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# PROSPER

PEOPLE, RULES AND ORGANIZATIONS SUPPORTING THE  
PROTECTION OF ECOSYSTEM RESOURCES

## Public Outreach and Awareness-Building Approaches: First Annual Campaign on Community Forestry

December 2013

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

## Public Outreach and Awareness-Building Approaches: First Annual Campaign on Community Forestry

(Contract Deliverable No. 5)

December 2013

### **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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## INTRODUCTION

The PROSPER program scope of work notes that “The successful management of Liberia’s natural resources depends not only on government agencies and communities directly responsible for their management, but also on an educated citizenry that can make informed decisions about the use and management of these resources by government agencies, the private sector, and communities.” To contribute to building an educated citizenry, PROSPER is charged by USAID with working with key institutions to build their capacity to develop effective outreach campaigns to communicate information that will lead to changes in the way citizens think about and make decision about their natural resources.

This report of the first annual PROSPER-supported outreach campaign, submitted in fulfillment of Contract Deliverable no. 5, presents an overview of the preparation and implementation of an intensive three-month public outreach and awareness campaign on community forestry and environmental issues conducted from May to July 2013 under the theme, “Make Community Forestry Rights Real”.

The report provides synopses of the approaches and best practices used to plan, prepare, and implement the campaign, and highlights of the campaign launch events as well as activities covered during the campaign rollout. The report also gives a brief background of the outreach campaign and describes some of the major challenges encountered.

## BACKGROUND

The absence of effective public education and awareness efforts in Liberia concerning environmental and natural resource issues hampers efforts to implement policies aimed at the sustainable management of Liberia’s forest resources. The recent, highly-publicized private use permit (PUP) scandal, alleged fraudulent community forest applications, and other instances of non-compliance with major forest policies and laws have provided clear evidence of the Forestry Development Authority’s (FDA) limited capacity to impact and change behaviors through sensitization in the forestry sector. Liberia’s failure, to date, to harness effective public education to avert the pillage of its forest resources has contributed to the rapid, ongoing decline of the Upper Guinea Forest of which Liberia is home to nearly 40%.

Four years following the passage of the Community Rights Law (CRL) in 2009 and the subsequent promulgation of the CRL Regulations, the Government of Liberia and the FDA have made no significant effort to disseminate those important laws that recognize and legitimize the role of local communities in the management and governance of the country’s forest resources. Hence, the integrity of valuable forests resources and biodiversity and the rights of forest communities are still being undermined by threats such as illegal logging and poaching, and by concession agriculture and mining schemes approved without informed, prior consent of communities.

In August 2012, USAID/PROSPER supported a two-day intensive workshop held in Kakata focused on the Community Forestry Working Group (CFWG) which had been dormant for over fifteen months. The CFWG was established by the FDA in 2007 to facilitate input from communities and other key stakeholders into the development and eventual implementation of laws and policies relevant to community forestry, including the National Forestry Reform Law, the Community Rights Law, and regulations guiding their implementation.

The primary objectives of the workshop were to assess the status of the CFWG in the hope of re-activating the group and strengthening its capacity to assume the role of conducting public outreach on environmental issues and community forestry. Since outreach was the main thrust of the workshop, the 32 participants drawn from agencies of Government, civil society organizations (CSOs) and private sector institutions shared experiences, lessons learned and best practices related to outreach and advanced ideas and themes on how to strengthen outreach campaigns to increase public awareness and understanding in community forestry. Two months later, in October 2012, the CFWG met in Monrovia where it reconsolidated, and with PROSPER's facilitation began developing messages and designing strategies it would apply during the pilot testing of the first outreach campaign. Both the August and October workshops represented an application of *formative communications research*, a best practice that involves conducting focus groups or interviews with key stakeholders on the issues that affect them and using that information to guide the design of communications campaigns and materials.

# 1. PLANNING AND PREPARATION

To ensure a successful result, the CFWG invested considerable time in planning and preparing the first annual outreach campaign. Preparatory activities included trainings on behavior change communication, strategy meetings, work sessions and the development of products with vendors.

## 1.1 THE DEVELOPMENT OF THE KEY CAMPAIGN MESSAGES

USAID/PROSPER facilitated one major workshop and a series of follow-on workshops to support the CFWG in the development and fine tuning of the campaign messages. The first workshop guided the CFWG through a **participatory design** process which helped the CFWG to develop three sets of messages on: *the legal and policy framework*; *sustainable forest management and biodiversity conservation*; and *livelihoods and enterprise development*. Analyzing the prevailing context in the forestry sector marked by efforts of private interests to gain access to huge areas of community forests – often through illegal means – the FDA and the CFWG reached consensus on the need to focus the first annual campaign on improving awareness and knowledge of the Community Rights Law (CRL) and the CRL Regulations, reserving the second and third sets of messages for subsequent campaigns. The initially agreed campaign theme was “Make Rights Real”. The message was subsequently refined, in consultation with stakeholders, to read “Make Community Forestry Rights Real”. *Participatory program design* was a key best practice in communications and outreach that PROSPER applied and promoted from beginning to end of the first annual campaign.

## 1.2 IDENTIFICATION AND SELECTION OF TARGET AUDIENCE

The main target audiences of the first campaign were: 1) Liberia’s rural population in general, with a specific focus on forest-dependent communities in USAID/PROSPER-supported sites in northern and lower Nimba County and Districts 3 and 4 of Grand Bassa County; 2) local authorities of both counties, and; 3) representatives of local government agencies including the Forestry Development Authority, the Environmental Protection Agency, the Ministry of Lands, Mines and Energy, and the Ministry of Agriculture.

### 1.3.1 IDENTIFICATION, DESIGN AND DEVELOPMENT OF CAMPAIGN TOOLS

The main tools used during the campaign were: booklets presenting the Community Rights Law and the CRL Regulations, posters and flyers that explain community forestry and outline the steps to establish an authorized forest community, T-shirts with various messages on natural resource and forest management, a campaign jingle, and the draft “Make Rights Real” video.<sup>1</sup> Various tools were proposed during the initial workshop in Kakata (August 2012), but the ones listed above were sanctioned by the CFWG following discussions on their efficacy in conveying key messages. A core team of the CFWG and the FDA participated in the design and development of prototypes, pretesting, and final production of these tools.

*Pretesting and Modify, revise, and reproduce content* are two best practices that PROSPER used with the CFWG to good effect in the first annual campaign. Pretesting entails presenting proposed outreach materials to a target group or audience with the intention of modifying the materials based on group feedback. For example, the community forestry posters that were presented and disseminated during the campaign were first used in the field by PROSPER community mobilizers and then refined for use in the

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<sup>1</sup> The “Make Rights Real” video was developed as a practical application of the video development and editing training that PROSPER organized for the CFWG (see Section 1.5 Capacity Building, below). The draft (rough-cut) version projected during the first annual campaign will undergo further editing and refinement in FY 14 in advance of the second annual outreach campaign in response to specific USAID recommendations

campaign based on community feedback. When the initial campaign T-shirts design was developed, the views of CFWG, community members, and USAID were solicited on both the messages and layout. Their feedback allowed the T-shirts to be redesigned and finalized for the campaign.

## 1.4 PRELAUNCH FIELD PLANNING EXERCISE

The prelaunch field planning exercise conducted in late February (Nimba County) and mid-April 2013 (Grand Bassa) offered an opportunity for the core team of the CFWG to harmonize and consolidate plans with PROSPER field staff and FDA regional/field staff. This highly participatory approach enabled these regional/field staffs in turn to take ownership of the planning process – a fact that contributed greatly to the high quality of the campaign launching ceremonies organized in Tappita and Sanniquellie in late May, and in Buchanan in early June. During these field-planning exercises, the CFWG and the regional/field teams were able to:

- Identify key stakeholders to participate in the launching ceremonies and other outreach events
- Inform county, local and government authorities of the campaign and mobilize their participation and support
- Gain a deeper understanding of the context of the target communities and other stakeholders
- Develop plans related to logistics, public relations and administrative issues for the launching ceremonies.

## 1.5 CAPACITY BUILDING

Throughout the course of preparing the outreach campaign, PROSPER offered both classroom and hands-on training opportunities to members of the CFWG. Topics included advanced participatory methods, behavioral change communication, video shooting, effective messaging and, understanding the Community Rights Law and Regulations in preparation for development of materials and products for the campaign. A behavioral change communication (BCC) workshop PROSPER held with the CFWG in January and February 2013 was a training, but it was also essentially a big focus group during which stakeholders were asked questions about the focal issues, the ways communities are impacted, and presented communications solutions (another practical application of the best practice known as *formative communications research*).

The new knowledge and skills gained by participating CFWG members through these different training events was put to immediate practical use in carrying out such tasks as developing outreach tools and clearly enhanced their ability to contribute to all phases of designing and conducting the first annual campaign.





## The production of the “Make Rights Real” video

Members of the CFWG (*five CSO members and one FDA staff*) performed extremely well as on-set interviewers and handlers of the video equipment. They produced high-quality footage that was used in the rough-cut of the “Make Rights Real” video that was aired throughout the campaign and that had a strong impact on audiences. The skills gained in interviewing and video recording were put to use by the CFWG team to cover the campaign events.

During the filming exercise of the Make Rights Real video, the outreach team interviewed a total of seven women leaders from northern Nimba communities. Three of these women are featured in the rough cut version of the video. The outreach team deliberately featured these women’s leaders in order to:

- Allow them to share their experiences in community forestry with a range of female audiences in target communities where the video would be projected
- Motivate other women across Liberia to work alongside their male counterparts to promote community forestry
- Spotlight women who have gained economic benefits from community forestry through livelihoods and enterprise activities in their communities, thus encouraging women in other communities to support community forestry.



The Communications Manager of FDA, Mr. Anthony Vanwen, interviewing one of the community members for the Make Rights Real video

## Training on the CRL and CRL Regulations

As preparations for the first outreach campaign advanced, CFWG members recognized gaps in their own understanding of the key policies, laws, and regulations put in place to ensure sound management of Liberia’s forest resources. They requested that PROSPER organize a training to present the CRL and CRL Regulations in detail, to clarify points of ambiguity, and to allow them to discuss and understand nuances in the law. The CFWG, including members from the FDA, benefitted immensely from the knowledge gained during the training. Dummy questions used in the CFWG training happened to be very similar to the ones raised by community members during question-and-answer sessions in the later rollout of the campaign in villages. The CRL and regulations training increased the level of understanding and appreciation of the CFWG on community rights issues.

## 2 ANNUAL OUTREACH CAMPAIGN LAUNCHING CEREMONIES

The first annual outreach campaign on community forestry entailed high-profile launch ceremonies in southern Nimba County (Tappita), northern Nimba County (Sanniquellie) and in Grand Bassa County (Buchanan), respectively. These ceremonies brought together an array of dignitaries from agencies of the Government of Liberia, representatives of CSOs at local and national levels, community leaders, local authorities, youth groups, the media and other stakeholders associated with the forestry sector. It was designed to impact key target audiences in PROSPER sites and other stakeholders that influence how their community forests are managed. The launching ceremonies took place in Tappita on May 24; in Sanniquellie on May 29; and in Buchanan on June 8, 2013. They were characterized by the following activities:

### 2.1 KEYNOTE ADDRESS

The keynote addresses were delivered by Hon. Harrison Karnwea, Mr. Kederick Johnson and Dr. Othello Brandy in Tappita, Sanniquellie and Buchanan, respectively.

**Hon. Harrison Karnwea** is a prominent and well-respected citizen of Nimba County, a former minister and interim Managing Director of FDA.

**Mr. Kederick Johnson** is the Deputy Managing Director of FDA

**Dr. Othello Brandy** is a son of Grand Bassa County and Chairman of the Land Commission (LC).

The keynote addresses primarily focused on:

- Opportunities offered by the CRL, including the devolution of power to local communities to participate in decisions that affect the management of their forest and forest resources
- Benefits communities can derive from sustainable forest management
- The need for partners such as PROSPER to support local communities to engage in sustainable livelihoods and enterprise development as a mean of reducing biodiversity loss and deforestation
- The opportunities provided by the new Land Rights Policy to communities, especially in relation to forest resource governance
- The need for communities to take advantage of the wave of change sweeping through the natural resource sectors of the country, by securing their land and forest resources
- Equitable distribution of benefits derived from community forest resources
- Recognition of customary rights accorded to communities by the laws
- The overwhelming need for communities to ensure the sustainable management of their forests in ways that protect the environment for future generations



The Deputy Managing Director of the FDA, Mr. Kederick Johnson, delivering the Keynote Address at the Sanniquellie launch

- The need for compliance of all stakeholders with the legal and regulatory framework governing the forestry sector.

## 2.2 OTHER STATEMENTS

Selected experts, county authorities, local leaders and community representatives made speeches highlighting important community forest technical management and governance issues. Dr. Sam Koffa, Senior Community Forestry Advisor for PROSPER, presented a reflection on the forestry sector in Liberia from an NRM perspective, in all three launches. He outlined the evolution of forest management in Liberia and perceptions that have driven the models of forest management regimes. He emphasized that in making our choices, we must remember that rural people view the forest as *“a supermarket, a pharmacy and a bank”*.

Most local leaders and community representatives who spoke underscored the significant and timely support of USAID/PROSPER to the development of their community forest governance structures. There was a deep appreciation by communities that their rights were highlighted by the project and that they were being educated in those rights as stated in the law.



Nimba County Superintendent Madam Christiana Dagadu (at left) and other county authorities at Sanniquellie outreach campaign launching ceremony

## 2.3 ENTERTAINMENT

The campaign featured a deliberate mix of information/awareness raising and entertainment. Key features of the campaign entertainment included the live performance of the “Make Community Forestry Rights Real” song by the Liberia Crusaders for Peace (LCP) dance band. The band performed other musical pieces including Liberian songs and classic West African fusions. Live drama and cultural performances also featured LCP combining with local theater troupes from communities in Tappita, Sanniquellie and Buchanan. This arrangement served as a boost for the local troupes to serve alongside a nationally acclaimed troupe.

## 2.4 FLOAT PARADE

To raise the profile of the campaign in the major towns, colorful float parades organized by the CFWG preceded the launching ceremonies. The campaign team, led by local motorcyclists, took the campaign to the people through the principal streets of Tappita, Sanniquellie and Buchanan. Over 100 local motorcyclists headed by their leaders who had previously pledged support to the campaign wore the predominant green and white campaign T-shirts, honked their horns, and handed out flyers to onlookers while the campaign song blared from giant speakers mounted on the back of a pickup truck.

## 2.5 EDUCATION & AWARENESS

Immediate reactions from the audiences during and after the campaign launching ceremonies in the three sites suggested that the live drama, video documentary and statements such as the one delivered by Dr. Sam Koffa connected well with the audiences because they were rooted in facts about the current

situation affecting forest management and the benefits of forest management including the roles and responsibilities of communities with respect to forest management.

## 2.6 THE MEDIA

The media featured prominently throughout the campaign both at national and local levels. Three national media representatives, three local reporters and three members of the CFWG provided media coverage during the main campaign events. Excerpts of interviews conducted with local leaders, government officials, program staff and community participants were broadcast on national and community radio stations while some were published in the local dailies of Liberia. A total of three radio specials containing speeches, interviews and remarks compiled from the launching ceremony were produced and aired on Voice of Tappita, Radio Nimba and Radio Gbehzohn.



Stringers from the Liberia Broadcasting System (LBS) interviewing the PROSPER Chief of Party following the launching of the outreach campaign in Sanniquellie.

The *Daily Observer* and the *New Republic* newspapers reported on some of the activities marking the launching events of the campaign. In addition to radio airtime secured with these local radio stations to play the campaign song and broadcast the prelaunch live panel discussions and the special radio features, the management of these community radio stations also offered additional spots and slots to promote the campaign activities. Liberia's national broadcaster, the Liberia Broadcasting System (LBS) aired excerpts of the campaign speeches and statements delivered by representatives of institutions at the ceremonies on its major news programs.

## **3 THE ROLLOUT CAMPAIGN AND HIGHLIGHTS OF THE ROLLOUT ACTIVITIES**

The rollout activities were structured in similar fashion to the launch events. They were aimed at reaching a select number of towns and villages through centrally-located communities within the districts of northern and southern Nimba Counties, and Grand Bassa County. The events were all structured around promoting awareness of the CRL and of community forestry as a viable forest management option for Liberia. The rollout was also designed to build the capacity of local community youth in cultural performance and drama outreach to enable their participation in outreach activities in their own communities.

To achieve these goals, major towns and villages within PROSPER communities were grouped into two clusters per region. For each of these clusters, a centrally-located community was selected to conduct the evening events of the rollout. In the evening, participants flowed in from surrounding communities to participate. Members of the CFWG, PROSPER staff (including field coordinators and community mobilizers), and FDA field staff led various aspects of the events. The main features of the campaign rollout were:

- Village-to-village mobile awareness
- Campaign song/gig session
- Presentation on contents, provisions of the CRL
- Training of the local theater troupes/technical assistance
- Cultural performances/learning by doing
- Performance of the CRL drama
- Screening of the “Make Rights Real” video
- Statements/recognition of community leaders
- Live interactive quiz competition with various prizes

### **3.1 VILLAGE-TO-VILLAGE MOBILE AWARENESS**

During the day, the outreach team visited selected villages within a cluster to conduct public awareness. This also served as an opportunity to inform surrounding villages about the evening programs. Due to the fact that the timing of the rollout coincided with the peak of the farming season, daytime events were a bit low-key in some instances.

### **3.2 THE CAMPAIGN SONG/GIG SESSION**

The campaign song made a hit in the evening programs of the rollout. It was played at the beginning of every program. At the start of the evening programs, the outreach team played a selection of old familiar songs and popular traditional music unique to the respective clans and ethnic groups hosting the programs. This contributed immensely to mobilizing communities for the evening activities.

### **3.3 PRESENTATION OF THE CRL**

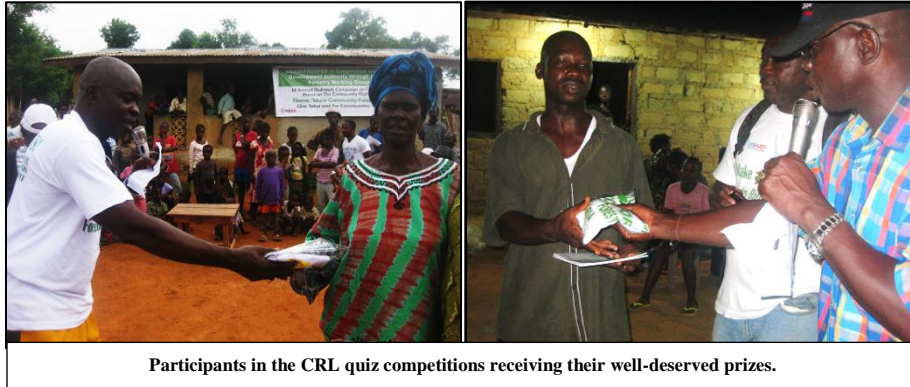
The team presented a selection of key provisions of the Community Rights Law and the CRL Regulations to the captivated audience in simple Liberian English. This session was specifically led by the



Communications Manager of FDA. The audiences expressed particular interest in understanding the steps to establish an authorized forest community.

### 3.4 LIVE INTERACTIVE QUIZZING COMPETITION

Each evening event was climaxed by intense quiz competitions. Questions were drawn from the CRL/ CRL Regulations presentation and the Make Rights Real video. Prizes for correct answers included T-shirts, CRL booklets and CRL Regulations booklets. Beyond achieving the primary objective of the communities understanding their rights as enshrined in the law/regulations, the quizzes generated healthy competition among participants of all age ranges, social status and gender.



### 3.5 TECHNICAL ASSISTANCE THROUGH TRAINING OF THE LOCAL THEATER TROUPE

The Liberia Crusaders for Peace (LCP) was contracted by PROSPER to provide cultural performance and drama training for local theater troupes to enable them to provide support to their respective local forest governance institutions. This formed a critical part of the rollout activities, supervised by the CFWG. The LCP trained a total of 93-youth across all of USAID/PROSPER-supported sites in the Gba, Sehvi and Zor Communities in northern Nimba; Gbeah-Gbloh and Kparblee communities in southern Nimba; and Kpogblen Clan and Barcoline Communities in Grand Bassa Counties. The cultural performance training covered basic skills and techniques in performing traditional Liberian folk songs and dances with specific focus on:

- Drills and steps of the Dan male dance
- The Bassa female dance
- The Kpelle traditional dance
- The Krahn female dance
- Drumming and its associated communication
- Playing of the *Sasa*



One of the Local theater troupes trained by the Liberia Crusaders for Peace performing after a day of rehearsal

The drama performance training guided the local troupes to create skits based on the messages contained in the community forestry poster. Script writing was a bit of a challenge due to literacy levels. However,

troupes were able to conceptualize and dramatize short skits using oral and practice compositions. In the evenings, the LCP and trainees performed drama and cultural performances as a unit.

### 3.6 CULTURAL PERFORMANCES/LEARNING-BY-DOING

At the end of each training day, the LCP team of trainers assembled the troupes-in-training and guided them to perform the skills they had been taught in front of an eager evening crowd. The learning-by-doing strategy was routinely utilized throughout the rollout. After each performance by the trainees, the team of trainers would evaluate the trainees and address shortfalls during the training day that followed. Communities were impressed with the rapid improvement in the performances of their local troupes.



A local chief dances with the Liberia Crusaders for Peace cultural troupe during the rollout in Nimba

### 3.7 THE “MAKE RIGHTS REAL” VIDEO

The “Make Rights Real” video was projected during the outreach campaign rollout activities. The video was introduced as a training product of the CFWG, which captured real-life situations in northern Nimba communities where USAID community forestry projects had been implemented. It portrayed how local communities can stand up for their rights according to law and influence positive change. The participants were also tipped that highlights of the video were to be featured in the quiz sessions. Response to quiz questions and general comments on the video demonstrated how passionate campaign participants were about the issues addressed.

### 3.8 STATEMENTS/RECOGNITION OF COMMUNITY LEADERS

To promote community ownership of the community forestry processes that PROSPER is supporting, there was a need to acknowledge and incorporate community leaders in the outreach process. The heads of community institutions including town chiefs, youth leaders, women’s leaders, traditional elders, school teachers, chairmen of Community Forest Management Bodies (CFMBs) and heads of other forest governance groups were allotted time to make remarks during the programs. In addition to providing them a platform to speak, a package of the outreach paraphernalia comprising T-shirts and CRL booklets was given to the community leaders.

#### Integrating Gender Approaches

To ensure the inclusion and participation of both men and women in all of the campaign rollout activities, USAID/PROSPER and the CFWG effected the following actions:

- All community theater troupes comprised both boys and girls. In some communities, there were more girls than boys due to advance community awareness about the inclusion of girls in the theater troupe.
- Because the campaign team was aware that women in rural communities are often overwhelmed with early evening chores, the campaign team appropriately adjusted the rollout evening events to the start late enough to allow the participation of women.
- To further encourage the involvement of women in the evening programs, a set of questions was set aside for women during the quizzing competition.
- PROSPER’s Gender Integration Officer was provided space during all of the evening events to speak about gender specific issues

## 4 CAMPAIGN TOOLS AND HOW THEY WERE USED

Seven materials were produced for the first annual outreach campaign, namely:

1. Community Forestry posters (CF Posters)
2. T-shirts bearing six different messages
3. The “Make Rights Real” video
4. Flyers on the steps to acquire authorized forest community
5. CRL booklet
6. CRL Regulations booklet
7. The Make Community Forestry Rights Real jingle/song

### 4.1 THE COMMUNITY FORESTRY (CF) POSTERS

A set of eleven posters was designed to support continued awareness-raising on community forestry in forest dependent communities following the campaign. These posters were used to decorate the campaign venues both at the launch events and the rollout activities. Following the launches, there was a high demand for the use of the CF posters by FDA and technical staff in the field.

### 4.2 T-SHIRTS

Assorted colored T-shirts (green and white) were designed with the six key campaign messages. They were distributed to community participants, local leaders, dignitaries and representatives of various groups during the launch events. They were further distributed during the rollout and handed out as prizes. One of the following messages was printed at the back of each T-shirt:

- Lose forest, lose everything, know your rights
- We have rights, our forests, our decision, our benefits
- Forest management, local communities can do it right
- Those days are gone, we have our rights now
- Community forestry, good for families, good forest, good for Liberia
- Our community forests are not for sale



The T-shirts added color to the events; each of them carried one of six key messages of the campaign at the back and the theme at the front.

### 4.3 CRL AND CRL REGULATIONS BOOKLETS

To increase access to the Community Rights Law and the CRL Regulations, they were formatted and printed as booklets and distributed during the launching ceremonies. The booklets were also used as giveaway items to community participants during the rollout, for correctly-answered questions posed during the quizzing exercises.





Campaign materials on display: CRL, CRL Regulations, flyers and community forestry

#### 4.4 THE STEPS FLYERS

The flyers were specifically produced to be handed out during the float parades. However, the quantity printed was found to be limited as interest on the flyer was far higher than anticipated.

#### 4.5 THE JINGLE/ THEME SONG

The campaign song lyrics were written by the PROSPER/CFWG team and produced by the LCP. The campaign song CDs were distributed to FDA, Radio Gbehzohn, Voice of Tappita, Radio Nimba and PROSPER vehicles. The campaign song was the signature tune used for the prelaunch radio discussions. It was also used as overlay/theme music for the special radio features which were produced by Voice of Tappita, Radio Gbehzon and Radio Nimba. Aside from performing the song live, it resonated across the streets of Buchanan, Tappita and Sanniquellie during the float parade. The song was also the signature tune for the evening events during the rollout.

#### 4.6 THE MAKE RIGHTS REAL VIDEO

The rough cut of the video documentary produced by the CFWG was one of the key features of the launch and rollout activities of the campaign. (See detail under The Rollout Campaign and Highlights of the Rollout Activities)

## 5 IMPROVED CFWG SKILLS

### *CFWG planning skills strengthened*

CFWG members undertook and accomplished crucial tasks with progressively reduced supervision. FDA and CSO staff within the CFWG alternated roles as MCs and facilitated various sessions.

### *Supervisory skills strengthened*

Under the watch of PROSPER, individual members of the CFWG were tasked to supervise the training offered by the LCP, offering them feedback that could help improve delivery. They progressively offered important comments and recommendations, which created a mutual bond with them and the training team.

### *Improved Technical Skills in Communications and Outreach*

Members of the CFWG learned a number of best practices in outreach campaign design and implementation through practical application. These practices included: formative communications research; participatory program design; pretesting, and; modify, revise and reproduce content. They used the skills they acquired from the BCC/video shooting training offered by PROSPER to capture important video shots during the launch and rollout activities. They also learned the art of venue enhancement/decoration to suit specific events.

### *Improved Community Engagement Skills*

During the planning and implementation phases of the outreach campaign, the CFWG learned varieties of skills needed for community engagement. They were provided several opportunities to put these skills into use during the campaign. CSOs within the CFWG established relationships with the CFMBs and have begun initiating advocacy alongside these bodies.

### *Improved partner-engagement skills of FDA and CSOs*

Prior to uniting around the outreach campaign in 2012, the FDA and CSO members of the CFWG were at odds with each other with accusations and counter accusations based on suspicions, and at times hard evidence. Working together in the CFWG to plan and implement the first annual campaign, there was a marked improvement in their relationship as they both strove for the same goals. Knowing the history of the relationship between the FDA and the Sustainable Development Institute (SDI), for example, it is remarkable to see them now work together on the same platform to resolve forest management issues.

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