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# PROSPER

PEOPLE, RULES AND ORGANIZATIONS SUPPORTING THE  
PROTECTION OF ECOSYSTEM RESOURCES

**ANNUAL WORK PLAN, FY 2014**

October 2013

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

This report was prepared for the United States Agency for International Development, Contract No. AID-669-C-12-00004 People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER) Project

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## People, Rules and Organizations Supporting the Protection of Ecosystem Resources

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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	Arcelor Mittal Liberia
APM	Advanced Participation Methods
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
BCC	Behavior Change Communication
BGF	Big Gio Forest
BOTPAL	Botanical Products Association of Liberia
CA	Community Assembly
CDA	Cooperative Development Association
CDC	County Development Committee
CDSC	County Development Steering committee
CDWG	Curriculum Development Working Group
CFDC	Community Forestry Development Committee
CF	Community Forestry
CFG	Community Forest Guard
CFMA	Community Forest Management Agreement
CFMB	Community Forestry Management Body
CFOC	Community Forest Organizing Committee
CFWG	Community Forestry Working Group
CI	Conservation International
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
DCOP	Deputy Chief of Party (PROSPER)
EA	Educational Advisor (PROSPER)
EOA	Education and Outreach Assistant (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
FEWG	Forestry Education Working Group
FFI	Fauna and Flora International
FFS	Farmer Field School
FMC	Forest Management Concession
FO/HOO	Forestry Officer/Head of Field Office (PROSPER)
FTI	Forestry Technical Institute
GAP	Good Agricultural/Agroforestry Practices
GIO	Gender Integration Officer (PROSPER)
GOL	Government of Liberia
IEE	Initial Environmental Examination
IT	Information Technology
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)
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
MDA	Minerals Development Agreement
MOE	Ministry of Education
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
NRM	Natural Resource Management
NTFP	Non-timber Forest Product
ODGA	Organizational Development and Governance Advisor
PROSPER	People, Rules and Organizations Supporting the Protection of Ecosystem Resources
PUP	Private Use Permit

RWG	Rice Working Group
SADS	Skills and Agricultural Development Services
SAMFU	Save My Future Foundation
SCFA	Senior Community Forestry Advisor (PROSPER)
SCNL	Society for the Conservation of Nature in Liberia
STEWARD	Sustainable and Thriving Environments for West African Regional Development
STTA	Short-term Technical Assistance
TSC	Timber Sale Contract
UNMIL	United Nations Mission in Liberia
USAID	United States Agency for International Development
USFS	United States Forest Service
VPA	Voluntary Partnership Agreement

## INTRODUCTION AND BACKGROUND

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

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

To implement PROSPER Tetra Tech ARD has assembled a consortium composed of Liberian<sup>1</sup> and international partners<sup>2</sup> with distinct skill sets and extensive experience in Liberia. Working with and through stakeholder partners (including educational institutions, government agencies, civil society organizations, private sector partners, community-based organizations, communities, and other donor programs), at all levels of implementation (i.e., national, landscape, and community), PROSPER is designed to improve human, legal, regulatory and institutional capacities in environmental awareness and wise stewardship of natural resources with the aim of extending community-based forest management as well as community-based forestry and agricultural enterprise development throughout Liberia.

At the national level PROSPER builds institutional capacity to support community forestry through close coordination and technical support to the Forestry Development Authority (FDA) and curriculum development assistance to the Forestry Training Institute (FTI). The program helps to inform and improve policies concerning natural resource management, land tenure and property rights and the environment, by creating opportunities for communities and practitioners to share their experiences with national-level decision-making actors. To increase environmental awareness, PROSPER builds the capacity of government and civil society organizations to design and conduct effective public outreach campaigns, and is assisting the Ministry of Education to strengthen primary formal curriculum through the integration of appropriate environmental themes and the development of instructional materials. This year, particular efforts will be made to support the development of the CFWG as a rights forum by providing planning and training activities related to outreach campaigns, and designing monitoring systems and standard operating procedures to implement the CRL. Curriculum developed in Year 1 for primary schools will be finalized, printed and provided to the Ministry of Education for use in Liberia's primary schools and FTI's community forestry curriculum will be rolled out with continued support from the PROSPER program.

At the landscape and community levels, PROSPER works with communities, local government and other stakeholders in northern Nimba County at three sites (Zor, Gba, and Bleih community forests) that were established under LRCFP. During Year 1, PROSPER extended its work in northern Nimba to a fourth

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<sup>1</sup> Center for Justice and Peace Studies (CJPS), National Adult Education Association of Liberia (NAEAL)

<sup>2</sup> ACDI/VOCA, Agribusiness in Sustainable African Natural Plant Products (ASNAPP), dTS Inc., Fauna and Flora International (FFI), and Rutgers University

site (Sehyi). PROSPER is currently facilitating a process that would allow the proposed Sehyi community forestlands to be integrated into the existing Gba community forest management agreement (CFMA), and the governance bodies restructured to ensure equitable representation of both communities. During Year 1, PROSPER added an additional landscape in southern Nimba County (Tappita District, Big Gio Forest) comprising four sites and two landscapes in Grand Bassa representing an additional two sites. In Year 2, PROSPER will support the two Grand Bassa sites and two of the four local communities in the Tappita District (Gblor-Gbeah and Kparblee) to develop forest governance institutions, adopt more sustainable management practices, and diversify livelihood options through the creation of forest-based enterprises. In the other two proposed Tappita District CF sites (Boe-Quilla and Sezuplay), the discovery of extensive, unauthorized settlements in the Big Gio Forest areas initially targeted for management as community forests, presents obstacles to successful CF establishment. The situation in the Sezuplay clan area is further complicated by the disclosure of a deed that may convey agricultural development rights to the community.

During Year 2, PROSPER will work with the FDA and the concerned communities to raise awareness concerning forest and land use management and offer support for livelihood diversification in an effort to slow forest degradation and to establish a buffer zone for the more intact forests on the eastern side of Big Gio Forest. The deed will be verified to determine the scope of community rights, and PROSPER will facilitate discussions between the FDA and the communities on the western side of the BGF to determine whether the community should proceed toward authorized community forestry status, or merely classify their forest area as a community forest. Both approaches will require land use planning efforts, but the processes will be somewhat different and will require on-going support from PROSPER and FDA.

In Year 2, PROSPER will pursue efforts to promote the development of sustainable agriculture- and forest-based livelihoods and enterprises that represent viable alternatives to activities that currently drive deforestation in PROSPER's work zones. Building on lessons from Year 1, PROSPER will expand its strategically-targeted technical assistance to Griffonia entrepreneurs and cassava processing groups to improve the viability of their operations. PROSPER will refocus Component 3 resources on the promotion of cocoa farm rehabilitation and oil palm processing – activities that present better economic opportunities in the current market for residents of forest communities. Initial interventions will aim at revitalizing non-productive tree crop small holdings, providing their owners with alternatives to shifting cultivation.

PROSPER's Results Framework (Annex 1) is based on the causal and logical linkages between proposed activities (inputs), performance indicators (outputs, outcomes, and impacts), program objectives, sub-intermediate results, PROSPER's goal, and higher-level USAID/Liberia Intermediate Result 2.2, "Natural Resources Managed Sustainably" and Development Objective 2, "Sustained, Market-Driven, Economic Growth to Reduce Poverty." In line with USAID/Liberia programming, PROSPER will contribute to multiple technical areas. The outcomes and results achieved under Objective 1 will contribute to USAID's Education Development Objective. Objective 3 will contribute to Intermediate Result 2.1.2, "Agricultural Sector Growth Supported," under USAID/Liberia's Economic Growth Development Objective. Lastly, Objective 2 will contribute to USAID/Liberia's Democracy and Governance Development Objective.

### **Annual Work Plan - FY 2014**

The present Annual Work Plan document provides a succinct narrative description and timelines for the set of interrelated activities identified by the PROSPER team as necessary to achieve the contractual results, outcomes, and deliverables of the program during Fiscal Year 2014 (October 1, 2013-September 30, 2014). This period corresponds to the second full fiscal year of the program (launched in May 2012), which we will refer to it as Year 2.

The PROSPER Annual Work Plan is a contract deliverable which provides USAID with information on proposed activities and accomplishments and a tool for monitoring expected progress towards achieving program results. The Plan serves the PROSPER implementation team as a comprehensive guide and calendar that facilitates the efficient allocation and management of program assets and resources. It is a living document, however, that will be revised as needed during the year, in consultation with USAID, to allow the program to take advantage of new insights and opportunities, as well as to find solutions to obstacles that may arise.

While many of the Year 2 activities presented in this document build directly on processes launched and results achieved during the first year of implementation, the FY14 work plan also includes a number of strategic reorientations. These changes – some driven by evolutions in the larger socio-political and economic context of Liberia’s forestry sector, and others by ongoing analysis and reflections by USAID and the PROSPER team on ‘what is working and what is not’ – are described in the “Strategic Adaptations” section of each of the three components.

The present document is the fruit of a collective effort by PROSPER staff, implementing partners, USAID representatives, and key Government of Liberia counterparts to identify, prioritize, define, and schedule the main activities required in FY 2014 across all three PROSPER program components. The preparation of this year’s work plan involved three major steps: 1) a retreat for PROSPER staff (August 19-21) to review execution of the FY13 work plan, analyze lessons learned, and identify priorities for FY14; 2) a formal work planning workshop organized in Monrovia from September 4-6 involving PROSPER staff, implementing partners, Government of Liberia counterparts, and community representatives, resulting in the production of a detailed first-draft work plan; 3) a series of consultative meetings (week of September 16-20) between USAID and senior PROSPER technical team to review and discuss the draft work plan and clarify questions concerning proposed activities and implementation strategies.

Three documents – PROSPER’s Statement of Work, Deliverables Schedule, and Performance Monitoring Plan – served as the principal references for the work planning effort. PROSPER’s Component heads prepared the technical sections of the work plan under the direction of the Deputy Chief of Party. The work plan takes into account a number of guiding principles and practical considerations emphasized by participants during the PROSPER technical retreat and work planning workshop including: working with and through Liberian institutions to build capacity and sustainability; systematic documentation of processes modeled, training conducted, and lessons learned; more realistic scheduling to take into account the time required to build community awareness, consensus, and commitment on complex and sensitive matters; managing expectations of partner communities with regard to livelihood component activities in particular. As noted in the sections that follow, Year 2 will also be marked by efforts to intensify activity monitoring, with particular emphasis on institutional capacity building, environmental impacts, and effectiveness of outreach and awareness-raising.

## ***STRUCTURE AND CONTENT OF THE WORK PLAN:***

While the reinforcement of linkages among PROSPER’s three components is a key, underlying principle of the FY14 Work Plan, for practical purposes the document is organized by component. Each component section provides a summary of the key results and deliverables to be attained during the year, a summary of key accomplishments made during Year 1 of implementation, a description of strategic adaptations in the component approach, and a narrative description of the work that will be undertaken for each of the main activities that comprise the component, highlighting the purpose, geographic focus, and resource

requirements of each activity. The narrative description of each component is followed by a matrix that provides additional details concerning the main tasks that the PROSPER team identified as necessary to execute the activity and the sequence, duration and timing of their implementation. Where relevant, the Work Plan distinguishes between activities to be undertaken in the *newly-selected* sites and activities planned in the three, *mature* northern Nimba community forestry sites that were established under predecessor projects (LRCFP and LFSP).

The budget accompanying the FY14 Work Plan will be submitted separately.



## **COMPONENT 1: EDUCATION, OUTREACH AND AWARENESS**

### **COMPONENT STATEMENT FOR YEAR 2**

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 civil society organizations (CSOs) to increase public awareness of natural resource and environmental management issues; and support the Forestry Training Institute to develop and deliver a community forestry curriculum.

### **ACCOMPLISHMENTS IN YEAR ONE**

PROSPER achieved several significant successes under Component 1 during the first year of implementation. Seventy-two illustrative lesson plans that integrate environmental education topics into the national core curriculum were drafted for use in primary schools. The lesson plans were the product of a collaborative six-month process that involved six Liberian primary schools teachers and four MoE curriculum specialists. The lesson plans were refined by PROSPER and the MoE based on the results of extensive pre-testing conducted at PROSPER sites – a process in which students, 30 teachers, 15 principals, five District Education Officers, two County Education Officers and MoE curriculum specialists participated (a report of the pre-testing will be submitted in December 2014 in fulfillment of Deliverable 3). The lesson plans will be finalized in the first quarter of FY14.

PROSPER worked closely with FDA and CSO members of the Community Forestry Working Group to plan and carry out a first annual outreach campaign focused on the theme “Make Community Forestry Rights Real.” The campaign entailed high-profile launch ceremonies in northern and southern Nimba County and in Grand Bassa, followed by a rollout process at the community level in all three zones. Main features of the campaign included radio talk-shows, music, drama, cultural performances, video and the distribution of a variety of practical informational materials, including booklets on the Community Rights Law and Regulation.

Throughout the course of preparing the outreach campaign, PROSPER offered both classroom and hands-on training opportunities to members of the CFWG. Topics included behavioral change communication, video shooting, and effective messaging in preparation for development of materials and products for the campaign. The CFWG worked closely with the Component 1 team to plan and implement the campaign with the realization that the CFWG would be assuming an increased leadership role in preparing the Year 2 campaign.

During Year 1, PROSPER also supported the expansion of CFWG’s role in community forestry support to the FDA. Following a request from the FDA to design an approach to screen community forestry applications and to reach applicant communities with education on the Community Rights Law (CRL), PROSPER helped the CFWG to develop such a process, and is presently assisting the CFWG to design an education process for implementation in Year 2.

At the Forestry Training Institute, PROSPER carried out an assessment of the content and sequencing of FTI's existing forestry curriculum and its capacity to implement it. The assessment results guided PROSPER in the development of a set of 10 detailed modules and accompanying syllabi comprising a draft CF curriculum which will be piloted by FTI beginning in January 2014. PROSPER also collaborated with Fauna and Flora International (FFI) on elements of their conservation courses to be included in the CF curriculum. The assessment was also used to provide capacity-building support to FTI, including training of teachers in modern participatory teaching techniques, planning and implementation of internships and field assessments. To support student learning and expand access to resources, an FTI website and a database of over 250 teaching and learning materials were developed. FTI instructors continue to practice their newly-learned teaching techniques and to upgrade their abilities to use the website (<http://liberiafti.wordpress.com/>) and database/digital library (<http://liberiafti.wordpress.com/readings/>)

### **STRATEGIC ADAPTATIONS IN COMPONENT APPROACH**

The Year 2 work plan incorporates several changes in the approach and focus of Component 1 that have been approved by the COR and discussed with MoE and FTI partners. Most significantly, PROSPER's support for primary, formal and non-formal school curricula (Activity 1.1) will be brought to a close in Quarter 3, after PROSPER has successfully completed the environmental curriculum, lesson plans and teaching/learning materials (currently under development) and successfully introduced the package to pilot schools in the program's target zones. Conversely, increased emphasis and resources will be devoted to the development and execution of the annual outreach campaign (Activity 1.2). Underlying these changes are two main considerations: 1) Witnessing events in the forestry sector over the course of Year 1, USAID and the PROSPER team realized that Liberia's community forest lands are under intense pressure from several quarters and that *urgent and extensive* public information and awareness-raising efforts are needed to effectively counter it; 2) While strengthening environmental content in the primary, formal and non-formal school curricula is a worthwhile endeavor, introducing such an innovation in a huge, under-resourced and overburdened institution as the Ministry of Education, will place a significant demand on PROSPER's small Component 1 team. And even if the MoE were able to mobilize the resources needed to roll out the strengthened curriculum on a large scale (which is not evident), the building of a more environmentally conscious population is a long-term process that would take many years of education to bear fruit. Other strategic adaptations to the Component 1 approach in Year 2 are summarized below.

*Changes in primary school curriculum strategy (Activity 1.1):* While work with MoE on the primary curriculum development progressed significantly through Year 1, the process unearthed a deeper degree of human resource, logistical and management deficiencies within the education sector than was anticipated. Most significantly, it emerged through the pre-test process that teachers will need more support materials to effectively deliver the curriculum than are currently available. This required a shift in the strategic approach used to introduce an implementable environmental curriculum. To address this, in Year 2 Component 1 will focus on developing prototypes for teaching and learning materials and provide an orientation to teachers and MoE officials on their uses. To conduct a full-scale pilot of the primary curriculum with these additional materials would require significant time and resources. This capacity building exercise was designed to demonstrate what could be done by the MoE to integrate environmental education within the national curriculum, but as noted above, PROSPER does not have the resources to carry this further. Nevertheless, to enable the MoE to consolidate the important gains they have made in strengthening the environmental curriculum, PROSPER will assist the Ministry to organize a comprehensive lessons learned workshop at the conclusion of this activity

(Quarter 3). PROSPER will also attempt to assist the MoE to identify other projects or organizations working in primary education -- especially those inclined toward natural resource management or environmental – to encourage their use of the materials developed through this activity.

*Outreach and Awareness (Activity 1.2):* The demand for Liberia’s forests presents formidable challenges for implementation of the legal framework that supports community forestry and sustainable forest management more generally. Investigations into the issuing of forestry permits revealed that more than 2 million hectares of primary forest were licensed for harvesting under limited regulation and invalid licenses, many of which were signed by communities ignorant of their rights to own and manage their forest resources. These investigations shone a spotlight on the threats pressing on Liberia’s forests and forest-dependent populations, and raised questions that challenge the assumption that community forestry can be a viable management option in Liberia. To counter this, robust efforts are needed to increase awareness regarding community rights over forests of both communities and the agencies responsible for regulating forests. Failure to create a more informed population or to support the Government of Liberia in the legal implementation of community forestry will result in continued erosion of community rights and the loss of forestlands to unscrupulous investors. Accordingly, in addition to supporting the CFWG to plan and conduct a second annual outreach campaign in Year 2, PROSPER intends to collaborate with PCI-Media Impact, the communications partner of the regional USAID-USFS-funded STEWARD Program<sup>3</sup>, to produce a 52-episode radio drama serial incorporating messages on community forestry, land tenure and property rights, and biodiversity conservation. The radio drama episodes, to be broadcast via the UNMIL radio network, will disseminate information and stimulate informed debate on critical environmental issues throughout the country.

*Support to FTI (Activity 1.3):* The faculty of the Forestry Training Institute made significant gains in their capacity to develop and implement a community forestry curriculum during Year 1. That said, the faculty does not currently have the ability to effectively *deliver* the curriculum – a problem that cannot be addressed through a few workshops. To support the FTI faculty members who will be launching the CF curriculum in January 2014, PROSPER staff will conduct regular monitoring and coaching visits throughout the first and second terms, and facilitate curriculum review workshops. PROSPER will also assist faculty members to use information technologies to access teaching and learning materials.

*Training for communities receiving benefit-sharing funds (Activity 1.5) delayed indefinitely:* Activity 1.5 required PROSPER to develop a handbook (Deliverable 9) to train communities receiving benefit sharing funds from commercial logging and key partners on how to develop more effective and environmentally sound development programs for their communities. Such a manual has been developed by the Environmental Law Institute (ELI). This obviates the need for PROSPER to develop such a document, although refinement and revision through implementation could be done in future years. Unfortunately, it has been reported in the Liberian media and verified by the NBST co-chair that the National Benefit Sharing Trust (NBST) has yet to receive any funds from the Ministry of Finance, although more than \$13 million has been deposited into the Ministry of Finance by commercial logging interests through SGS/FDA. Given this, it is quite possible that the Government will reassess the NBST’s efficacy. In discussions with the COR, it was agreed that until this issue is resolved and income begins to

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<sup>3</sup> The Sustainable and Thriving Environments for West African Regional Development Program (STEWARD) is joint investment of USAID/West Africa and US Forest Service (USFS) to produce a more coherent regional program that addresses transboundary threats to biodiversity as well as capitalizes on regional opportunities to spread best practices, harmonize policies, and address the adverse effects of global climate change.

flow to communities through the NBST mechanism, it is prudent to delay implementation of this activity.

## YEAR-2 PRIORITIES

In Year 2, the education, outreach and awareness component will focus on several key activities including the finalization and printing of the environmental curriculum and support materials. Appropriate packaging of all the materials for easy access and use during the piloting phase will also be crucial. PROSPER will engage top officials in the MoE to build consensus on a viable strategy for piloting the curriculum and supporting its use following the withdrawal of PROSPER. An education review workshop will be conducted to highlight lessons learned and best practices derived from the primary curriculum development process.

The planning of the second annual outreach campaign will build on lessons learned and best practices derived from the first annual outreach campaign. Ultimately, this reinforcement process will culminate in the publication of a “Public Outreach and Awareness Building Manual”. Required outreach planning and implementation skills identified by the lessons learned analysis will be reinforced through training of CFWG members to ensure that campaigns are carried out optimally.

PROSPER will provide technical input in the development of relevant themes and messages for the radio drama serial led by PCI Media Impact. The radio serial will be PROSPER’s key focus for extending outreach to a national audience in Year 2, with specific media support activities in PROSPER sites.

At FTI, PROSPER will make the completed community forestry curriculum document available for use by the faculty. Various activities are planned to support the instructors and students to ensure the effective implementation of the CF curriculum including sustained engagement and mentoring of instructors to enhance their capacity to refine and adapt the curriculum to the needs of FTI and Liberia’s forestry sector.

### 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)

Report on field testing of environmental curriculum materials with MOE staff, other USAID implementing partners, teachers and primary school students in schools in target areas (conducted in FY13) <b>(Deliverable 3)</b>
Education Review Workshop with the CDWG to review lessons learned, best practices, and to assess the formal, adult education and non-formal curricula are revised and tested <b>(Deliverable 27)</b>
Primary environmental curriculum and support materials refined and packaged for piloting by MoE <b>(Results)</b>
Strategy for piloting primary environmental curriculum developed and mobilized <b>(Result)</b>
Education review workshop conducted, highlighting lessons learned and best practices in the primary curriculum development process <b>(Result)</b>

#### Description of Activity:

In the first and second quarters, PROSPER will continue to work with the Curriculum Division of the MoE and with Rutgers University to develop and finalize teaching and learning materials,

especially posters, for inclusion in the curriculum package. The environmental curriculum and accompanying lesson plans and posters will be packaged in booklet form for ease of access and use. The prototypes of the posters will be formatted in easy-to-use electronic formats and samples of the standard display versions will be printed for use in the pilot.

PROSPER will step up its engagement with top officials of the MoE to improve communication on the process and to build consensus on a viable strategy for the MoE to pilot the curriculum without PROSPER support. PROSPER will liaise with the Environmental Protection Agency concerning its new initiative to support environmental curriculum, and will attempt to identify other projects or organizations working in environment and natural resources and primary education that may be interested in assisting the MoE to extend the use of the environmental curriculum package developed with PROSPER.

Once the curriculum materials have been finalized and printed, an orientation workshop for the piloting of the curriculum will be conducted for teachers from schools in the PROSPER areas and for MoE officials. A one-day monitoring and evaluation training workshop, focused on curriculum piloting, will be conducted for MoE officials participating in the pilot process.

PROSPER will help the MoE to hold a Lessons Learned workshop in the third quarter to capitalize on the innovative processes and tools developed through the primary environmental curriculum strengthening effort. Preparation for the workshop will begin in the first quarter. PROSPER will encourage participants in the curriculum development effort to reflect on skills and experience gained that could inform the successful implementation of similar processes in the future.

**Personnel Resources:**

The L/EDOA will provide overall guidance of the process with support from the Education Advisor (consultant) and his assistant. The Education Advisor role will phase out mid-way through Year 2. The positive relationship that the consultant has with the MoE over the years may be of advantage to facilitate the process. Rutgers University will develop prototype teaching and learning materials. An experienced local consultant will be engaged to facilitate the lessons learned workshop.

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

<b>ANNUAL RESULTS &amp; DELIVERABLES (YEAR 2)</b>
Report on field testing of public outreach and awareness building approaches with relevant GOL agencies, target communities, and other identified stakeholders (conducted in FY13) <b>(Deliverable 5)</b>
Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders <b>(Deliverable 6)</b>
Series of brochures, community theater and video products to educate the Liberian public (developed in FY13) <b>(Deliverable 11)</b>
Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia <b>(Deliverable 16)</b>
Lesson learned and best practices publication developed and incorporated in the approach for conducting the second annual outreach campaign <b>(Results)</b>
Radio programs developed in collaboration with PCI-Media Impact and CFWG for nation-wide broadcast, with specific media support activities in the PROSPER sites <b>(Result)</b>
Increased capacity of CFWG to plan and implement outreach campaigns <b>(Result)</b>

**Description of Activity:**

In FY13, PROSPER developed a series of brochures, radio programs, community theater and video products to educate the Liberian public in community forest development, land tenure and property rights, and environmental awareness. A consolidated package of those materials will be transmitted to USAID in November in fulfillment of contract deliverable no. 11.

Contract deliverable no. 6, “Public Outreach and Awareness Building Manuals”, was due at the close of the first annual outreach campaign in May 2013. Given the delays experienced in starting the campaign, the production of a “Lessons Learned and Best Practices” publication would be a more relevant output and intermediate deliverable. To that end, lessons learned workshops will be conducted in conjunction with the CFWG at county and sub-county levels (Grand Bassa, southern Nimba and northern Nimba) in the first quarter. The workshops will enable the CFWG to reflect on the successes and challenges of the first year campaign and to improve planning and approaches for Year 2. The workshop outputs will contribute directly to a “Lessons Learned and Best Practices” publication. With the assistance of Tetra Tech ARD Monitoring and Evaluation Specialist Robynne Locke, PROSPER’s M&E Unit and the Component 1 team have begun developing a methodology for measuring the effect of the Year 2 outreach campaign on the knowledge, attitude, and behavior of target audiences. PROSPER staff and the CFWG will prepare tools for “before” and “after-campaign” surveys and focus group meetings tied directly to the outreach theme and messages. The M&E Unit will oversee the identification of individuals and groups to be surveyed, the administration of the surveys, and preliminary analysis of results. The submission of the Public Outreach and Awareness Building Manual (deliverable 6) will be deferred until September 2014 to enable PROSPER to incorporate lessons and experiences from the second annual outreach campaign.

While PROSPER continues to work with community radio stations within its project zones, it has become increasingly apparent that urgent forest and environmental management issues need to be directed to a national platform. Pending confirmation of the signature of an MoU between PCI Media Impact and UNMIL Radio, PROSPER will sign a subcontract agreement with PCI Media to develop and broadcast 52 episodes of radio drama focused on community forestry, land tenure and property rights, and biodiversity conservation. The radio drama episodes are expected to be broadcast over UNMIL’s national radio network. The drama broadcasts will be followed by call-in and text-in radio talk shows, led by the CFWG with support from media specialists. In PROSPER sites, special arrangements will be made with community radio stations to host community-based and/or guest panelists to stimulate informed discussion and debates on the messages of the specific episode. Through the PCI Media subcontract, radio station personnel in PROSPER’s work zones will be trained in effective animation of interactive call-in shows. The CFWG will be supported to increase their capacity to plan and implement outreach campaigns. A consensus-building workshop will be conducted to develop the theme, major activities, and key messages of the second annual outreach campaign. This will be followed by a workshop conducted by Tetra Tech ARD’s communication specialist to enhance the technical capacity of the CFWG in effective still photography and video editing, development of picture stories, and effective progress story writing. This will improve the technical ability of CFWG members to refine and repackage existing prototypes of outreach materials and develop new ones where applicable. The second annual outreach campaign will be launched at the three county and sub-county levels, followed by a community-level roll out in early 2014. As part of a deliberate and gradual strategy to build CFWG capacity to plan and implement such campaigns, PROSPER will encourage CFWG members to take the lead in developing meeting agenda, managing meetings and writing minutes and reports. These organizing roles will be encouraged by rotating the CFWG meeting venues, with host institutions taking more leadership roles.

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

**Personnel Resources:**

The COP will manage the sub-contract with PCI Media Impact. The L/EDOA will supervise these activities with support from the COA and inputs from the DCOP. The Education and Outreach Assistant (EOA) will support all of the Component activities. STTA will be used to support BCC and outreach skills/tools development

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

ANNUAL RESULTS & DELIVERABLES (YEAR 2)
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 <b>(Deliverable 8)</b> <sup>4</sup>
Community Forestry curriculum document made available and accessible for use at FTI <b>(Results)</b>
Increased capacity of FTI instructors to implement Community Forestry curriculum <b>(Result)</b>
Increased capacity of FTI Instructors to refine and adapt Community Forestry curriculum to the needs of Liberia’s forestry sector and for FTI as an institution <b>(Result)</b>

**Description of Activity:**

Following up on a teaching methods training and a curriculum refinement workshop conducted for FTI in August 2013, PROSPER will work with FTI faculty to review the final community forestry curriculum document. Key instructions and library copies of the curriculum will be printed, and an electronic copy lodged in the database and FTI website.

PROSPER will develop a monitoring schedule in collaboration with FTI to determine the frequency of in-class observation of the implementation of the CF curriculum, and a feedback system. The Community Forestry Advisor and the L/EDOA will pay regular visits to the FTI to observe delivery of the CF curriculum. Curriculum review workshops will be organized in April and August to improve skills of instructors to refine and adapt content, materials, and teaching techniques to meet the needs of Liberia’s forestry sector and of FTI as an institution. The review workshop in April will be supported by experienced CF curriculum consultant, Dr. Ken Bauer, to ensure that the CF curriculum implementation takes a well-defined trajectory from its inception. During these workshops, PROSPER’s CF Advisor and L/EDOA will support the faculty in elaborating specific technical concepts in the curriculum. Furthermore, PROSPER L/EDOA and FTI’s IT Specialist will provide orientation for teachers and students on the use of the community forestry articles, the text database, and the FTI website. With support from the PROSPER IT

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<sup>4</sup> As currently worded, Deliverable 8 includes “relevant short courses” as part of the CF curriculum to be made available to FTI. During Year 1, however, FTI officials advised PROSPER that they do not want short courses which they are convinced will add unwarranted burdens on the FTI faculty and will not be effective. .

Specialist, the FTI website will be closely monitored to assess the extent to which it is used and materials are accessed.

The faculty will identify guest speakers/ lecturers on specific topics to bring additional perspectives into the classroom. Instructors and students will be encouraged to design and implement field surveys and assessments on relevant CF questions/topics as mini-projects. PROSPER will assess proposed mini-projects and will support the two that best meet the relevance, cost, and technical selection criteria that will be set. The CF Advisor and the L/EDOA will work with FTI Instructors to develop guidelines for designing and implementing internships. Where feasible, FTI students will be given the opportunity to participate in PROSPER field activities that will provide practical experiences relevant to the CF curriculum.

**Personnel Resources:**

The L/EDOA will supervise the implementation of these activities in close collaboration with Community Forestry Advisor/ Specialist of PROSPER. STTA will support the first curriculum review forum. The Education and Outreach Assistant will support the monitoring of this process.

## **COMPONENT 2: FOREST MANAGEMENT AND BIODIVERSITY**

### **COMPONENT STATEMENT FOR YEAR 2**

The overall goal of Component 2 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. As a forest management and biodiversity conservation program, PROSPER's foundational activities are organized under Component 2. Activities under this component seek to build the institutional and human capacity of communities, FDA and civil society organizations (CSO) to implement sustainable forest management (inclusive of biodiversity conservation) while developing and refining the enabling legal framework through inputs from stakeholder implementation experience.

### **ACCOMPLISHMENTS IN YEAR ONE**

Component 2 has achieved several successes in the period between October 2012 and September 2013. In the *mature* CF sites of northern Nimba, PROSPER helped sustain and extend the gains made under LRCFP and LFSP in community-led forest management. Through a wide array of training and technical assistance activities, logistical assistance, and support for community leaders' participation in important consultative meetings, PROSPER has strengthened the capacity of forest governance bodies to monitor and manage the Zor, Gba, and Bleih community forests and to effectively advocate on land and environmental issues affecting them. Most significantly, PROSPER has worked closely with Arcelor Mittal Liberia to provide training in community outreach and basic patrolling and data collection techniques for community forest guards (CFG) in all three community forests in that area. While PROSPER has provided the technical training, AML has provided uniforms, a monthly stipend for the guards, and an office out of which the Community Forest Management Body (CFMB) carries out its day-to-day management functions. Another major accomplishment in northern Nimba involved the final decision to maintain the current boundaries of the Gba Community Forest. This was the result of multiple stakeholder meetings and mapping of interests and settlements by PROSPER staff in collaboration with community members. While resettlement was considered for farms and settlements located within the CF, in the end, it was decided to zone areas for multiple use (as well as conservation), and to manage each of these zones with restrictions on further farming and settlements in the CF.

In the new CF areas, major accomplishments included: completion of biodiversity assessments in all sites; development of village profiles that were used to identify stakeholders, map resources, identify challenges, and better understand the socio-economic dynamics within the community; creation of Peace Committees that communities will use to mitigate future conflicts associated with forest and land use planning; organization of interim CF committees to lead Community Assembly election activities, forest demarcation and other activities prior to the development of a CF Management Agreement (CFMA); identification of potential CF areas; and submission of seven CF applications to FDA. With regard to this latter achievement it should be noted that of the more than 40 applications received by the CF Department of FDA, only the seven originating from the PROSPER sites were compliant with the CRL regulation.

Communities, civil society and FDA continue to gain strength in implementation and policy-related activities. Community members from the northern Nimba area in particular, have found their voices and presented in many forums including national workshops, regional land use

planning meetings, and county development steering committee (CDSC) meetings. The five FDA cadre staff have participated in all PROSPER field activities and are learning-by-doing as envisioned in the PROSPER SoW. At the national level, PROSPER's engagement with civil society through the CFWG has strengthened ties between stakeholders and increased focus on community rights through the "Make CF Rights Real" campaign (see Activity 1.2).

## **STRATEGIC ADAPTATIONS IN COMPONENT APPROACH**

While there have been several notable successes, the forestry sector has faced formidable challenges over the past year that have affected the PROSPER program at both the field and national levels. Most notably, the Private Use Permit (PUP) scandal unearthed abuses within the forestry sector and gross malfeasance involving FDA, MLME and other government officials. This resulted in the removal of high-level officials within the FDA, PROSPER's primary implementing partner. Importantly, most of the claims to private land ownership were based on documents purporting to convey land ownership to communities. While most of these documents appear to be forged, the assumed legitimacy of community ownership served to underscore the fact that most primary forestland that is not currently classified as government production forestland, could be classified as community forest. This was not overlooked by some legislators and industry representatives who, working with communities, submitted more than 40 applications (many from the PUP areas) in 2013 following the President's issue of Executive Order 44 which placed a hold on all PUP operations pending further investigations (interestingly, none of these applications were compliant with the CRL regulatory requirements). The PUP scandal shone a spotlight on bad governance and corruption in the forestry sector, that was reinforced by several highly publicized reports released from Global Witness and the results of an independent audit contracted through the Liberia Extractive Industry Transparency Initiative (LEITI). These were followed closely by a report by Transparency International based on citizen surveys, in which Liberia was identified as one of the most corrupt nations in the world. Together these reports revealed even more violations of law in the allocation of concessions, and the failure of government to protect the rights and interests of local communities.

As a result of these circumstances, PROSPER's main implementing partner, FDA, remains in disarray, with little capacity and few resources to implement an ambitious agenda established through a progressive but unrealistic and financially unsupportable legal framework. The government continues to call for logging despite studies suggesting that the economic benefits are minimal and evidence that the FDA lacks the administrative capacity to ensure that forestry operations are compliant with the law. The recent push to ratify the Voluntary Partnership Agreement (VPA) with the European Union (EU) along with the program support valued at over \$20 will put additional pressure on the FDA to continue commercial logging operations.

All of this suggests that the demand for community forestry is on the increase, while the capacity and political will to implement the law is inadequate and insufficient. For PROSPER and its partner, the CFWG, the PUP scandal provided a compelling theme ("Make CF Rights Real") for the first annual outreach campaign. However, it also presented many challenges to implementation. Most notably, the DCOP devoted considerable time and energy to follow the development of the issue and respond to the ensuing fallout. This entailed pointing out the violations and inconsistencies in the application of law in workshops and other forums to stakeholders, including the Special Independent Investigative Body appointed by the President. It also required rethinking strategies needed to strengthen FDA and CSO capacity to respond to the demand created for CF and to mitigate the possibility of community forests being created without regard to law.

In response to these challenges, PROSPER has modified its strategy in three important ways:

***Emphasize outreach and awareness***

Within this environment, the PROSPER management team developed a strategy with *heavier emphasis on outreach and awareness activities*. In addition, Tetra Tech ARD submitted a proposal to both increase resources for this effort and to increase support to the FDA for capacity building.

***Focus on quality and time management***

Working within this challenging environment, the PROSPER implementation team also experienced difficulties developing realistic timeframes for activities. Some of these challenges were external to the project: three sites (Barcoline in Grand Bassa, and Gba and Bleih in northern Nimba) had to plan around and address the issue of overlapping concessions within their community while the community in District 4 was approached by a member of the Liberian legislature to develop a noncompliant CFMA for logging purposes. Other factors were internal to the project (e.g. new staff required additional time for orientation and understanding; time for consensus building was grossly underestimated by field staff). These circumstances and the need to address related issues resulted in nearly constant field activities even during the rainy season. More importantly, work within this environment provided few opportunities for senior staff to reflect on or document experiences for contract deliverables. Accordingly, in FY14, PROSPER aims to *develop realistic timeframes and allocate sufficient time for activities while at the same time organizing field work so that more of the burden is shifted to junior field staff following orientation and training at centralized locations by project Advisors and Component Leads*. It is hoped that this strategy will both create the space for greater learning and documentation, and will increase the capacity of PROSPER staff and partners.

In order to ensure that field staff is able to effectively engage communities and support the development of CF, PROSPER will *adopt a phased approach to the development of CF in the Big Gio Forest (BGF)*. The BGF covers an area of almost 70,000 hectares, although much of the western area has been converted to farmlands and tree crops or is in a secondary forest phase as fallow farmland. In addition, much of the western area may also be covered by an agricultural development deed. For the next two years, PROSPER will concentrate on developing the governance structure for the more intact forests found in the eastern area of the BGF managed by the Kparblee district communities, and the Gblor-Gbeah clans in Doe District. The Boe-Quilla district community and the Sezuplay clan in Doe District are located on the western side of the BGF. There, outreach and awareness activities and livelihood activities will continue in order to both reduce the degradation of the existing forest and monitor the impacts of these interventions. Because of the degraded state of the forest and the agricultural development deed, PROSPER will continue to work closely with these two communities to assess options for community forestry and to formulate a long-term plan that is acceptable to FDA and the communities. This may include proceeding with authorized community forest status for part of the forest, or merely classifying some areas as community forest in order to secure community rights for the future.

***Modify Landscape Approach in Northern Nimba***

Lastly, PROSPER's collaborative landscape-level approach in northern Nimba required adjustment. One of the cornerstones of this collaboration is a co-management agreement signed between the Zor, Gba and Sehyi communities and FDA. This hard-won agreement between the communities living around the ENNR and the FDA provided communities with a role in managing the ENNR, and provided for discussions regarding a downgrading of its strict nature reserve status so that some NTFP collection could be permitted in the ENNR.

However, in the past year, it has become increasingly apparent that AML's interests and the communities' diverge on many important issues in northern Nimba, including the ENNR. Most importantly, AML along with conservation partners CI and FFI have made it clear that they do not support a downgrading of the ENNR's conservation status despite the fact that it does not comply with the internationally-accepted definition of a strict nature reserve: an area, unaffected by human activity, set aside primarily for scientific research<sup>5</sup>. This position is buttressed by conservation partners in Ivory Coast and Guinea who have signed a tripartite agreement to create a Biosphere Reserve that will include the ENNR and adjacent landscape.

In line with this position, AML sponsored a land use planning workshop in March 2013 in which it was proposed by FDA's conservation department, CI and AML that the co-management agreement be set aside. After lively discussions, the communities agreed to sideline the agreement for a five-year period in order to give AML, its conservation partners, and the FDA the opportunity to develop and implement a management plan for the ENNR. The decision to suspend the co-management agreement has marginalized PROSPER's role in the ENNR which was originally envisioned to support community's understanding and inputs into the development of a co-management plan for the ENNR. Together with the Phase II mining activities planned for 2016-2036 which will result in community resettlement and massive impacts on the Gba Community Forest, communities will have to make difficult land use decisions over the next decade. Information will be critical for community leaders to represent their communities' interests and make informed decisions.

The inclusion of so many stakeholders in the ENNR with very different interests adds another dimension of complication to ENNR management. This has played out over the past year with difficult and often tense relations with AML, CI and the FDA Conservation Department Technical Manager who have publicly questioned whether PROSPER is advocating against the interests of other stakeholders. In response to these concerns, and upon approval of the COR, PROSPER has decided to avoid any active engagement in ENNR management. The role of PROSPER will be limited to providing communities with information to understand and represent their communities' interests and to make informed decisions about their forest resources; and to support communities active engagement in land use management process and decision-making with other stakeholders.

### ***Merge Tasks 1.4 and 2.2***

Activities 1.4 and 2.2 overlap considerably. Although Activity 1.4 concentrates on more policy related matters, and Activity 2.2 focuses on actual implementation experience and knowledge acquisition, both require capacity development and coordination among the key stakeholders that will eventually be responsible for the implementation of community forestry in Liberia. In order to address this overlap, these activities have been merged under Activity 2.2 in this work plan.

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<sup>5</sup> The IUCN guidelines for applying protected area guidelines (IUCN, 2010) are clear that this category, the most strict conservation category, should be applied in areas that are "free of significant direct intervention by modern humans that would compromise the specified conservation objectives for the area". This usually implies limiting access by people and excluding settlements. IUCN also advises that the area should "not require substantial and on-going intervention to achieve its conservation objectives". In contrast, the ENNR was created by an act of legislation in the final days of the Charles Taylor regime without consultation with the local Zor and Gba communities who consider the area their customary land and have farms and settlements within the ENNR. More importantly, the ENNR was extensively mined for more than 30 years with significant impacts to the landscape. Finally, the FDA is completely unable to manage the ENNR for its stated objectives but remains resolute that communities should be excluded from the ENNR. Interestingly, IUCN also states explicitly that IUCN opposes the use of these categories as an excuse for expelling people from their traditional lands.

## YEAR-2 PRIORITIES

In the coming year, the forest management, biodiversity and land tenure component will focus on the development of forest governance institutions at the new sites, while developing inputs that will be used for forest management planning. By the end of Year 2, all communities should have functioning CFMBs and will have initiated forest management planning activities while increasing community awareness regarding the importance of sustainable forest management, the enabling legal framework for community forestry, and community roles and responsibilities. Gender strategies as outlined in the USAID-approved Gender Integration Plan will be used to ensure that women have the opportunity to play a role in the development of institutions and in the collection of information for forest management.

At the more mature Gba and Zor sites in northern Nimba, emphasis will be placed on information collection for better decision-making. This will include support to put in place the permitting system (through which community use of resources can be determined), training in biomonitoring, and continued support to the CFG who are responsible for both community outreach and data collection. PROSPER will continue to develop the capacity of the CFMB to govern community resources and represent their community interests through leadership training and the creation of opportunities to present their experiences to policy makers at the county and national levels.

Field activities will be undertaken in close cooperation with FDA and EPA field staff, giving them an opportunity to “learn-by-doing”. At the national level, PROSPER staff will provide training and information to FDA, CSO and other stakeholders (including the EPA and community leaders) on the CRL and will develop a CF short course for interested practitioners. Policy papers and briefs will be developed in close collaboration with CSO and FDA in order to publicize issues related to CF and land tenure, and to inform policy makers of the need for reform. PROSPER will also work more closely with the Land Commission to develop the legal framework to implement the new Land Rights Policy where there is the opportunity to reform land tenure issues raised through implementation of the CRL.

### Activity 2.1: Build community capacity for forest management

#### ANNUAL RESULTS & DELIVERABLES (YEAR 1)

Community Forest Management Handbook revised/developed and used by stakeholders (**Deliverable 12**)

Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia (**Deliverable 16**)

Use of Community Forest Management Plans leads to increased community capacity to manage their natural resources and interact with outside actors more equitably in support of their interests (**Result**)

Increased capacity of CFMBs in target sites to manage land and resource conflicts between communities, with Government of Liberia and other stakeholders (**Result**)

#### Description of Activity:

In order to build the capacity of community leaders to represent their constituents and contribute to the policy dialogue at local and national levels, PROSPER will facilitate the involvement of CF leaders in CDSC meetings and Nimba and Grand Bassa County Forestry Forums (CFF). Participants will be encouraged to present on their experiences to inform decision-makers about land tenure and forest management issues in their area. Community leaders from the more mature sites will work with PROSPER staff to deliver programming at the new sites in order to foster networks between communities and further build the capacity of community leaders.

### *Northern Nimba Sites*

The Community Assembly (CA) and CFMB structured under LRCFP were not fully compliant with the CRL regulation which was promulgated two months before the project closed in October 2011. In addition, some of the CFMB officers are now working for AML which may be considered a conflict of interest by the community. Finally, in the Gba Forest area in particular, the communities that are most affected by management decisions are underrepresented on the CA. To address these issues, PROSPER will support both communities to restructure their CA and CFMB in order to ensure both regulatory compliance, as well as equitable representation. The restructuring will also provide the opportunity to review and revise (if necessary) the CA by-laws and constitution, provide leadership training to new representatives, and review of the management plan. In the Gba CF area, the draft management plan will be revised and submitted to FDA for approval. This will require a resource inventory and demarcation of the Sehyi forest which is proposed for inclusion under the Gba CF agreement and plan through amendment with the FDA<sup>6</sup>.

The two main activities for the CA/CFMB for the year include the collection of data for management decisions, and the development and finalization of CF rules. Data collection will be undertaken in three ways: first, a permit system will be put in place for users of the community forest that will help to generate use patterns by community members; second, biomonitoring protocols will be put in place and implemented (see Activity 2.4); third, CFG will collect data on resource use on their patrols. For rules-making, existing Liberian law will be reviewed and considered, along with community use patterns and other data generated from biomonitoring and the permit system. All rules will require FDA approval and so will be developed in close collaboration with the FDA cadre staff. The CFMB will also need to form an enforcement committee where violations can be reported for redress.

As the CF organization matures, there will be an increasing need for operating capital. Some of this has been provided through CFG stipends provided by AML. Other potential sources of income include permit fees, fines for rules violation, and/or forest-based enterprises. To address this, PROSPER will support planting of high-yielding oil palm seedlings and/or cocoa around the CF boundary to both demarcate the forest and to provide a future income stream to the CF management entity. Other options will be explored as opportunities arise throughout the year.

### *New CF Sites*

In the new CF sites in Grand Bassa and southern Nimba, CF organizing committees (CFOC) will be formed. With support from PROSPER, the Community Forestry Organizing Committees (CFOC) will guide the community through the steps leading to a CFMA. This will include identification and demarcation of the community forest, socio-economic and resource inventories, and preparation for elections for CA representatives. To build capacity of the CFOC, leadership training will be provided to the members, with a particular emphasis on strengthening the skills of women on the committee to represent their constituents.

In the western area of the BGF, existing settlements and farms will be identified to enable all stakeholders to better understand the scale of forest degradation from human activity. PROSPER will also support these communities to identify communal lands that were conveyed through a Public Land Grant to the community for agricultural development. This deeded land may overlap

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<sup>6</sup> Because both the Gba and Sehyi clans use the Gba CF, the Gba CA and CFMB include representatives from both the Gba Clan and the smaller Sehyi Clan. Therefore, it is proposed that the CF management agreement include both the Gba Forest (formerly part of the proposed West Nimba Protected Area), along with a smaller forest originally proposed as the Sehyi CF.

with the BGF and so will require a rethinking of management objectives with the FDA. PROSPER will facilitate negotiations between the community and FDA on the management objectives for that area and support the development of an agreement between the FDA and communities. The agreement will include provisions to monitor the management of the area and, providing all parties agree, results from the monitoring will in part determine the possible timing and introduction of formal (authorized) community forestry in these areas.

To reinforce training and technical assistance for communities on various aspects of CF establishment and management (demarcation, formation of governance bodies, resource inventories, permitting, etc.), PROSPER will develop a number of information and communication products (brochures, community theater, videos, etc.). Experiences in implementation will be documented in the “How-to Manual” that will be drafted in the final quarter of FY14.

### **Personnel Resources:**

The DCOP will have overall technical oversight for these activities with assistance from the L/EDOA on outreach and awareness activities. Organizational development training and support will be led by the Organizational Development and Governance Advisor (ODGA), while biodiversity monitoring training will be supported by FFI and the Senior Community Forestry Advisor (SCFA). Agroforestry and inventory activities (oil palm planting will be led by the Forestry Officers/Heads of Office (FO/HOO) in each of the areas, with support from the SCFA, while outreach and awareness activities will include contributions from the COA and GIO. Training and capacity building activities (both organizational and technical) of the CFMB and CA will be led by the FO/HOO with support from the ODGA, DCOP and SCFA. The FO/HOO will coordinate and implement day-to-day activities with the CJPS and NAEAL Coordinators and Community Mobilizers.

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

#### **ANNUAL RESULTS & DELIVERABLES (YEAR 1)**

National level forum advocating for citizens and community rights with regard to tenure, property rights, protection and management of forest resources (**Deliverable 10**)

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

### **Description of Activity:**

During Year 2, PROSPER will continue to work with the FDA cadre staff by providing them the experience of implementing community forestry activities (see Activity 2.1) with the field-based PROSPER staff. Regionally-based EPA staff have also participated in PROSPER field activities and will be encouraged to continue in Year 2. The cadre staff, as well as EPA field staff, will be the primary audiences for the CF short course that will be developed and delivered in Year 2. This course was originally envisioned for implementation in Year 1. However, time constraints limited the ability of senior technical staff to develop quality materials. Further, it was felt that an additional year of implementation experience would provide more relevant content for the course. Some of the material for this course will be drawn from the FTI curriculum developed in Year 1.

At the central level, the DCOP and ODGA will design a CRL and regulation orientation for FDA staff. Members of the cadre will both participate in the orientation and provide examples for their peers in the FDA so as to promote their expertise within the organization.

Additional support will be given to the FDA and FTI through the GIS Specialist and STTA who will support the FDA staff to develop database management skills and other technical skills that will enable them to support forest management planning in Liberia and, in the case of FTI, transfer skills to the next generation of Liberian forestry technicians. Through STTA in Q1, we will consult with both FDA and FTI to determine their priorities for GIS support. Based on this, we will develop a plan to deliver hands-on support from PROSPER’s DCOP and new GIS Specialist to both institutions. Efforts to coordinate with STEWARD will also enhance this effort.

PROSPER will continue to support the capacity of CSOs through the learning-by-doing approach. Specifically, NAEAL and CJPS community mobilizers and county-based field staff will build their skills in CF implementation with the technical support and guidance of advisors from their own organizations based in the PROSPER office in Monrovia.

In order to build the capacity of community and CFWG members to advocate for community rights with regard to tenure and property rights, and to provide the Land Commission with practical information on rural land tenure issues, PROSPER will facilitate stakeholder presentations for the Land Commission on a quarterly basis focused on critical issues raised during this exercise. The DCOP will liaise with the Land Commission and provide other information and presentations as opportunities arise.

PROSPER will also continue to support CFWG involvement in efforts to develop standard operating procedures and guidelines for FDA and other practitioners to follow when establishing community forestry. Through subcommittees and working groups, members of the CFWG will assist with the development of these guidelines while also monitoring their implementation in community forest applicant communities.

In fulfillment of Deliverable 10, PROSPER will submit a report at the end of Quarter 3 on the program’s success – through its support to community and CSO leaders’ participation in outreach (Activity 1.2), county-level fora such as the CDSC and CFF (Activity 2.1), Land Commission meetings (2.2), and legal/policy reviews (2.3) – in facilitating the establishment of a national level forum advocating for citizens and community rights with regard to tenure, property rights, protection and management of forest resources.

**Personnel Resources:**

The DCOP will provide overall technical leadership for this activity. Training of the cadre will be provided by the DCOP, ODGA and SCFA, while the field implementation will be coordinated through the FO/HOO. CRL and regulation training will be provided by the DCOP and ODGA. The FO/HOO will be responsible for coordinating with EPA regional staff and managing and mentoring the CSO field-based staff. The GIS Specialist and STTA will provide support to the FDA for geospatial services. The DCOP and ODGA will work closely with the Land Commission to coordinate presentations.

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

<b>ANNUAL RESULTS &amp; DELIVERABLES (YEAR 1)</b>
Legal analysis ( <b>Deliverable 15</b> )
Three (3) policy briefs ( <b>Deliverable 29</b> )
Increased capacity of communities implementing CF management plans and their civil society supporters to interact routinely with national-level decision making bodies to provide recommendations to improve the legal regulatory framework for CF ( <b>Result</b> )

**Description of Activity:**

As in Year 1, PROSPER will continue to track and monitor policy issues that affect community forestry and land rights and will create opportunities to promote awareness and discussion of these issues with other forestry stakeholders. This will be supported by the development of policy briefs in the first and final quarters of Year 2. These briefs will be developed in collaboration with other stakeholders and presented in workshops for discussion and consensus building among stakeholders. Final positions derived from these workshops will be presented to relevant policy-makers including the Land Commission, Governance Commission and Law Reform Commission.

An analysis of the legal framework supporting community forestry was undertaken in Year 1 in collaboration with ELI. This analysis drew heavily on stakeholder interviews and discussions in a findings validation workshop held in August 2013. Recommendations from this analysis will also be presented to stakeholders in Year 2, and workshops will be held to gain consensus on any recommendations that require attention by policy- and law-makers. Because of the complexity of law reform in Liberia, legal reform processes will not be promoted by PROSPER in Year 2. Instead, PROSPER will continue to draw on implementation experiences to gain a better understanding of the shortcomings of the current framework so as to better inform any future reform process. However, if necessary, changes could be introduced to the CF legal framework as it pertains to land, through the development of the legal framework for implementation of the new Land Rights Policy, which presents an opportunity to introduce reform without undertaking amendments to the CRL.

**Personnel Resources:**

The DCOP will provide overall technical leadership for this activity with support from the ODGA. The policy briefs will be developed through STTA, in close collaboration with CSO stakeholders.

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

<b>ANNUAL RESULTS &amp; DELIVERABLES (YEAR 1)</b>
No deliverable for the period
Increased understanding of biodiversity in selected sites <b>(Result)</b>

**Description of Activity:**

A threats assessment will be conducted in Year 2 at all of the new sites. Outputs from this assessment will be used to help prepare outreach and awareness materials (see below) and to inform the development of future management plans as well as livelihood initiatives under Component 3.2. At the more mature sites, biomonitoring protocols will be established, and training in data collection will be provided to community forest guards and FDA. FTI students may also be involved through internships. The biomonitoring protocols will be discussed with other northern Nimba stakeholders in order to avoid duplication of efforts, and biomonitoring will begin to be implemented at the northern Nimba sites by the end of Year 2. Information collected from the biomonitoring will be shared with northern Nimba stakeholders, including AML and FDA through the Northern Nimba Biodiversity Stakeholders Group (NNBSG). FTI will be encouraged to use the biomonitoring data for research projects that PROSPER will support, if viable.

During Year 1, PROSPER conducted an initial biodiversity assessment at the new sites to determine the types of biodiversity present and to feed eventually into management planning. This information will be used to develop outreach products that can be used specifically in the PROSPER sites. Three models will be developed early in Year 2 while additional materials will be forthcoming throughout the year. The second group of materials will draw upon this data with additional information gathered from threats assessments and biomonitoring (see above) along with permit and CFG records in the northern Nimba sites (see Activity 2.1). It is anticipated that at least one product will feature the threatened and endangered species found in each site.

In northern Nimba, data collected through biomonitoring and the permitting system will be used to identify high-use NTFP and other forest resources, and unsustainable harvesting practices. Based on this, PROSPER will support the CFMB to develop guidelines to govern the extraction of these resources so as to ensure their sustainability. This will be done in the latter part of the year.

**Personnel Resources:**

The DCOP will provide overall technical leadership for this activity while the L/EDOA will be responsible for the development of outreach materials with support from the SCFA. The SCFA will lead the threats assessments and work closely with the CFMB and FO/HOO to develop guidelines for resource extraction in northern Nimba. Training in biomonitoring will be done through FFI working closely with the FO/HOO and FDA cadre staff. The biomonitoring handbook will be finalized by the DCOP. The FO/HOO will coordinate with other biodiversity stakeholders and the NNBSG to avoid duplication of efforts. Implementation at the site level will be supported by CJPS and NAEAL Coordinators and Mobilizers.

## **COMPONENT 3: LIVELIHOOD AND ENTERPRISE DEVELOPMENT**

### **COMPONENT STATEMENT FOR YEAR 2**

As noted in the PROSPER Statement of Objectives<sup>7</sup>, “The main threats to biodiversity in Liberia are: (1) conversion of forestland to agriculture primarily through shifting cultivation; (2) the heavy reliance on bushmeat for protein; and (3) the use of charcoal as the primary fuel source for the majority of Liberian households.” This analysis was reinforced by the biodiversity assessment conducted by PROSPER in 2012 in its new sites (Deliverable 24). The aforementioned activities are widely practiced by forest residents to meet their food security, domestic energy, and income needs.

Identifying and introducing sustainable community-based livelihoods that can reduce forest communities’ dependence on shifting cultivation is a key objective of PROSPER. Specifically, PROSPER is tasked with fostering the development of alternative livelihood *options* and supporting the establishment of sustainable agro/forest-based enterprises which enable forest communities to meet their food and income needs while reducing threats to biodiversity. The livelihood support activities carried out by PROSPER during the first year of implementation (farmer field schools, cassava and oil palm processing, and Griffonia mobilization and trade) produced mixed results in terms of sustainable enterprise development and increases in economic benefits.

In FY14, building on lessons learned in Year 1, PROSPER will expand its strategically-targeted technical assistance to Griffonia entrepreneurs and cassava processing groups to improve the viability of their operations, and will also refocus Component 3 resources on the promotion of cocoa farm rehabilitation and oil palm processing – activities that present better economic opportunities in the current market for residents of forest communities. Initial interventions will aim at revitalizing non-productive tree crop smallholdings, providing their owners with alternatives to shifting cultivation. Working with existing and aspiring entrepreneurs and producer groups in PROSPER sites, the program will leverage assistance available from other organizations and programs already working in the cocoa and oil palm value chains including the USDA-funded Livelihood Improvement for Farming Enterprises (LIFE) III program, Wienco (cocoa), and the Smallholder Oil Palm Support (SHOPS) program. The Leader for Livelihoods and Enterprise Development Activities (L/LEDA) will lead the work under Objective 3.

### **ACCOMPLISHMENTS IN YEAR ONE**

Component 3 implemented several livelihood support activities in Year 1. Through the establishment of nine farmer field schools (FFS) in northern Nimba and two in Grand Bassa, PROSPER provided hands-on training to more than 275 residents in the use of good agricultural practices (GAP) to increase yields per unit area and to enhance soil quality. In addition to providing examples of improved techniques that participants could adopt on their own land, the 11 FFS fields served as demonstration plots in GAP for residents of the host communities.

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<sup>7</sup> Section C, Statement of Objectives, Contract for People, Rules and Organizations Supporting the Protection of Ecosystem Resources—PROSPER (AID-669-C-12-00004).

Lessons learned from these demo plots about farmer behavior change and adoption patterns have been taken into account in the revised approaches and activities proposed for Year 2.

To assist the northern Nimba-based Botanical Products Association of Liberia (BOTPAL) in expanding the collection and trade of Griffonia (*Griffonia simplicifolia*), a non-timber forest product, to all three program intervention zones, PROSPER organized an extensive campaign to raise communities' awareness of Griffonia and provided training to potential collectors in best practices. PROSPER also facilitated the provision (through AGRHA) of a \$24,000 revolving fund to pre-finance agent collection and purchased materials for Griffonia drying and transport. Unfortunately, BOTPAL was unable to secure a buyer early in the season that would accept to provide a premium price covering operational costs and ensuring sufficient profits. This reduced incentives for BOTPAL and its agents and resulted in a substandard season with approximately 2,000 kg of Griffonia collected by BOTPAL agents – almost all of it from northern Nimba. The well-dried Griffonia (moisture level below 10 percent) was sold in the last week of March 2013 at a respectable price of \$4.25/kg to a buyer from Ivory Coast who picked it up from the BOTPAL warehouse in Zorgowee.

To offset potential impacts from over-harvesting of wild Griffonia, PROSPER established nurseries as part of the program's environmental monitoring and mitigation plan (EMMP). These were established on all PROSPER farmer field school sites. PROSPER provided training to FFS participants on planting, seedling maintenance and transplanting. To assess impacts on wild Griffonia collection, PROSPER established monitoring plots in two sites – one in Zortapa around the Bleih Community Forest, and the other in Lepula around the Zor Community Forest.

PROSPER also completed an ethnobotanical survey in all sites aimed at identifying other NTFPs that could potentially contribute to livelihoods improvements. The program conducted a value chain assessment and mapping of four other NTFPs that were recommended for value chain development: Grains of paradise (*Aframomum melegueta*, GOP), bush cola (*Cola nitida*), bitter cola (*Garcinia kola*), and West African black pepper/bush pepper (*Piper guineense*).

Other livelihood support activities led by PROSPER during Year 1 included restructuring of ten cassava processor groups (CPG) and five commercial palm oil producer (CPOP) organizations in northern Nimba to make them more viable commercial entities. Support for these groups will continue in Year 2 with planned training in financial and organizational management.

Many of the activities conducted by Component 3 in the first year were a continuation of activities initiated under predecessor projects, LRCFP and LFSP. On the basis of challenges encountered and unsatisfactory results obtained, however, PROSPER determined that the approaches to NTFP, FFS, CPOPs and CPGs needed to be seriously reconsidered and adjusted for Year 2 to better meet the objectives of the program and to add the best value for USAID resources. These experiences, which will be explored in greater depth in PROSPER's FY13 Annual Report, contributed to the strategic adaptations outlined below.

## **STRATEGIC ADAPTATIONS IN COMPONENT APPROACH**

Several significant lessons learned during the first year of implementation have led PROSPER to adapt both the approach and focus of Component 3 in Year 2. These include a revision of the NTFP approach and strategy; a shift away from the FFS model as a livelihoods promotion intervention to more sustainable models; scaling up of tree crop activities in collaboration with other USG programming; elimination of the Payment of Environmental Services (PES) model as

a livelihood intervention (based on a PES study recommendation – Contract deliverable no. 30); and refocusing support for current CPGs and CPOPs.

Shifts in strategy related to NTFP and FFS have also resulted in changes to the scopes of work of Component 3 subcontractors. Specifically, the contract with AGRHA has been terminated, and the level of effort of Rutgers' and ASNAPP's has been scaled down for FY14. ACDI/VOCA's scope of work has been enlarged to include the provision of field staff to support new component activities. In addition, activities originally planned under Activity 3.4 have been delayed indefinitely with USAID's concurrence.

### ***NTFPs***

Based on several years of supporting Griffonia mobilization and trade under the LRCFP and LFSP projects, PROSPER recognizes that significant time and resources are required to establish any value chain, especially when the product is in the early stages of commercialization. Since 2010, considerable USAID-funded investments in training and technical, financial, and logistical support to Griffonia value chain actors have yielded some interesting results. More experience and analysis is needed, however, to confirm whether such NTFPs can make a significant contribution to rural income. Similarly, NTFP-based enterprises have to demonstrate that they will be able to function on their own in the near future without substantial external subsidies.

Based on the ethnobotanical and value chain survey completed in Year 1, Griffonia is the NTFP that has shown the most potential for large-scale commercialization that could be beneficial for forest-dependent households, providing them a complementary source of income during the dry season. That said, challenges encountered by PROSPER in the 2012-13 season revealed the tenuousness of the Griffonia market. The main constraint faced by BOTPAL – the marketing association supported by PROSPER – was identifying a buyer/exporter, in a timely manner, willing to offer a sufficiently attractive price. An analysis done by PROSPER in 2012 indicates that, considering the remoteness of the program's work areas, Griffonia collection, drying, and sale is profitable for BOTPAL only if it is able to obtain a final FOB price of at least \$4.00/kg. The best price offer BOTPAL was able to obtain by January of the 2012-13 campaign was \$2.30/kg – an amount insufficient to allow BOTPAL to cover even its mobilization costs.

The low initial price offer caused BOTPAL to delay providing Griffonia purchasing funds to its buyer/agents who, for their part, feared that collectors would reject the \$1.90 they were able to pay under that scenario. Thus they slowed or, in some cases, stopped collection altogether. BOTPAL was eventually able to sell its 2012-13 stock at a relatively good price (\$4.25/kg) to a buyer from Ivory Coast, showing the kind of opportunity that an end-of-season deal can present. The obstacles encountered in FY13 can be attributed in large part to market fluctuations and general lack of value chain transparency, but also reveal the incapacity of BOTPAL to identify and negotiate with potential buyers.

Despite four years of support and “learning-by-doing” under LRCFP, LFSP and PROSPER, BOTPAL is not yet capable of managing the basic logistical and financial requirements of the enterprise, and remains highly dependent on PROSPER – for example to arrange pre-financing for Griffonia purchases and to identify buyers/exporters. This has serious implications for the viability of BOTPAL as a business entity, hindering its ability to qualify for loans from established financial institutions. Perhaps more serious is the fact that after four years, BOTPAL members still lack a sense of ownership of the enterprise. Some members operate under the misapprehension that PROSPER has its *own* Griffonia export objectives and that BOTPAL is a *partner* in this enterprise, rather than seeing PROSPER as a short-term support mechanism to assist *them* to achieve *their* business goals.

In light of these dysfunctions, PROSPER will not support a large-scale Griffonia mobilization campaign in its zones of intervention in FY14. Instead, in order to put the sector on more sustainable footing, PROSPER will assist entrepreneurs (BOTPAL and others) who are interested in collecting and selling Griffonia to review and fully understand the costs and potential benefits involved, and to determine what is required for them to ensure a successful Griffonia campaign at all points in the value chain. PROSPER will provide targeted support to lead entrepreneurs aimed at strengthening their self-reliance vis-à-vis loan institutions and potential buyers/exporters of Griffonia. Throughout FY14, PROSPER will also collect and process information from the Griffonia monitoring plots established in northern Nimba in FY13, in application of the environmental mitigation and monitoring plan (EMMP) for NTFPs.

### ***Farmer Field Schools***

Farmer field school expenses accounted for approximately 45 percent of PROSPER's livelihoods component budget in Year 1 due to the high number of participants (275) and the duration and intensity of the training (25 training sessions per group of 25 participants)<sup>8</sup>. This level of expenditure could be justified if FFS were significantly diminishing the conversion of forest lands to fields in program sites. However, a review conducted by PROSPER in Year 1 to examine the adoption rate of the technologies and practices demonstrated under LRCFP and LFSP indicated that the benefits are relatively modest. Techniques that increase yield slightly (spacing and in-line planting of cassava) and that require minimal changes in labor input were well adopted. Most of the measures introduced in the FFS, however, required extra labor inputs – and sometimes external inputs, e.g. seeds. The extra labor that is required seemed to be a hurdle that farmers are not willing or able to provide when working alone on their own fields. Tasks such as planting on mounds or ridges, realized on FFS demonstration plots by the collective work of 25 participants, proved too challenging when farmers returned to their own fields. This finding suggests that Liberia's subsistence farmers are expending nearly maximum labor effort, and that additional labor requirements simply do not yield results that farmers consider worth the additional effort. In short, without expensive inputs (fertilizers and pesticides) that can provide significant increases in yield with minimal labor, it is unlikely that farmers will see measurable increases in yield in rural Liberia.

Several factors prevent PROSPER from reorienting toward a high input farmer field school approach in its work areas, including – most notably – the absence of credit and input supply systems supporting the cultivation of upland crops. PROSPER does not have the resources in Component 3 to support the development of those systems, and in any case their sustainability would be precarious given the remoteness of PROSPER sites, the poor quality of roads, high transport costs, and the understandable risk-aversion of forest residents – most of whom are subsistence farmers.

FED is attempting to demonstrate that fertilizers, pesticides, and mechanical tilling equipment can be a good investment for lowland (swamp) rice cultivation, which has the advantage of involving a high concentration of farmers in a small area (helping to overcome labor constraints through kou system, for example), and high potential yields. Nevertheless, supporting swamp rice development requires substantial subsidies for land preparation and environmental mitigation, and parallel support for the establishment of a reliable input delivery chain – elements which PROSPER is not designed and budgeted to provide.

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<sup>8</sup> Four sessions per month between January and March 2013; Two sessions per month per group between April and October.

Considering that the PROSPER low input FFS extension model did not contribute significantly to a reduction of shifting cultivation and the associated impact on biodiversity in PROSPER communities, and considering the practical obstacles to reorienting to a high-input FFS model, PROSPER will invest Component 3 resources in more promising interventions in Year 2, as described below.

### ***Tree Crops***

One way in which greater impact will be obtained is through the rehabilitation of smallholder tree crops, specifically oil palm and cocoa<sup>9</sup>. The emphasis will be on the *rehabilitation* of existing farms rather than on clearing land to establish new smallholder plots. Most existing tree crop farmers have some form of documented land ownership (e.g. tribal certificate) to the land on which the trees are planted, or ownership is recognized through customary law. PROSPER tree crop interventions will support direct engagement with such farmers using an extension agent model. The extension agent will work with small groups of 8 to 12 farmers on their own small plantations for short, regular sessions – a model which has been successfully implemented by Wienco<sup>10</sup> in Liberia and Ghana. Other USG-supported programs in Liberia suggest that with training and application of **fertilizer and disease control measures**, cocoa yields can increase fourfold and could provide a net return on labor of \$700/acre (\$1,729/ha) where inputs are provided on credit (\$350/acre) by an agro-input supplier. These kinds of returns cannot be rivaled by cassava or rice produced under shifting cultivation.

### ***Coordination with FED***

With the elimination of the **low-input FFS model** from PROSPER activities and the planned extension of FED's interventions in many of the same areas where PROSPER also operates, it seems a logical step to link PROSPER beneficiaries with the FED program via their FFS activities. PROSPER has provided FED with a list of 18 recommended communities for establishment of FED FFS activities. Although preliminary indications are that FED will only be able to include a few of these communities in its FY14 work plan, it is hoped that the number can be augmented in future years. PROSPER has also transmitted to FED a list of the locations of 10 PROSPER-supported cassava processing associations (CPGs) in northern Nimba that would be able to process the increased cassava production resulting from FED's successful interventions.

### ***CPOPs and CPGs***

Throughout Year 1, PROSPER's support to old and new CPOPs and CPGs required significantly more time and effort than anticipated. One of the main challenges was the high turnover of members within the groups. This turnover meant that many of the skills that previous members had gained under LFSP and LCRFP were lost. Based on the achievement and experiences of Year 1, the CPOPs and CPGs in northern Nimba will receive a last round of business training (one training per group), which will focus on the production of profit or loss statements and recordkeeping. Subsequently, PROSPER will endeavor to link the CPOPs and CPGs with other programs including FED and SHOPS which link private vendors to processing groups.

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<sup>9</sup> Rubber was also considered as a possible tree crop livelihood intervention. An assessment was conducted to determine the viability of this intervention. The study found that though rubber production rehabilitation can provide a substantial sustainable income, and is served by a well-developed network of buyers, the time it takes to execute such an activity and realize financial returns (a minimum of seven years), would extend far beyond the life span of PROSPER.

<sup>10</sup> Wienco Liberia Limited is an agricultural company established in 2011 that specializes in the importation and distribution of agro-inputs (fertilizers, insecticides, seeds, etc.) to organized groups of farmers in the form of credit facilities whereby repayment from the farmer groups is done after the harvest of their yields.

## YEAR 2 PRIORITIES

In the coming year, the livelihood and enterprise development component will carry out the following key activities: identification and coaching of entrepreneurs from PROSPER zones interested in Griffonia market development, cocoa smallholder rehabilitation (including a small crop diversification component), oil palm-based enterprise development, a final round of training support to CPOPs and CPGs, the completion of various sector studies, and sharing of best practices and lessons learned. The reduction in the number of activities in Year 2 is part of a shift in strategy aimed at reallocating and concentrating livelihood resources on those activities that can bring tangible results.

The participants of the FFS in northern Nimba and Grand Bassa will graduate in November 2013, and the FFS will be phased out. FED will extend its FFS activities to a few new communities in PROSPER sites, which will mainly concentrate on cassava. PROSPER intends to subcontract with Wienco Liberia to carry out the cocoa smallholder rehabilitation activity. This will enable PROSPER to leverage its limited resources to extend sustainable enterprise development opportunities to new beneficiaries in PROSPER work areas, and reduce their dependency on shifting cultivation, thereby reducing a serious threat to the community forest.

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

### ANNUAL RESULTS AND DELIVERABLES (YEAR 2)

Sector surveys and analyses for selected forestry and agricultural value chains **(Deliverable 2b)**

Community-based forestry, agroforestry, and agricultural enterprises introduced in PROSPER sites **(Result)**

Increased economic benefits accruing to CPOPs and CPGs **(Result)**

The premise underlying PROSPER's support for the introduction of sustainable agriculture and forest-based enterprises is that, presented with viable, alternative options for earning income to meet their basic needs (that also create incentives for protecting the natural resource base), residents of forest communities will abandon resource-depleting livelihood activities. While PROSPER continues to support the notion that NFTP value chains, particularly Griffonia, can provide useful and timely supplements to rural income during the dry season, PROSPER will modify the business model with which it engages entrepreneurs. In addition, PROSPER will "graduate" existing CPOPs and CPGs; assess wood-based products opportunities; and assist communities to identify additional oil palm activities for livelihood enterprises. It should be noted that, unlike PROSPER's support for cocoa (see Activity 3.2 below) which will concern on-farm management, the program's work with oil palm will be focused on post-harvest processing enterprises and the establishment of oil palm hybrid seedling nurseries by private entrepreneurs. Whereas the CPOPs (and CPGs) established to date under LRCFP, LFSP, and PROSPER were fully-subsidized by the projects and were offered as part of a strategy to create buy-in for community forestry, the emphasis for the new oil palm enterprises will be on income-generation and sustainability. Interested entrepreneurs will be required to invest some of their own resources to be eligible for support.

#### **Description of Activity:**

##### ***Griffonia***

In FY14, PROSPER will seek to identify established entrepreneurs in Ganta, Tappita and Sanniquellie who are interested in *leading* the mobilization and trade of Griffonia as a *business*

*activity* – with the understanding that PROSPER’s role as a collaborator will be focused on building capacity. The entrepreneurs identified for PROSPER assistance will have to demonstrate that they have the ability and commitment to the product to invest their own capital. As a first milestone for this activity, selected entrepreneurs will be assisted (if necessary) to meet all the basic requirements for obtaining a line of credit (from IBEX or Afriland Bank) on which they can draw to buy Griffonia. Basic requirements include business registration, tax clearance certificate, bank account, business plan and an income and loss statement. The achievement of this first milestone before Q3 will be a condition for continuing to milestone 2.

The second milestone will be the identification by lead entrepreneurs of an exporter/buyer that is willing to commit to purchasing 12 metric tons of Griffonia for a fixed minimum price with set product specifications. The milestone must be reached by August 1, 2014.

The third milestone PROSPER will assist the entrepreneurs to attain will be an agreement reached with field agents (affiliated to BOTPAL or not) about a fixed purchase price for Griffonia linked to a set of product quality criteria. All parties should have confidence that the price they are offering the collectors is adequate, that the costs for transporting the Griffonia to the entrepreneur is covered, and that the commissions offered to agents and subagents are attractive. Part of the plan should be the partition of the territory in which agents can operate. Milestone 3 should be achieved by September 1, 2014.

The successful attainment of each of these milestones will determine the nature and extent of PROSPER’s support to this value chain in Year 3.

In Year 2, PROSPER will pursue the supervision of Griffonia monitoring plots as part of PROSPER’s environmental mitigation and monitoring plan, to determine the effects of harvesting of wild growing Griffonia on the overall plant population. Further, the Zor and Bleih CFMBs will be invited for field visits to brief them in detail on the purpose of the monitoring plots and the link with permitting of Griffonia collection in the community forest. Monitoring reports will be sent to the CFMBs.

#### **Personnel Resources:**

The L/LEDA will have overall responsibility and oversight for this activity. To carry out the described milestone road map in order to build a viable local Griffonia trade, one Field Facilitator will be assigned to this task. ASNAPP will monitor and collect data from the northern Nimba sites.

#### ***CPOPs and CPGs***

During the first quarter of Year 2, PROSPER will provide additional training in recordkeeping, preparation of monthly profit and loss statements, and proper equipment usage to the 15 CPOPs and CPGs established with the program’s support in northern Nimba. Following this, PROSPER will endeavor to link the CPGs to the FED program in those locations where FED will start FFS with emphasis on cassava production. The CPOPs will also be linked to vendors trained under the USAID-funded SHOPS program for ongoing technical assistance in Q1 and Q2. The SHOPS team, including SHOPS-supported processing manufacturers, will conduct quick assessments on CPOPs members’ knowledge of these new machines and ensure they are sufficiently trained on the use of equipment. By involving the manufacturers in this training, CPOP members will start to establish a direct relationship with vendors whom they can contact directly for repairs or new equipment purchases. Coupled with this training, PROSPER will update the SHOPS team on any equipment maintenance issues on PROSPER-supported CPOPs to ensure proper modification of

equipment manuals. PROSPER, in collaboration with SHOPS and Component 1, will work to produce visual aids to serve as technical asset for freedom mill processors.

**Personnel Resources:**

Overall responsibility and oversight will be with the L/LEDA. The described training will be carried out by field-based staff from ACDI/VOCA and NAEAL. The link between CPOPs and CPGs and other programs (FED and SHOPS) will be led by the L/LEDA in concert with field staff based in northern Nimba. L/LEDA will develop visual aids and media tools with support from the L/EDOA.

***Wood-Based Products***

PROSPER will conduct an initial assessment of potential wood-based products (e.g., saw boards, construction stringers, bamboo, rattan) in program areas in the first half of Year 2. The assessments will include a value chain analysis and a mapping component. Consideration of wood-based products will be informed by the compliance statement on wood-based products that was developed as part of PROSPER’s environmental mitigation and monitoring plan. The assessment will also include a study of the production arrangements and trade of locally-sawn timber (“pit”/chain sawyers as well as the Chainsaw Union) in PROSPER communities in order to obtain insights into this sector and its impact on forest areas in PROSPER communities.

If the outcome of the initial assessment is favorable, preparations will be undertaken, in consultation with USAID, to provide support for individual entrepreneurs or associations in Year 3.

**Personnel Resources:**

The L/LEDA will have overall responsibility for tasks under this activity with support for the forest-based enterprises coming from STTA and the DCOP.

***Oil Palm-based Enterprises***

Stimulating the growth of oil palm-based enterprises and the production of oil palm is a “chicken and egg” problem. Processing capacity is needed to take advantage of oil palm currently produced, to provide incentives for the rehabilitation of existing stands, and to encourage planting of improved varieties. Currently, PROSPER is conducting an oil palm assessment in PROSPER target areas. Results from this assessment (available during the first quarter of Year 2) will provide information concerning the location, condition, and level of management of existing farms and on the demand for improved seedlings by farmers in the target areas. PROSPER’s focus will be on nurseries *as enterprises* and on oil extraction/processing enterprises.

In areas with the highest demand for improved seedlings, PROSPER will work with SHOPS to mobilize farmers or private entrepreneurs to establish nurseries. This mobilization process will include the identification of farmers or business people who have a minimum level of investment capital available to contribute. Pending the approval of a SHOPS extension, the SHOPS team will conduct a production cost assessment to make sure potential nursery operators understand the steps needed and the investment costs. PROSPER and SHOPS will clarify which portion of nursery establishment will be supported by their respective programs and what contribution the group will have to make. Interested groups will be required to contribute 50 percent of the start-up costs as their contribution to the establishment of the nursery. Given that high-quality, pre-germinated seeds and polythene bags for the establishment of nurseries need to be purchased in the first quarter of Year 2, PROSPER will assess whether potential nursery operators can gather their resources in time to order seeds supplies. If not, PROSPER will work with them throughout

quarters 2 and 3 to prepare for the next seed purchasing cycle (during Quarter 4 of Year 2 and Quarter 1 of Year 3).

During the first and second quarters of Year 2, PROSPER will prepare agricultural expositions (Ag Expos) and get communities in the program's target areas ready to participate in them in Quarter 3. The goal of these expositions will be to demonstrate the number of potential enterprise opportunities associated with post-harvest processing of palm oil (e.g. mechanized extraction, soap manufacturing, kernel processing, composting for soil fertilization, etc.) and increase PROSPER beneficiaries' awareness concerning the resources needed to establish these businesses. PROSPER will identify successful businesses already working in these markets and invite them to participate in the Ag Expo. During these expositions, PROSPER will encourage participants to establish groups for business formation. These groups will be able to apply for start-up capital from PROSPER that they can use to supplement their own cash or in-kind investments, in order to establish enterprises. After the expositions, PROSPER will review applications for start-up capital and will work with eligible groups throughout the remainder of Year 2 to get them ready to form their enterprise. PROSPER will provide training in recordkeeping and production of monthly profit and loss statements after groups have registered themselves, opened a bank account, and deposited member contributions.

**Personnel Resources:**

Overall responsibility and guidance for this activity is provided by the L/LEDA. This activity will be implemented by Field Facilitators. Close cooperation with the SHOPS project will be the responsibility of the L/LEDA.

**Activity 3.2: Reduce threats to biodiversity linked to livelihood activities**

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

As noted in the Component Statement above, conversion of forest lands for farming and charcoal production constitutes a major threat to community forest and biodiversity systems in PROSPER work areas. Consequently, PROSPER livelihood interventions under this activity will foster the adoption of alternative, more attractive livelihood *options* by farmers that reduce dependence on shifting cultivation and thereby reduce the pressure on biodiversity in the community forests and the larger landscape. PROSPER's approach will be community-conscious and market driven while building the proper set of incentives for short- and long-term shifts in behaviors. In terms of farming, PROSPER's approach will be to show farmers options for better use of their *existing* land to reduce their incentive to continue cutting forested land. In terms of charcoal production and cutting of firewood, PROSPER recognizes that as long as charcoal and firewood are the cheapest and most readily-available sources of energy, the *demand* for both as well as the threat they pose to biodiversity will be extremely difficult for PROSPER to influence. Nevertheless, based on the charcoal assessments, the program will work with communities to: a) ensure they have a clear understanding of how these products threaten the biodiversity in their forests and b) explore alternative sources of wood such as woodlots to begin to reduce the high demand on the forest for charcoal.

**Description of Activity:**

### ***Farmer Field Schools (FFS)***

During Year 2, all activities on the existing FFS will be phased out by the end of the first quarter for reasons detailed in the Strategic Adaptations section above. PROSPER will continue to engage the FED program concerning the possibility of extending FED's FFS to include communities recommended by PROSPER. In return, PROSPER field staff will organize awareness-raising sessions on community forestry issues for the new FFS beneficiaries. Through this collaboration, PROSPER will increase synergies between USAID-funded programs.

### **Personnel Resources:**

Overall responsibility and guidance for this activity is provided by the L/LEDA. Field activities will be implemented by Field Facilitators. Coordination with FED on the county level will be the responsibility of the FO/HOO.

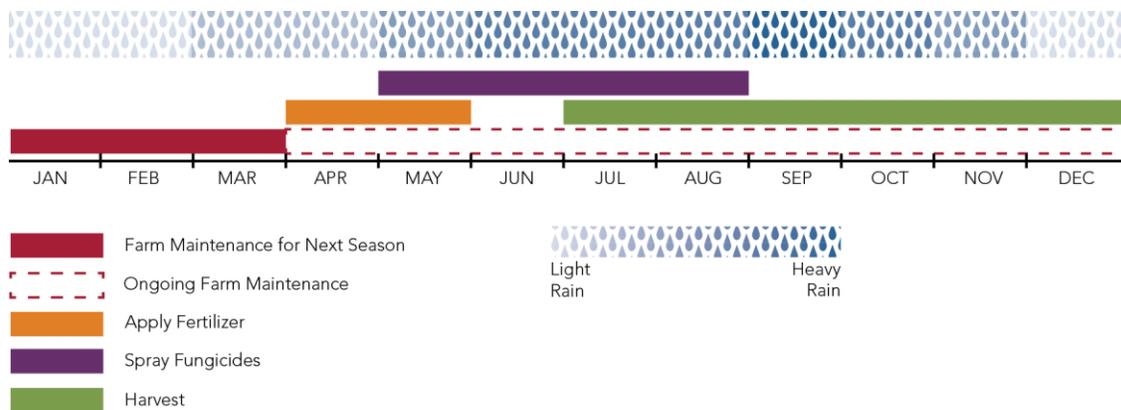
### ***Cocoa Tree Crops***

To reduce the dependency on shifting cultivation and provide farmers with options for better utilizing their existing land, in FY 14 PROSPER will support selected cocoa smallholders in its target zones to rehabilitate their existing cocoa farms. An analysis of successes and challenges learned under other programs as well as an in-depth analysis of Component 3 priorities for Year 2 indicate that cocoa is the crop with the greatest opportunity to provide increased income for farmers in PROSPER target areas. Cocoa farming is well-established in the Liberian agricultural sector, including in PROSPER's work areas. The existence of well-established and growing markets for this product as well as access to credit options for cocoa farmers make this a strong sector for PROSPER support to target communities.

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

PROSPER will build off value chain analyses carried out throughout the multiple phases of the LIFE program, including a clear analysis of the market buyers, to pilot these activities in the program target zone. As mentioned above, the focus of PROSPER's activities will be on the rehabilitation of existing cocoa farms to increase yields through improved farm management and better agricultural practices. Providing farmers with correct price information on cocoa is essential to farmers receiving a fair price for their production. Therefore PROSPER will pioneer the development of weekly radio messages that communicate cocoa prices to target audiences, notably cocoa producer groups.

### **Cocoa Production Calendar**



During Year 2, PROSPER will utilize the results of the cocoa assessments conducted in Nimba and Grand Bassa (September-October 2013) to determine the most appropriate areas to provide support to cocoa farmers. PROSPER proposes to subcontract Wienco, a private cocoa input support company that is already active in northern Nimba, to provide training for target beneficiaries on topics such as tree and shade management, disease control and quality management including harvest, post-harvest handling, fermentation and drying. Beneficiaries will be clustered into small groups of no more than twelve farmers to facilitate easier monitoring as well as to apply group dynamics for increased application of techniques. To improve their yields, farmers will also receive training on production techniques including the use of inputs such as insecticides, fungicides and fertilizers. The existence of a functioning, privately-funded input supply chain with a complementary credit facility makes this approach feasible. PROSPER's EMMP will be updated to include specific measures related to farmers' use of such inputs.

Wienco will provide (on credit) a Liberia-specific package of inputs to rehabilitate cocoa farms. Wienco will propose inputs to farmers that they may either purchase or receive as an advance, and reimburse after the sale of their cocoa. Based on the cocoa production cycle, identification of farmers for training will take place during the first quarter of Year 2, and Wienco will begin training at the beginning of the second quarter. PROSPER field facilitators and Wienco extension agents will monitor farmer activities to be sure that recommended husbandry practices are properly conveyed. The smallholders who receive the full range of good agricultural practices (GAP) training (pruning, shade management, etc.) and access to inputs are expected to at least double their cocoa yields over the life of the project. Farmers who choose to completely renovate their farms with new planting material and inputs can expect to increase yields at least fourfold.

***Improved Market Information***

PROSPER will also work in collaboration with the USDA-funded LIFE III program to provide pricing information to farmers in the PROSPER target area to reduce their vulnerability to unfair pricing by local traders.

Since the cocoa market was liberalized, the LPMC (former government marketing board) no longer sets an official purchase price for cocoa and other commodities. Instead, the Cooperative Development Association (CDA) is now responsible for disseminating reference prices to cocoa farmers. With no expertise in cocoa marketing, the CDA has been unable to convey accurate market information and intelligence. Without reference price information, it is difficult for Liberian farmers who are not members of a farmers' association to obtain price information. As part of LIFE III, ACDI/VOCA will train CDA staff to understand cocoa market information and conduct price analyses. As part of its collaboration with LIFE III, PROSPER will work with the farmer groups (those established to receive the cocoa farm management trainings) to improve

their access to cocoa market information and ensure they understand how to benefit from this information. PROSPER will build upon the relationships established with rural radio stations in Ganta, Sanniquellie and Tappita and with cell phone network providers such as Cellcom and Lonestar/ MTN to ensure that timely market information such as the availability of inputs or the price of cocoa is available to farmers throughout all program areas. PROSPER will also explore ways in which PROSPER-supported farmers can collaborate with LIFE III-supported large associations to benefit from market information. It is anticipated that improved management skills, adoption of post-harvest techniques and access to market information will lead to an increase in purchase price received by the farmers in the long-term and with the appropriate volume of cocoa.

**Personnel Resources:**

Overall responsibility and guidance for this activity is provided by the L/LEDA. Wienco Liberia will support activities described above through a subcontract agreement. Field Facilitators will monitor implementation and will receive and document information on the progress of the training and cocoa rehabilitation from the Wienco extension agents. This activity will also be executed in close coordination with the USDA LIFE III project and other cocoa sector stakeholders (TBD). The L/LEDA will have overall responsibility for this activity. Day-to-day support will be provided through Field Facilitators with support from the FO/HOO.

***Crop Diversification***

Crop diversification is an important aspect of farm management for cocoa farmers. Through growing complimentary crops, farmers can increase in the nutritional content and productivity of their soil which, in turn, improves the quality of their cocoa. Crop diversification also allows families to have a regular income throughout the entire year which relieves financial dependency on one crop. Through crop diversification, cocoa farmers will also be able to cultivate additional crops on a small scale using their *existing land* reducing the pressure to cut forested land for more cultivation. Accordingly, PROSPER will provide training in how to grow and market other crops to selected cocoa farmers and will facilitate relationships between farmers, input providers and marketers with a focus on other cash crops appropriate for the particular geographic and market area. This includes bitter ball, hot pepper, and okra. PROSPER will also promote the use of solar dryers to dry hot pepper and bitter ball to mitigate risk of spoilage during transport and allow for easier storage and sale during the offseason when prices are generally higher. Project field facilitators will monitor the quality and efficiency of all training and conduct home visits to participant farmers to ensure that best practices are being implemented. The information will be used as a management tool to adjust strategies as needed.

**Personnel Resources:**

The overall responsibility and guidance for this activity is provided by the L/LEDA and will be implemented by ACDI/VOCA field staff and coordinators in concert with the County FO/HOO

***Charcoal and Bushmeat***

Charcoal and bushmeat assessments will be completed in the first quarter of Year 2 in coordination with site-level threats assessments planned under Activity 2.4. These assessments will be used to assess the community demand for charcoal and identify potential strategies for management of bushmeat. The charcoal assessment will look into the volume of charcoal produced in PROSPER communities and the arrangements made between tree/land owners and the charcoal producers. If demand for charcoal outstrips the sustainable yield of charcoal in the forest, PROSPER will work with communities to explore alternatives to charcoal production, including the development of woodlots for commercial charcoal production. Recognizing that

many previous studies of bushmeat use have been conducted in Liberia, PROSPER will conduct an in-depth analysis of the existing knowledge on this issue and complement this data with specific assessments of bushmeat use in PROSPER sites – if those sites were not included in previous studies.

**Personnel Resources:**

The L/LEDA will have overall responsibility for this activity including data analysis and reporting. The survey implementation activity will be implemented by Community Mobilizers under the supervision of the FO/HOO.

**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**

<b>ANNUAL RESULTS AND DELIVERABLES (YEAR 2)</b>
Yearly update presentation by PROSPER about community forestry and livelihood activities.
Increased number of communities outside implementation sites requesting support from FDA or other organizations to establish community forestry enterprises in their own communities ( <b>Result</b> )

PROSPER will promote lessons learned under Activities 3.1 and 3.2 through participation in the national-level Agriculture Coordinating Councils (ACCs) and their working groups and at other relevant national- and county-level fora. The ACC meets once per month and PROSPER will participate in these meetings. PROSPER will also identify and attend selected meetings of relevant working groups of the ACC, including the Cocoa and Oil Palm Working Groups. PROSPER will develop and disseminate four<sup>11</sup> extension products through the ACC and will also present an annual project update to the ACC. In addition to engagement with the ACC, PROSPER will also coordinate with other donor-funded programs such as IFAD and the World Bank Small Holders Tree Crops Program to exchange ideas about implementation of tree crop projects. Given PROSPER’s comparatively very small role in the Liberian agriculture sector, the focus of PROSPER’s engagement with other agriculture stakeholders will be communicating the importance of biodiversity for agriculture and sustainable livelihoods.

During FY14, PROSPER will organize two discussions to share experiences and promote exchanges with relevant stakeholders. One discussion will concern strategies and policies on how to reduce shifting cultivation. A second discussion will focus on strategies to assist charcoal producers to meet the demand for charcoal while reducing threats to biodiversity in community forests.

PROSPER will take entrepreneurs interested in oil palm processing to visit SHOPS entrepreneurs who have successfully started their own businesses and promote similar exchanges between cocoa farmers in PROSPER sites and farmers and business owners (including cocoa nursery operators) supported under LIFE III.

**Personnel Resources:**

The L/LEDA will have overall responsibility for implementation of tasks under this Activity.

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<sup>11</sup> Extension products will include two brochures developed and presented to ACC in FY13 on composting and liquid manure, but not disseminated.



## PERFORMANCE MONITORING AND EVALUATION

Following guidelines set by USAID and L-MEP, the PROSPER program developed a performance management plan (PMP) in Year 1 to serve as a principal tool for implementing an information- and data-driven adaptive management approach. The foundation of the PMP is the program's results framework (see Annex) based on the causal and logical linkages between activities (inputs), performance indicators (outputs, outcomes, and impacts), program sub- and intermediate results, goals, and higher-level USAID Liberia results, notably "Natural Resources Managed Sustainably".

The implementation of PROSPER's PMP is led by a full-time M&E Specialist and an M&E Officer, under the direction of the COP, with intermittent support from Tetra Tech ARD home office M&E experts. Tracking the key performance indicators identified to measure PROSPER progress is the fundamental task of the program's monitoring and evaluation effort. The PMP is designed to provide data, information, analysis and learning for PROSPER management, technical staff, USAID and other relevant stakeholders. Operationalizing the PMP is a gradual process that entails developing and refining data collection methodologies, tools, and procedures, and training technical team members and implementing partner field staff in their use.

### ACCOMPLISHMENTS IN YEAR ONE

Key accomplishments in the first year of implementation included:

- Development of PMP, approved by USAID in November 2012;
- Development of specific tools, procedures, and timelines for data collection, transmission and analysis;
- Training of program and subcontractor staff on the PROSPER results framework and PMP, and their responsibilities for data collection and management;
- Timely performance reporting to USAID on 15 of PROSPER's 22 indicators (7 indicators had no Year 1 targets), and drafting of success stories;
- Special assessment designed and conducted concerning adoption of improved agricultural practices by farmer field school participants;
- Validation of PROSPER's performance monitoring system by L-MEP data quality assessment.

### YEAR-2 PRIORITIES

***Ongoing Performance Monitoring:*** In FY14, PROSPER will consolidate the important work undertaken in Year 1 to establish a sound performance monitoring system. The M&E Unit will work closely with PROSPER technical staff members and implementing partners – providing hands-on training where necessary – to improve the quality of data collected, undertake joint analyses, and ensure that monitoring results are promptly and widely shared so as to inform and guide program implementation.

PROSPER M&E staff, with representatives from USAID, FDA and EPA will organize periodic visits of activities in Grand Bassa and Nimba Counties quarterly to jointly assess and verify the program implementation. Such visits will enable USAID and its GoL partners to have a clear

picture of what PROSPER is doing and to understand the impact the program is having on the lives of those targeted, as well as to identify gaps and determine how they can be addressed.

**Data Quality Assessment:** In order to ensure PROSPER is carrying out its monitoring and evaluation functions in accordance with best practices and USAID standards, the PROSPER program M&E Unit will open its system to LMEP in the first and third quarters to carry out follow-up verifications of the soundness of the program’s M&E system. This will include a “desk check” of PROSPER M&E files and travel to field locations in Nimba and Grand Bassa Counties to see the processes of data collection for key performance indicators.

**Revision and Updating of PMP:** The strategic changes in technical approach outlined in this work plan – including, for example, the winding down of support to the MoE for modification of the primary school curriculum (Component 1) – will require corresponding adjustments in the PMP. Some indicators will need to be eliminated and some targets revised. Several performance indicator reference sheets (PIRS) will be updated and improved. Following approval of the annual work plan, PROSPER will recommend specific adaptations to the PMP for USAID’s review.

**Monitoring of Institutional Capacity Development:** In Year 2, PROSPER will introduce methodologies and tools needed to measure and report on the increased capacity of several target institutions (the FDA, CFWG, FTI, and MoE) to improve environmental awareness, NRM, biodiversity conservation, and environmental compliance (Indicator 1.1, Intermediate Result 1). A draft methodology and tools for each institution were sketched out in September 2013. Tetra Tech ARD M&E expert Robynne Locke will provide remote assistance to PROSPER’s Component 1 team and M&E Unit in the first quarter to finalize that work.

**Baseline Studies on Economic Benefits:** The reorientation of Component 3 in Year 2 to focus on the promotion of cocoa and oil palm-based enterprises will require baseline data collection to enable PROSPER to report on the *Number of people with increased economic benefits...* (Indicator 3.1, Intermediate Result 3). Robynne Locke will assist the Component 3 team and the M&E Unit to develop the data collection methodologies and tools.

**EMMP:** PROSPER’s approved environmental mitigation and monitoring plan (EMMP) will be updated during the first quarter of FY14 to reflect new programmed activities, in particular related to tree crop promotion. The PROSPER team will detail monitoring indicators, reporting frequencies, and responsibilities for all mitigation measures. A Tetra Tech home office environmental monitoring expert will provide remote guidance and advice to the PROSPER team in finalizing the plan. .

PROSPER will take a number of steps in FY14 to operationalize the EMMP and integrate it into the program’s overall performance monitoring system. Technical staff will be oriented on USAID requirements and systems for environmental monitoring and on PROSPER’s EMMP, with an emphasis on explaining the importance and utility of such monitoring. Electronic versions of the EMMP and USAID’s *Environmental Guidelines for Small-Scale Activities in Africa (EGSSAA)* will be provided to all staff, and hard copies will be provided to all program offices for easy consultation. PROSPER’s M&E Specialist and Officer will organize half-day training sessions for all field staff and implementing partners in Quarter 2 to familiarize them with PROSPER’s EMMP and their respective monitoring and reporting responsibilities. Environmental monitoring results will be included in PROSPER’s monthly and quarterly reports to USAID.

***Effectiveness of Outreach Activities:*** An important new feature of the Year 2 outreach and awareness-raising campaign will be the effort to demonstrate the effect of outreach activities on the knowledge, attitudes, and behavior of target audiences. The development of an effective and affordable methodology for achieving that goal requires specialized expertise and experience. In September 2013, Tetra Tech M&E Specialist Robynne Locke helped PROSPER’s Component 1 Team to identify possible options and tools for gathering appropriate “before and after” data. Additional assistance from Ms. Locke will be required to develop focus group guides and survey instruments, to develop a scope of work for conducting the surveys, and to orient and manage the data collection.

# IMPLEMENTATION SCHEDULE

<b>COMPONENT 1 – EDUCATION, OUTREACH &amp; AWARENESS</b>												
<b>Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation and environmental compliance</b>												
<b>IR 1.1 Improved capacity of MOE to deliver formal and non-formal primary and adult education curricula on natural resource management and governance</b>												
<b>ACTIVITY</b>	<b>TASKS</b>	<b>Q1</b>			<b>Q2</b>			<b>Q3</b>			<b>Q4</b>	
<b>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</b>	<b>1.1.1 Refine and package primary school environmental curriculum and support materials for piloting by MoE</b>											
	1.1.1.1 In collaboration with Rutgers Univ. and the MoE, develop teaching and learning materials (TLM) related to the lesson plans											
	1.1.1.2 Finalize framework environmental curriculum for inclusion in the final product											
	1.1.1.3 Reach consensus with MoE and Rutgers Univ. on the packaging of environmental curriculum and accompanying materials											
	1.1.1.4 Finalize and print environmental curriculum and accompanying TLM											
	1.1.1.5 In conjunction with USAID, formally submit TLM to MoE											
	<b>1.1.2 Assist MoE to develop strategies for piloting primary environmental curriculum</b>											
	1.1.2.1 Meet with MoE officials including Deputy Minister of Instruction to consolidate ownership of the environmental curriculum and TLM											
	1.1.2.2 Provide assistance to MoE in identifying potential primary school education service providers/partners interested in using the environmental curriculum and materials											
	1.1.2.3 Build consensus on the most appropriate and cost-effective methodologies for piloting the environmental curriculum											

ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
	1.1.2.4 Conduct orientation workshops for teachers and MoE officials in three PROSPER work zones (Sanniquellie, Tappita and Buchanan)				■	■							
	1.1.2.5 Conduct one-day M&E training, specific to curriculum piloting process, for relevant MoE Officials					■							
	1.1.2.6 Submit report of field testing of environmental curriculum materials conducted in FY13 (DELIVERABLE 3)			●									
	<b>1.1.3 Conduct education review workshop to identify lessons learned and best practices in the primary curriculum strengthening process</b>												
	1.1.3.1 Organize a lessons learned workshop on the primary curriculum strengthening process with MoE and CDWG members						■						
	1.1.3.2 Produce a lessons learned report (DELIVERABLE 27)							●					

COMPONENT 1 – EDUCATION, OUTREACH & AWARENESS										
Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation and environmental compliance										
IR 1.2 Improved capacity of CSOs to design and conduct outreach campaigns to increase public awareness of natural resource and environmental management issues										
ACTIVITY	TASKS	Q1	Q2	Q3	Q4					
1.2 Collaboratively support the development of outreach campaigns to increase public awareness of natural resource and environmental management issues	<b>1.2.1 Develop Lessons Learned and Best Practices Publication</b>									
	1.2.1.1 Design lessons learned workshop in conjunction with M&E Specialists and County teams									
	1.2.1.2 Conduct lessons learned workshops at the county and sub-county levels: Grand Bassa (Buchanan), southern Nimba (Tappita), and northern Nimba (Sanniquellie)									
	1.2.1.3 Develop first draft of the lessons learned publication									
	1.2.1.4 Circulate draft of the lessons learned publication to CFWG, FDA, EPA, CSOs, etc. for comments and inputs									
	1.2.1.5 Produce final draft report									
	1.2.1.6 Submit intermediate report on best practices and lessons learned from public outreach and awareness building									
	1.2.1.7 Submit final public outreach and awareness building manual to USAID (DELIVERABLE 6)									
	1.2.1.8 Submit to USAID electronic package of outreach products (brochures, community theater and video products, etc.) developed in FY13 (DELIVERABLE 11)									
	1.2.1.9 Submit report to USAID on public outreach and awareness building approaches field-tested in FY13 with relevant GOL agencies, targeted communities, and other identified stakeholders (DELIVERABLE 5)									
<b>1.2.2 Develop radio drama serial in collaboration with PCI Media and CFWG</b>										

ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
<b>1.2 Collaboratively support the development of outreach campaigns to increase public awareness of natural resource and environmental management issues</b>  (continued)	1.2.2.1 PCI Media Impact signs MOU with UNMIL to broadcast radio serial on UNMIL's national radio network in Liberia	■											
	1.2.2.2 Sign sub-contract with PCI Media Impact to develop and broadcast radio drama serial	■											
	1.2.2.3 Participate in an entertainment-education workshop for community members and local experts to design the Liberian radio-drama		■										
	1.2.2.4 Contribute to development of a Liberia-specific Knowledge, Attitude, Behavior core planning document that includes targets with respect to Community Rights Law		■										
	1.2.2.5 Up to 5 community radio animators from PROSPER's 3 target zones trained in the design and production of interactive talk shows				■								
	1.2.2.6 Provide technical advice on the production of 52 radio drama episodes that integrate themes and messages from PROSPER's outreach campaign				■	■	■	■	■	■	■	■	■
	<b>1.2.3 Build capacity of CSOs to plan, implement, and evaluate second annual outreach campaign</b>												
	1.2.3.1 Conduct consensus-building workshop on the theme and major activities of the second annual outreach campaign		■										
	1.2.3.2 Develop methodology and tools for assessing the effectiveness of outreach efforts, including baseline and post-campaign surveys		■	■									
	1.2.3.3 Conduct training to enhance the technical capacity of CSOs in effective still photography and video editing; developing picture stories, and writing progress stories		■										
	1.2.3.4 Refine and repackage existing prototypes of outreach materials where applicable		■										
	1.2.3.5 Develop new outreach material prototypes in thematic areas		■	■									
	1.2.3.6 Initiate procurement process for graphics or other professional services		■										
	1.2.3.7 Pre-test prototypes of the outreach materials		■										
1.2.3.8 Finalize and produce outreach materials		■	■										

ACTIVITY	TASKS	Q1			Q2		Q3		Q4			
<b>1.2 Collaboratively support the development of outreach campaigns to increase public awareness of natural resource and environmental management issues</b>  (continued)	1.2.3.9 Carry out pre-campaign KAB surveys											
	1.2.3.10 Launch second annual outreach campaign											
	1.2.3.11 Roll-out the second annual outreach campaign in PROSPER sites											
	1.2.3.10 Carry out post-campaign KAB assessment activities											
	1.2.3.13 Conduct lessons learned workshops at the county and sub-county levels											
	<b>1.2.4 Develop communities' capacity to participate in public awareness on NRM and CF</b>											
	1.2.4.1 Provide technical support to the Zor theater troupe to prepare its participation in local rollout of annual outreach campaign											
	1.2.4.2 Develop schedule and budget to enable the Zor theater troupe to plan performances in PROSPER areas											
	1.2.4.3 Provide outreach materials for local theater troupe to support mobilizers in outreach campaigns											
	1.2.4.4 Mobilize Zor theater troupe in the rollout of the second annual CF outreach campaign in their communities and other PROSPER sites											
	<b>1.2.5 Promote increased awareness of biodiversity conservation within PROSPER communities</b>											
	1.2.5.1 Identify target groups for specific biodiversity awareness messages											
	1.2.5.2 In collaboration with Component 2 (2.4), develop awareness materials on biodiversity conservation											
	1.2.5.3 Integrate biodiversity awareness with national outreach campaign											

COMPONENT 1 – EDUCATION, OUTREACH & AWARENESS										
Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation and environmental compliance										
IR 1.3 Improved capacity of FTI to develop and deliver a community forestry curriculum										
ACTIVITY	TASKS	Q1		Q2		Q3		Q4		
<b>Activity 1.3: Develop a community forestry curriculum and support capacity development of FTI staff to implement</b>	1.3.1 Prepare final version of FTI curriculum document and submit to USAID (DELIVERABLE 8)			●						
	1.3.2 Print out copies of the Community Forestry curriculum document and Teacher's Guide for specific instructors and for library									
	1.3.3 Upload the final Community Forestry curriculum in the FTI database and FTI website									
	1.3.4 Review the teacher-training report and finalized CF curriculum with FTI instructors in preparation for the start of the new academic year									
	1.3.5 Conduct training for instructors and students on the use of the FTI website and database									
	1.3.6 Design and implement internship and research programs to benefit both instructors and students									
	1.3.7 Identify speakers/guest lecturers on specific topics to bring additional perspectives to the classroom									
	1.3.8 Develop monitoring schedule for the delivery of the CF curriculum									
	1.3.9 Conduct periodic in-class observations of the delivery of the CF curriculum									
	1.3.10 Facilitate review and refinement workshops at end of term to reinforce curriculum content and teaching techniques									
	1.3.11 Monitor the use of FTI website and database by students and instructors									

<b>COMPONENT 2 – FOREST MANAGEMENT &amp; BIODIVERSITY</b>												
<b>Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities</b>												
<b>IR 2.1 Increased community capacity for forest management</b>												
<b>ACTIVITY</b>	<b>TASKS</b>	<b>Q1</b>			<b>Q2</b>			<b>Q3</b>			<b>Q4</b>	
<b>2.1 Build community capacity for forest management</b>	<b>NEW CF SITES (G. BASSA, KBARPLEA &amp; GBLOR)</b>											
	2.1.1 Form CF organizing committee (CFOC)											
	2.1.2 Provide leadership & conflict management training to CFOC											
	2.1.3 Organize electoral colleges											
	2.1.4 Review and post socio-economic survey											
	2.1.5 Map proposed forest area & post for public notice period											
	2.1.6 Demarcate forest area											
	2.1.7 Hold elections for Community Assembly											
	2.1.8 Provide leadership training for CA/CFMB											
	2.1.9 Draft constitution/by-laws for CFMB											
	2.1.10 Conduct forest resource inventory											
	2.1.11 Draft management plan with CFMB/FDA											
	<b>OLDER SITES (N. NIMBA)</b>											
	2.1.12 Restructure CF governance structures for CRL compliance											
	2.1.13 Apply to FDA for CFMA amendment											
	2.1.14 Develop and finalize rules in each CF											
	2.1.15 Outreach and awareness on rules through CFG & other media											
2.1.16 Support development & implementation of permit system												
2.1.17 Training in biomonitoring												

ACTIVITY	TASKS	Q1	Q2	Q3	Q4
<b>2.1 Build community capacity for forest management</b>  (continued)	2.1.18 Demarcation of Sehyi forest				
	2.1.18 Review and revision of management plan				
	<b>SEHZUPLAY &amp; BOE-QUILLA SITES (TAPPITA)</b>				
	2.1.19 Map settlement and farm areas within the Big Gio Forest				
	2.1.20 Support negotiations with FDA on land use in the Big Gio Forest				
	<b>ALL SITES</b>				
	2.1.21 Community reps participate & present at CSDC meetings				
	2.1.22 Community reps participate in County Forestry Forum meetings				
	2.1.23 Community reps host and participate in cross-site study tours				
	2.1.24 Develop informational materials (brochures, radio programs, community theater, video products, etc. to support community forest management in Liberia (DELIVERABLE 16)				
	2.1.25 Develop & finalize "How-to" Manuals on Forest Management (DELIVERABLE 12)				

COMPONENT 2 – FOREST MANAGEMENT & BIODIVERSITY											
Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities											
IR 2.2 Strengthened capacity of FDA, EPA and CSOs to support sustainable forest management											
ACTIVITY	TASKS	Q1	Q2	Q3	Q4						
2.2 Strengthen capacity of FDA, EPA and CSOs to support sustainable forest management	2.2.1 Develop a CF short course for FDA, EPA, CSOs on CFM & NRM										
	2.2.2 Deliver CF short course to FDA, EPA, CSOs										
	2.2.3 Design and deliver CRL/regulation training to FDA, EPA & CSO										
	2.2.4 Develop CRL regulatory compliance checklists w/ FDA CF Department										
	2.2.5 FDA cadre ongoing participation in PROSPER activities										
Intermediate Result 1: Increased educational and institutional capacity to improve environmental awareness, NRM, biodiversity conservation and environmental compliance											
IR 1.4 Improved capacity of civil society and community organizations to contribute to NRM, land and environmental policy development											
1.4 Work with civil society institutions and communities to support policy dialogue, develop communication and coordination strategies and support effective stakeholder engagement in the development of NRM land and environmental policy	2.2.6 Facilitate presentations to policy makers by community members to Land Commission, Governance Commission <i>et al.</i>										
	2.2.7 Facilitate meetings at county, district & community level on CRL/reg through the CFWG										
	2.2.8 Provide training to CFWG committees on CF steps and other outreach strategies										
	2.2.9 Support CFWG committees to provide outreach and awareness on CRL/reg requirements in pilot communities outside of PROSPER sites										
	2.2.10 Collaborate with NNBSG on northern Nimba land use planning issues										
	2.2.11 Report on establishment of national level advocacy forum for citizen and community rights (DELIVERABALE 10)										

COMPONENT 2 – FOREST MANAGEMENT & BIODIVERSITY												
Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities												
IR 2.3 Legal framework for community forestry and LTPR improved and simplified on the basis of recommendations from stakeholder consultations												
ACTIVITY	TASKS	Q1		Q2		Q3		Q4				
2.3 Support development of legal framework for community forestry and land tenure and property rights	2.3.1 Develop & present 3 policy briefs in partnership with CSO (DELIVERABLE 29)	■	●							■	●	
	2.3.2 Finalize Legal Framework Analysis Report (DELIVERABLE 15)		■	●								
	2.3.3 Conduct workshops to discuss and gain forestry stakeholder consensus on best practices from policy briefs & legal reform report		■	■	■	■					■	■
	2.3.4 Refine and reissue position statement papers to policy makers from forums	■	■	■	■	■	■	■	■	■	■	■
	2.3.5 Participate in Land Rights Policy Taskforces; including presentations RE: land demarcation & community identification processes					■	■	■	■	■	■	■

<b>COMPONENT 2 – FOREST MANAGEMENT &amp; BIODIVERSITY</b>													
<b>Intermediate Result 2: Improved community-based forest management leading to more sustainable practices and reduced threats to biodiversity in targeted communities</b>													
<b>IR 2.4 Increased use of forest ecosystems data to support the design of community outreach materials and programs</b>													
<b>ACTIVITY</b>	<b>TASKS</b>	<b>Q1</b>			<b>Q2</b>			<b>Q3</b>			<b>Q4</b>		
<b>2.4 Increase knowledge of forest ecosystems and design appropriate interventions</b>	2.4.1 Conduct a threats assessment in selected forest ecosystems (new sites)												
	2.4.2 Train community members in biomonitoring protocol & implement												
	2.4.3 Revise, update biomonitoring protocol "how-to" manual												
	2.4.4 Draft guidelines governing the extraction of forest resources based on biomonitoring & permits												
	2.4.5 Review and finalize the draft guidelines												
	2.4.6 Design and produce new outreach materials/products based on data collection/monitoring												
	2.4.7 Design outreach strategies for biodiversity outreach materials/products												

## COMPONENT 3 – LIVELIHOOD AND ENTERPRISE DEVELOPMENT

Intermediate Result 3: Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas

### IR 3.1 Increased number of sustainable agro/forest-based enterprises

ACTIVITY	TASKS	Q1	Q2	Q3	Q4
3.1 Assist communities, selected resource use groups within communities, and other appropriate public and private stakeholders to develop enterprises based on the sustainable use of natural resources	3.1.1 Agriculture value chain assessment report (DELIVERABLE 2)			•	
	<b>3.1.2 Non-Timber Forest Products (NTFPs) - Griffonia</b>				
	3.1.2.1 Mitigate impacts of Griffonia harvesting through the distribution and monitoring of Griffonia seedlings				
	3.1.2.2 Monitoring Griffonia test plots				
	3.1.2.3 Identification and mobilization of lead entrepreneurs for Griffonia and technical assistance establishing credit eligibility and engaging potential buyers				
	<b>3.1.3 Support of CPOPs and CPGs</b>				
	3.1.3.1 Final business training CPOPs and CPGs				
	3.1.3.2 Monitoring of CPOPs and CPGs				
	<b>3.1.4 Wood based products</b>				
	3.1.4.1 Value chain assessment of wood-based products				
	<b>3.1.5 Support of Oil Palm Sector</b>				
	3.1.5.1 Finalize oil palm sector assessment				
	3.1.5.2 Identify and mobilize oil palm nursery entrepreneurs				
	3.1.5.3 Establish links between existing CPOPs and SHOPS program for regular training on maintenance of equipment including an update to the maintenance and troubleshooting manuals in collaboration with equipment manufacturers				
	3.1.5.4 Plan and build awareness for Ag Expos in PROSPER communities				
	3.1.5.5 Organize Ag Expo on productive uses of oil palm				
	3.1.5.6 Based on Ag Expo result, mobilize new oil palm enterprises				

## COMPONENT 3 – LIVELIHOOD AND ENTERPRISE DEVELOPMENT

Intermediate Result 3: Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas

IR 3.2 Reduce threats to biodiversity linked to livelihood activities

ACTIVITY	TASKS	Q1	Q2	Q3	Q4
3.2 Reduce threats to biodiversity linked to livelihood activities	<b>3.2.1 Farmer Field Schools</b>				
	3.2.1.1 Conduct and monitor FFS (9 in northern Nimba, 2 in Grand Bassa)	■	■		
	3.2.1.2 Engage FED concerning establishment of new FFS in PROSPER work areas; establish MOU with FED	■	■		
	3.2.1.3 Prepare training materials on community forestry for incorporation into FED FFS		■	■	
	3.2.1.4 Print CF extension material for FED FFS			■	
	3.2.1.5 ToT of FED/AV staff on community forestry			■	
	3.2.1.6 Link existing CPGs with FED for further strengthening	■	■		
	<b>3.2.2 Cocoa Activities</b>				
	3.2.2.1 Finalize cocoa assessment including report	■	■		
	3.2.2.2 Negotiate Wienco subcontract for cocoa rehabilitation		■	■	
	3.2.2.3 Monitor cocoa training by Wienco		■	■	■
	3.2.2.4 Solicit applications for solar dryer support and make awards to of winning groups			■	■
	<b>3.2.3 Crop Diversification</b>				
	3.2.3.1 Develop crop diversification training materials		■	■	
	3.2.3.2 Crop diversification small group training			■	■
	<b>3.2.4 Improved Market Information</b>				
3.2.4.1 Investigate price-sharing strategies		■			

ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
	3.2.4.2 Design pricing delivery mechanism/system												
	3.2.4.3 Launch broadcasting price info via radio/SMS												
	<b>3.2.5. Bushmeat Alternatives Assessment</b>												
	3.2.5.1 Finalize bushmeat assessment including report												
	<b>3.2.6 Charcoal Production Assessment</b>												
	3.2.6.1 Finalize charcoal assessment including report												

### COMPONENT 3 – LIVELIHOOD AND ENTERPRISE DEVELOPMENT

**Intermediate Result 3: Improved community-based livelihoods derived from sustainable forest and agricultural-based enterprises in targeted communities areas**

**IR 3.3: Increased information available to stakeholders concerning best practices, to improve effectiveness of forestry and agricultural enterprise**

ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
<b>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</b>	3.3.1 Participate in monthly national-level Agriculture Coordinating Councils (ACCs) and their working groups (in particular for cocoa and oil palm), and other relevant national- and county-level fora												
	3.3.2 Develop and disseminate four extension products through the ACC												
	3.3.3 Prepare and present annual project update to the ACC.												
	3.3.4 Organize exchange of experience with stakeholders on a) strategies and policies for reducing shifting cultivation, and b) sustainable strategies for meeting demand for charcoal.												
	3.3.5 Facilitate site visits for entrepreneurs from PROSPER areas interested in oil palm processing with SHOPS-supported entrepreneurs; facilitate site visits for cocoa farmers with LIFE-supported cocoa groups.												

PERFORMANCE MANAGEMENT													
ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
Monitor, evaluate and report on program progress to provide the information base needed for adaptive management	<b>4.1 Consolidate PROSPER performance management and reporting systems</b>												
	4.1.1 Revise and update performance monitoring plan (indicators, targets, PIRS, data gathering tools) taking into account strategic adaptations in Year 2 approach												
	4.1.2 Provide hands-on training to PROSPER technical staff members and implementing partners to improve the quality of data collected and undertake joint analyses; share results of performance monitoring to close feedback loop												
	4.1.3 Assemble and analyze data on key indicators and prepare quarterly reports and entry into PIDS; identify and draft quarterly success stories												
	4.1.3 Support data quality assessments (DQA) conducted by L-MEP												
	4.1.4 Conduct quarterly visits of field activities to assess and verify program implementation with USAID and GoL stakeholders												
	<b>4.2 Update and operationalize PROSPER environmental mitigation and monitoring plan (EMMP)</b>												
	4.2.1 Update approved EMMP to take account of new activities planned in FY14												
	4.2.2 Provide orientation to PROSPER technical staff on USAID environmental monitoring requirements, procedures and tools, and present PROSPER EMMP												
	4.2.3 Organize sessions with field staff and IP staff to familiarize them with PROSPER EMMP and reporting responsibilities												
	4.2.4 Ongoing monitoring, data gathering, and reporting related to EMMP												
	<b>4.3 Implement monitoring of institutional capacity to improve environmental awareness (Indicator 1.1)</b>												
	4.3.1 Refine and finalize methodology and tools for conducting institutional assessments (MoE, CFWG, FTI, FDA)												
	4.3.2 Conduct assessments												
<b>4.4 Measure effectiveness of Year 2 outreach activities on target audiences</b>													

ACTIVITY	TASKS	Q1			Q2			Q3			Q4		
	4.4.1 Develop methodology and tools based on knowledge/attitude/behavior changes that Component 1 team and CFWG target for Year 2.												
	4.4.2 Identify, contract, and orient an organization capable of conducting pre- and post-campaign surveys and focus groups												
	4.4.3 Conduct pre- and post-campaign data collection												
	4.4.4 Analyze and report on survey and focus group results												
	<b>4.5 Establish economic benefits baselines for new ag- and forest-based enterprises</b>												
	4.5.1 Develop the data collection methodologies and tools												
	4.5.2 Carry out baseline data collection												

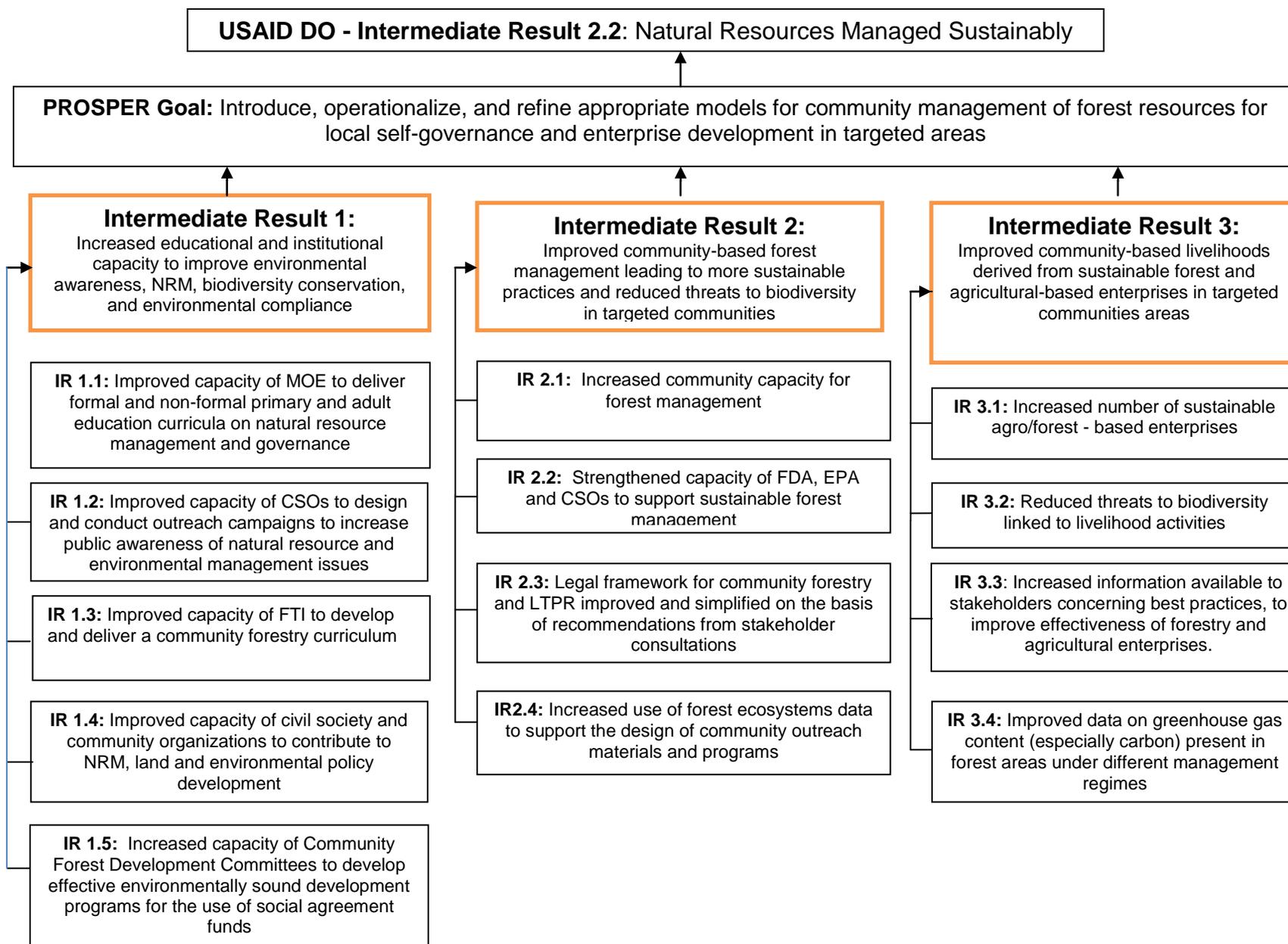
# ANNEX

## ANNEX 1 – FY14 DELIVERABLES

No.	Deliverable	Original Due Date	Projected Submission Date	Activity Reference
2b	Sector surveys and analyses for selected forestry and agricultural value chains: Selected (non-NTPF) forestry and agricultural value chains	Nov 2012	Dec 2013	Activity 3.1
3	Environmental curriculum materials field tested with MOE staff, other USAID implementing partners, teachers and primary school students in schools in target areas <b>[Note: Field work for this deliverable completed in FY13]</b>	May 2013	Dec 2013	Activity 1.1
5	Public outreach and awareness building approaches field-tested with relevant GOL agencies, target communities, and other identified stakeholders <b>[Note: Field work for this deliverable completed in FY13]</b>	May 2013	Dec 2013	Activity 1.2
6	Public outreach and awareness building manuals developed and provided to relevant GOL agencies, target communities, and other identified stakeholders	Nov 2013	Sep 2014	Activity 1.2
8	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	May 2014	Dec 2013	Activity 1.3
10	National level forum advocating for citizens and community rights with regard to tenure, property rights, protection and management of forest resources is established and operational	Nov 2013	Jun 2014	Activity 2.2/1.4)
11	Series of brochures, radio programs, community theater and video products developed to educate the Liberian public in community forest development, land tenure and property rights, and environmental awareness <b>[Note: Field work for this deliverable completed in FY13]</b>	May 2013	Nov 2013	Activity 1.2
12	Community Forest Management Handbook	May 2013	Aug 2014	Activity 2.1
15	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 are developed /revised and disseminated in	May 2013	Dec 2013	Activity 2.3

<b>No.</b>	<b>Deliverable</b>	<b>Original Due Date</b>	<b>Projected Submission Date</b>	<b>Activity Reference</b>
	collaboration with stakeholders			
16	Series of brochures, radio programs, community theater, and video products developed to support community forest management in Liberia	May 2014	May 2014	Activity 2.1/1.2
27	Year-1 Education Review Workshop	May 2013	June 2014	Activity 1.1
29	Three policy briefs developed in collaboration with Community Forestry Right Forum	May 2013	Jan 2014	Activity 2.3

## ANNEX 2 - PROSPER RESULTS FRAMEWORK



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