community leaders in deliberations of NNBSG on co-management of the East Nimba Nature Reserve. There was no new area of biological significance under improved management as a result of USG assistance for FY13 and FY14, except for the same area in the ENNR. The target for the life of the PROSPER contract is 13,500 h. The target has been met.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
4.8.1-26 (b): Number of hectares under improved natural resource management as a result of USG assistance (ref: 2.1.1) – <i>FACTS/Outcome</i>	25,000 H	00 H	0%

Currently, the PROSPER is supporting the Zor, Gba and Blieh communities to manage their community forest areas in Northern Nimba County. The total of 12,591 hectares of community forest area is under improved management. The program envisaged target for FY15 was 25,000 hectares of new community forest area to be under improved natural resource management as a result of USG assistance in Grand Bassa and Lower Nimba Counties respectively but we were unable to achieve the target due to the national moratorium on the approval of applications

for Community Forest Agreements by the FDA and the transition at the Forestry Development Authority. The process for approving new CF applications has been difficult for the FDA while PROSPER has continued to assist them in streamlining the processes.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
2.1.3: Number of community members who have applied conflict management skills to manage land conflict issues – <i>Custom/Outcome</i>	30	22	73.3%

For FY 15 we anticipated working with 30 community members who have applied conflict management skills to manage land conflict issues over the period of time. Due to the delays caused by the FDA in proceeding with the development of the CF's, specifically the delay in the demarcation exercises, application of conflict management skills did not occur. It is anticipated that PROSPER will meet this goal in FY16.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % 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 – <i>Custom/Output</i>	0	42	420%

During the FY 15 period, we did not set any target taking into consideration the number of training conducted for the past two years. However, as there was urgent need to get FDA, EPA and partner CSO more involved into the practical steps of the CF demarcation across the three project site (Grand Bassa, Northern Nimba, and Southern Nimba) we acted swiftly in conducting some basic training.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
4.8.1-7 Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance (ref: 2.3.1) – <i>Custom/Outcome</i>	12	3	25%

Only 3 of the anticipated target of 12 was achieved. This shortfall can be attributed to Q1 and Q2 problems affecting the country because of Ebola.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
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 – <i>Custom/Output</i>	10	7	70%

The program targeted 10 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. We had a lower actual number of 7 that can be attributed to PROSPER not accurately realizing the implementation schedule for KAB survey on threats to biodiversity monitoring when developing the targets.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
3.1.1: Number of new agribusiness/forestry enterprises formed to support program-assisted value chains -- <i>Custom/Output</i>	8	15	187.5%

The target of 8 new agribusiness/forestry enterprises was hope to be reached this year. On the contrary we received more applications than anticipated from Southern Nimba with the commitment of 10 new enterprises agreeing to pay 30% of the cost for the Freedom Mill Machine.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
4.5.2-7: Number of individuals who have received USG-supported short-term agricultural sector productivity training (3.2.1) – <i>FACTS/Output</i>	400	351	87.75%

Reaching the target 400 for FY 15 was quite challenging and difficult to be achieved. The LOP for this year was set as a target to be achieved in quarter 4. This in itself was a major challenge to the Livelihood component and getting the targeted beneficiaries.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
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3.2.2: Number of farmers and others who have applied new technologies or management practices as a result of USG assistance – <i>FtF/Outcome</i>	120	99	82.5%
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The target for FY 15 couldn't be achieved as expected. Though, we had 10 new enterprises in Southern Nimba, on the contrary the rainy season was one of the major factors to seeing farmers not using the new technology (freedom mill) because of the late season distribution of the technology. This shortcoming can be attributed to the Ebola crisis which lasted most of the dry season, when this technology would have been applied.

Performance indicators and types	FY 15 Target	FY 15 Actual	FY 2015 % Actual vs Target
3.3.1: Number of extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders -- <i>Custom/Output</i>	2	1	50%

The target of 2 extension publications disseminated through the Agriculture Coordinating Committee and other national and local fora to interested stakeholders at the end of FY 15 was achieved by 50%. During the distribution of the cassava processing guide in Nimba, the livelihood component also distributed the Palm Mill processing guide that was develop in March 2013 for new group in Southern Nimba.

ANNEX 5: DELIVERABLES

During FY15, the following deliverables were scheduled for submission:

Activity Reference	Del. No	Deliverable	AWP FY15 Due Date	Revised DUE DATE per FY16 AWP	STATUS	COMMENTS
2.1/1.2	15	Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia	30-Nov-14		Approved	COR approved 30 Jun 2015. Submitted 3 June 2015 via RFA and 2 CD's
2.3	26b	Deliverable 26 - Three Policy Briefs	15-Dec-14		Approved	COR approved Jun 12, 2015. Submitted 7 MAY 2015
1.1	4	Environmental curriculum materials developed and copies made available to the MoE for use in Liberian schools.	31-Jan-15		Approved	COR approved 29 Sept, 2015 via email
1.2	11	Series of brochures, radio programs, community theater, and video products developed to educate the Liberian public in community forest development, land tenure and rights, and environmental awareness	15-Feb-15		Approved	2 CD's submitted to COR on 10 July 2015. COR approved 29 Sept, 2015 via email
1.2	6	Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders	30-Apr-15		Approved	COR approved 29 Sept, 2015 via email
2.3	26c	Deliverable 26 - Three Policy Briefs	6-May-15		Approved	COR approved Jul 1, 2015. Submitted 19 June 2015
2.3	14a	Deliverable 14 - Regional and National Workshops developed	31-May-15		Approved	COR approved 29 Sept, 2015 via email
1.3	8a	Annual Revision	30-Jun-15		Approved	COR approved 29 Sept, 2015 via email

1.1	23	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	15-Feb-15		Submitted	Submitted to USAID on 29 Sept 2015
2.1	12	Community Forest Management Handbook that outlines the development, registration, operations, and management of community forests is developed and made available to communities, FDA, civil society, Private sector actors, and other stakeholders.	31-Jan-15	FY16Q1	Incomplete	This is currently being completed by STTA. Scheduled for submission is FY16Q1
2.4	13a	Annual revision of Deliverable 13	30-Nov-14	FY16Q1	Incomplete	Because of Ebola we were unable to find a Biodiversity Sub-K. It is anticipated that FFI will perform the work for 13a in FY16Q1.
3.1	16	Agriculture and Community Forest Enterprise Management Manual developed that provides overall guidance to individuals and organizations in the development of sustainable natural resource-based enterprises.	6-May-15	FY16Q1	Incomplete	This deliverable is nearly complete and is being worked on by ACDI. A draft has already been reviewed and a final draft is expected to be submitted by the end of FY16Q1
3.1/1.2	17	Series of brochures, radio programs, community theater, and video products developed to support community-based forest product and agricultural enterprises in Liberia	6-May-15	FY16Q1	Incomplete	Comp 1 & 3 are compiling the information for this deliverable. Materials are complete or nearing completion. Expected beginning of FY16Q1
1.1	24	Year 1 Education Review Workshop with the CDWG to review lessons learned, best practices, and to assess the development of formal and non-formal curricula	15-May-15	FY16Q2	Incomplete	This deliverable follows the completion of Deliverable 4, above. An

						assessment will follow submission
1.2	11a	Assessment of Deliverable 11	30-Aug-15	FY16Q2	Incomplete	This deliverable was submitted to USAID on 10 July 2015. Pending acceptance, an assessment will be complete in FY16Q3
2.1/1.2	15a	Assessment of Deliverable 15	5-May-15	FY16Q2	Incomplete	This deliverable is currently being used in the information campaign. An assessment will be conducted FY16Q3 as it was just approved in June 2015.
2.4	13b	Annual revision of Deliverable 13	30-Sep-15	FY16Q4	Incomplete	The assumption was that we could have done 13a in FY15Q1 through an FFI /STTA and then revise at the end of the year to produce 13b. Because of Ebola we were unable to find a Biodiversity Sub-K. It is anticipated that FFI will perform the work for 13b in FY16Q4.
3.1/1.2	17a	Assessment of Deliverable 17	30-Sep-15	FY16Q4	Incomplete	An assessment will be completed after submission of deliverable. Expected in FY16Q4

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