

LAND GOVERNANCE SUPPORT ACTIVITY YEAR 2 WORK PLAN

September 2016 – August 2017



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ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
APLSUL	Association of Public Land Surveyors of Liberia
CBO	Community Based Organizations
CDR	Collaborative Decision Resources Associates
CLA	Collaborating, Learning, and Adapting
CNDRA	Center for National Documents and Records Agency
COP	Chief of Party
CLRU	Community Land Rights Unit
CRL	Community Rights Law
CSO	Civil Society Organization
DLSC	Department of Lands, Survey and Cartography
DQA	Data Quality Assessment
EMMP	Environmental Monitoring and Mitigation Plan
EPA	Environmental Protection Agency
FDA	Forest Development Authority
GOL	Government of Liberia
GUC	Grants under Contract
ILTF	Interim Land Task Force
LA	Land Administration
LAP	Land Administration Project (World Bank)
LAVI	Accountability and Voice Initiative Project
LC	Land Commission
LCC	Land Coordination Center
LCRP	Land Conflict Resolution Project
LGA	Land Governance Advisor
LGSA	Land Governance Support Activity
LIS/GIS	Liberia Institute for Statistic and Geo-Information Services
LLA	Liberia Land Authority
LMD	Liberia Media Development Program

LOA	Life of Activity
LPAC	Legal Professional Development and Anti-Corruption Program
LPIS	Land Policy and Institutional Support Project
LRA	Liberia Revenue Authority
LSA	Liberia Strategic Analysis
LSDWG	Land Sector Donor Working Group
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MIS	Management Information System
MLME	Ministry of Lands, Mines and Energy
MOC	Memorandum of Cooperation
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
PAC	Project Advisory Committee
PIDS	Performance Indicator Data System
PRC	Peoples Redemption Council
RG3	Revenue Generation for Governance and Growth Program
RLO	Regional Land Office
RRF	Rights and Rice Foundation
RRI	Rights and Resources Initiative
SDI	Sustainable Development Institute
STARR	Strengthening Tenure and Resource Rights
TBD	To Be Determined
USAID	United States Agency for International Development
USG	United States Government
WLRTF	Women's Land Rights Task Force
WONGOSOL	Women NGOs Secretariat of Liberia

EXECUTIVE SUMMARY

USAID/Liberia contracted Tetra Tech as the Prime Contractor to implement the Land Governance Support Activity (LGSA) Task Order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract. LGSA supports the establishment of more effective land governance systems, ready to implement comprehensive reforms to improve equitable access to land and security of tenure, so as to facilitate inclusive sustained growth and development, ensure peace and security, and provide sustainable management of the environment. Tetra Tech and partners Landesa, Namati, CDR Associates (CDR), Sustainable Development Institute (SDI), and Parley form a collaborative team providing technical and organizational assistance to the Government of Liberia (GOL), civil society, and communities in their land rights reform process.

The year two project work plan presented here summarizes proposed project activities to meet the objectives of the four project components: Component 1: Strengthen policy, legal, and regulatory framework for land governance; Component 2: Improve human and institutional capacity for land governance; Component 3: Conduct action research supporting land rights policy; and Component 4: Strengthen civil society, private sector, and citizen engagement in land governance. As gender is a cross-cutting issue, all project activities will implement a gender responsive approach.

The year two project efforts focus on two broad fronts: the establishment and operationalization of the Liberia Land Authority (LLA) and the continuation of a program of action research to lead to the development of a methodology for the implementation of the provisions of the Land Rights Policy pertaining to customary land. The first, engagement with the LLA, will focus on the operationalization of the LLA and assistance to the Transition Committee in its work to integrate government functions, staff, records, and facilities into the LLA. Further assistance to the LLA will focus on the preservation of the Department of Land, Surveys and Cartography files and records, the introduction of a spatial data infrastructure and implementation of spatial data standards for the land information system. The second, a continuation of the action research, will address the development, field testing, and revision of processes for customary land rights implementation.

In addition to the two broad project areas LGSA will help strengthen civil society, private sector, and citizen engagement in land governance.

1.0 INTRODUCTION

The Land Governance Support Activity (LGSA) activities are a continuation of USAID's engagement in the land sector reform underway in Liberia, beginning with the Millennium Challenge Corporation funded Land Policy and Institutional Support project and the Land Conflict Resolution Project which ended in 2013 and 2014 respectively. These initial efforts assisted the Government of Liberia (GOL) in the development of a Land Rights Policy, the evolution of the Liberia Land Authority (LLA), and a Land Administration Policy.

LGSA continues this engagement through support to the LLA in its establishment and implementation of the Land Rights Law. While LGSA is structured with four project components (see text box) the focal points of LGSA are the establishment and operationalization of the LLA and the development of methodology for the implementation of the provisions of the Land Rights Policy and subsequent law once it is passed with respect to the recognition of customary tenure.

Throughout the Year 1 work plan LGSA made the assumption that the Land Rights Bill and Liberia Land Authority Bill would both be passed in a timely fashion. While neither law was passed during year one of LGSA, (the Liberia Land Authority Act was passed in October 2016), LGSA was able to undertake tasks that prepared the government for their enactment. Thus in Year one LGSA:

1. Completed a 'Reform Strategy for Liberia Law on Land' which prioritizes the policy, legal, and regulatory reform agenda as well as proposals for undertaking this process based on lessons learned by the Land Commission in the development of the Land Rights Policy and Land Rights Law;
2. Completed an Institutional Audit of principle institutions that will be consolidated into the new Land Authority, as well as the development of a transition plan for the authority to operationalize;

LGSA Components

Component 1: Strengthening the policy, legal and regulatory framework for land governance

- Provide advisory support and recommendations for land policy and legal and regulatory reform,
- Develop and disseminate public information on proposed reforms, and
- Conduct and disseminate policy research.

Component 2: Improvement of human and institutional capacity for land governance

- Support institutional transition to the Liberia Land Authority,
- Support decentralized management and institutional capacity development, and awareness of GOL land governance institutions,
- Support master's-level training in land governance, and
- Public outreach and awareness campaigns

Component 3: Conduct action research to support provisions of the land rights policy and land rights law

- Develop a learning agenda followed by the development and field testing of processes for customary land rights implementation, and
- Facilitate community-led processes to strengthen community land governance, including capacity building of communities, local institutions, and stakeholders.

Component 4: Strengthen civil society, private sector, and citizen engagement in land governance

- Develop and manage grants under contract supporting civil society and private sector entities engaged in land governance activities, and
- Strengthen private professional organizations and public-private partnerships in activities surrounding land administration.

3. Began a series of learning agenda research efforts to inform the Land Authority on issues related to community self-identification, self-governance, dispute resolution, and boundary negotiations, delineation, and harmonization which will aid in the development of a process for customary rights recognition and pilot site selection; and
4. Completed a gender strategy for engagement in the land sector, revitalized the Women's Land Rights Task Force, assisted in the establishment of the Association of Professional Land Surveyors of Liberia (APLSUL), completed an informal country wide assessment of understanding of the ongoing land sector reform and conducted four regional training workshops for community radio personnel as well and the first National Media Conference on Land.

1.1 LGSA WORK PLAN IMPLEMENTATION

In year one LGSA continued to move forward implementing its work plan despite delays in the passage of the land reform legislation. The LGSA land administration team worked with the Interim Land Task Force (ILTF) to make preparations for strengthening land governance systems and to assist with the planned transition into the new LLA once established.

LGSA has embedded its Chief of Party (COP) within the LLA where he spends half of his time providing day-to-day advice and mentorship on direction of the legal framework and general technical assistance. In addition, LGSA technical experts, the Land Governance Advisor and Land Administration Specialist, are embedded part-time within the LLA and will be permanently located on site once the Authority is established.

The Project Advisory Committee (PAC), with participation from the Governance Commission, Ministries of Agriculture, Internal Affairs, Finance and Development Planning, Justice and Gender, Children, and Social Protection, Forest Development Agency (FDA), Environmental Protection Agency (EPA), Liberia Revenue Agency (LRA), National Bureau of Concessions, CSO Working Group on Land, USAID, and LLA, was established and held two meetings during the first year of the project. The objective of the PAC is to allow the participation of multi-stakeholders from the government, civil society, and the private sector to provide guidance and advice on gender responsive project implementation.

The former Land Commission had established a Land Sector Donor Working Group (LSDWG) during its tenure to ensure coordination of donor engagement in the land sector and with the Commission. USAID and UN-HABITAT were active participants in this activity, co-chairing the LSDWG over the years. The ILTF re-established this committee with the expectation that it will play an important role in the operationalization of the LLA. USAID will continue to be an active participant in this working group. LGSA will assist the LLA in the preparation of project briefs to be presented to the LSDWG for possible future funding support as well as monitor potential overlaps of donor funded project/program activities.

2.0 YEAR TWO WORK PLAN

LGSA priorities in year two will continue to focus on the land governance structure (i.e. establishing and operationalizing the LLA) and the development and testing of a methodology for implementation of the Land Rights Policy and subsequent law once enacted, specifically around the recognition of customary tenure. These two activities are discussed in detail in the following two sections with a listing of potential risks and mitigation measures pertaining to each at the end.

2.1 LIBERIA LAND AUTHORITY

The Liberia Land Authority Act was passed on 06 October 2016. It will become functional when the President appoints the Transition Committee (see below) and the five Commissioners specified in the Act. The LLA will be effectively engaged in two broad institutional activities in its first year of operations: the establishment and operationalization of the LLA as well as overseeing the transition of existing government institutions and functions into the LLA. The discussion below distinguishes these activities between the operationalization of the LLA (Section 2.1.1 below) and the work of the Transition Committee (Section 2.1.2 below).

2.1.1 OPERATIONALIZATION OF THE LIBERIA LAND AUTHORITY

ESTABLISHMENT OF LLA. The primary mandate of the Authority is to develop policies on a continuous basis, undertake actions and implement programs in support of land governance, including land administration and management. The Act stipulates the broad structure of the Authority as Land Administration, Land Use and Management, Land Policy and Planning, and Administration and Customer Services, each having a Commissioner responsible for that department, and a Chairman heading the entity.

Working within this broad framework the LGSA Land Governance Advisor and Land Administration Specialist will develop an organizational structure which delineates functions of each department and unit under that department as well as staffing requirements. Work on a draft of the organizational structure, staff structure, and functions of departments and sub units will be **completed during the first quarter of year two**. These documents will then be used for deliberation by the Authority once Commissioners are appointed (**quarter two**).

It is expected that during the second quarter of year two work of the LLA will focus on the development of a comprehensive 5-10 year plan of action for the LLA setting forth its institutional goals and objectives much as the Land Commission had done at its inception. LGSA will support this exercise with engagement of the COP and Land Governance Advisor. Having such a plan in place will assist the LLA in negotiation with government and other donor agencies who may be interested in supporting land sector activities and whose engagement will be coordinated through the LSDWG discussed earlier (**quarters two and three**).

Work of the Land Governance Advisor and Land Administration Specialist will focus on further discussions to be held with each Commissioner to review the structure, functions, and staffing requirement of each department and ultimately the development of a comprehensive plan for all departments of the LLA (**quarters two and three**).

The Land Governance Adviser has prepared a detailed transition plan for the LLA which has been discussed with the ILTF. The plan, summarized in Table 2.1 below, provides a proposed timetable for activities of both the LLA and the Transition Committee once they are established. LGSA COP, Land

Governance Adviser, and Land Administration Specialist will continue to provide advice and mentoring to this process and participate in all deliberations as requested by the LLA.

TABLE 2.1: DRAFT TRANSITION PLAN FOR ESTABLISHING THE LIBERIA LAND AUTHORITY

	Action	Responsible Body	Schedule
1	Appointment of Chairperson and Commissioners	President	Q2
2	Appointment the Executive Director (ED) of LLA	TC/LAA	Q2
3	Agree on the Organizational structure of the LLA. Each department is to be headed by a Commissioner	LLA	Q2
4	Select facilities and establish offices as base of operations for the TC (implementing the LLA) ¹	TC/LLA	Q2
5	Establish the Transitional Committee (TC) of the Authority	President	Q2
6	Complete, and get approval of, a Transition Plan ² and Scope of Work (SOW) ³ for the Transitional Committee	TC/LLA Exec. with other assistance	Q2
7	Decision on hierarchy for land governance at the regional and county levels	LLA	Q3
8	Establish County Land Boards	LLA & County Admin	Q3
9	Establish the National Consultative Forum	TC/LLA & stakeholders	Q3
10	Hold 2-3 day National Workshop/Forum consisting of LLA officials, TC, and all stakeholders associated with land governance functions in Liberia	LLA & Stakeholders	Q2
11	Determine the Human resources requirements to operate the LLA	TC/LLA Dept. Heads	Q2
12	Meeting with the Public Service Commission to discuss transferring (or discharge) of personnel; re; pensions, severance payments, salary scales	LLA HR, ED	Q2-Q3
13	Hire staff		Q2-Q4
14	Transfer of CNDRA Deeds & Title Registration to LLA	TC/CNDRA	Q3-Q4
15	Meet with MLME/DLCS to commence the process of transferring the DLSC operations to LLA	TC/MLME	Q2-Q3
16	Meet with Ministry of Internal Affairs to commence process of transition of County Land Commissioners and any land governance related assets	TC/ MIA	Q2
17	Meet with land governance stakeholders to discuss access to and sharing of spatial data to be contained in the Land Administration system	TC/ Line Ministries	Q2
18	Design, develop, and implement of the Land Administration System	LLA/LGA/LAA l'ntl Consultant	Q2-Q4
19	Prepare Business Plan for LLA	LLA/Consultant	Q4
20	Prepare necessary legislation to ensure efficient, effective Land Governance in Liberia	LLA/l'ntl Legal Consultant	Q3-Q4

LEGAL AND REGULATORY STRUCTURE. The LLA and LGSA will continue to move the legal and regulatory reform process forward during the coming year. The prioritization of needed reforms delineated in the Bruce report, A Strategy for Further Reform of Liberia's Law on Land, remains valid as does the proposed reforms spelled out in the Land Administration Policy. LGSA will coordinate with the Legal Professional Development and Anti-Corruption Program (LPAC) to facilitate information flows into the legal profession. These reforms and a timetable for action are detailed in Table 2.2 below.

¹ The ILTF is occupying space at the ex-Land Commission building. There is not sufficient space for more staff in this facility.

² This document reviewed and revised by the TC.

³ To be prepared but mainly the activities laid out in this Plan

TABLE 2.2: YEAR 2 ROAD MAP FOR POLICY AND LEGAL REFORM

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Regulations on County Land Board and County Land Team	Workshops and task force to develop regulations in consultation with county level stakeholders.	Establish functionality of County Land Boards as provided in the Liberia Land Authority Act.	Q2-Q4
Regulations under Liberia Land Authority Act	Begin consultations and drafting after Liberia Land Authority Act promulgated.	Clear procedures for making applications to LLA for services provided; codes of conduct established.	Q2 – Q4*
Land Administration Policy	Finalized by LC; gender review conducted; adoption by government, public outreach.	Guidelines for implementation of the land administration (registry, surveying, etc.) policy.	Q2 – Q4*
Land Dispute Resolution Policy	Finalize draft policy document and ensure gender responsive.	Clarifies relationship between informal and formal dispute resolutions process, re-establishes the role of LCCs.	Q2 – Q4*
Regulations under Land Administration Policy	Not yet begun; begin consultations and drafting.	Procedures for demarcation of land, deed registry, spatial data infrastructure.	Q3 – Q4*
Regulations on the sale, lease, and concessions of public and government land	Establish a task force to review the provisions of the Interim Guidelines and Procedures for the Sale of Public Land, solicit gender review by the WLRTF and update the guidelines where necessary; develop these regulations with broad public consultation.	Clarification of the process for transparency and adequate legal and social protections/safeguards for impacted individuals in the alienation of public and government land.	Q2 – Q4*
Land Survey Act	Creation of a task force to determine the provisions of the survey act within the context of Liberia needs and international standards.	Reform of survey profession in Liberia.	Q2 – Q4*
Land Rights Registration Act	Establishment of a task force to explore the feasibility of a single land rights registration act that would cover both deed and title registration and provide for the registration of customary rights. Engage the WLRTF on issues related to gender/women and registration of customary rights.	Strengthen the process of land rights registration, clarifying issue of title vs. deeds registration and ensuring a mechanism for the registration of customary land rights.	Q3 – Q4*
Land Dispute Resolution Act	Pending finalization of Land Dispute Resolution Policy, drafting of Bill, collaboration with Ministry of Justice (MOJ) with input from a broad range of stakeholders, including women's land rights stakeholders.	Formalization of Land Dispute Resolution within the governmental and/or judicial structure, clarifying procedures for land dispute settlement, and providing mechanisms for efficient cost effective methods of land dispute resolution.	Q4*

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Legislative review and amendments to harmonize policies and laws	Amendments to existing legislation to address issues related to gender equity; harmonize Land Rights Act's customary land provisions with the Community Rights Law (CRL), the Decedents Estates Law 1992, Domestic Relations Law 1973, and the Equal Rights to Customary Marriage Law; Land Administration Policy provisions with legislation; and regulations related to survey, land valuation, and taxation.	Harmonized legal framework; fewer misinterpretations of policies, law, and regulations.	Ongoing over life of project
Draft policies and laws related to land tenure	Ongoing review and comment on draft policies and laws related to land tenure (e.g. land use planning and zoning, land valuation, spatial data infrastructure, women's land rights, mining, decentralization, environmental protection, and forestry).	Policies, laws and regulations streamlined across sectors; less confusion in implementation.	Ongoing over life of project

* Activities will continue in subsequent quarters

While the assumptions of this work plan remain valid, the passage of the Land Rights Bill will provide significant opportunities for other LGSA activities. Table 2.3 presents initiatives that will be undertaken in the event that this piece of legislation passes during the program year. The anticipated reform timeframe would need to be adjusted accordingly.

TABLE 2.3: ADDITIONAL YEAR 2 ACTIVITIES WITH PASSAGE OF LAND RIGHTS BILL

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Land Rights Act	Public outreach, guidelines for gender responsive implementation.	Formal recognition of customary land tenure; public awareness of land rights improved.	Q3 – Q4*
Regulations under Land Rights Act	Begin consultations and drafting after Land Rights Act promulgated. Undertake further action research on issues surrounding community self-identification and delimitation of community land resources with involvement of VLRTF.	Enables demarcating and registering customary land; establishment of community land and management associations.	*

* Activities will continue in subsequent quarters

CAPACITY BUILDING SUPPORT FOR MASTER'S LEVEL TRAINING. Following a review of the institutional audits early in year two, LGSA in collaboration with the LLA will identify critical needs in Liberian land governance for master's level training, advertise the opportunity and select candidates for this opportunity. In accordance with the approved project budget and contract deliverables, LGSA will support up to four students to study these specific needs. If additional needs are identified by USAID and the LLA, LGSA will support additional Master's-level training assuming the necessary funding is made available. The programs considered will further support the technical needs of the LLA or other future land governance skillsets. Possible options for areas of discipline include property law, dispute resolution, land administration, gender, valuation and taxation, media and

communication, and land use planning and zoning. The adjacent text box shows illustrative graduate programs that may be explored based on our collective experience. At least two of the four students will begin their programs in **September 2017**. If only two are selected for September 2017 the remaining two will begin their program in **September 2018**.

Illustrative Training Opportunities

- Kwame Nkrumah University of Science and Technology (KNUST) Ghana: International management resources and environment; geomantic engineering
- Institute for Poverty, Land and Agrarian Studies (PLAAS) South Africa: Poverty, land and agrarian studies
- Technical University of Munich (TUM): Land management and land tenure
- International Institute for Geo-Information Science and Earth Observation (ITC): Geoinformatics, governance, and land administration
- Utrecht University: Geosciences; land governance for development
- University of Groningen: Land acquisition, resettlement, and social sustainability

2.1.2 TRANSITION COMMITTEE OF THE LIBERIA LAND AUTHORITY

ESTABLISHMENT OF TRANSITION COMMITTEE. The Land Authority Act makes provisions for the appointment of a Transition Committee which will be comprised of the head of the Ministry of Mines and Energy (formally the Ministry of Lands, Mines and Energy [MLME]), Ministry of Internal Affairs, Ministry of Public Works, Center for National Documents and Records Agency (CNDRA), Liberia Revenue Authority, and other agencies having responsibility for Land Administration including the Governance Commission and the Civil Service Agency. The Committee will be responsible for: a) taking action on transitional issues and matters for the full establishment of the Authority; and b) ensuring the uninterrupted implementation of ongoing programs of the former Land Commission and of services provided by both the Deeds Registry and DLSC. The Transition Committee is authorized to hire for one year a transition team made up of former employees of the Land Commission, CNDRA, and MLME to carry out the responsibilities as noted above.

IMPLEMENTATION PLAN FOR TRANSITION COMMITTEE. LGSA prepared a draft transition plan in year one and will finalize an implementation strategy for the Transition Committee in the **first quarter of year two**. This will become a working document for the Transition Committee once it is established and will be revised accordingly.

LGSA will facilitate a week long orientation program for the new Liberia Land Authority, members of the Transition Committee, transition support staff, institutional and donor representatives, members of the Nongovernment Organization (NGO) and Civil Society Organization (CSO) community, and land related professionals as appropriate. The workshop will be coordinated by Ivan Ford, and will also include John Bruce and Sam Durland, an institutional reform specialist that assisted the Lesotho government in the establishment of their Land Agency. The objective of this training program will be to increase awareness within the institutions impacted by the establishment of the LLA on the principles and guidelines for responsible land governance and the implications of the Land Rights Policy and Land Rights Act, assuming the Act is passed during the life of the project. The workshop will provide an opportunity to address concerns that individuals or institutions may have on the new laws or the LLA itself. LGSA partners will provide input on the design of the participatory training and on the incorporation of women's land rights, customary tenure, and dispute resolution, among other subject areas. Planning for this program will begin once the Liberia Land Authority is officially established and appointments made (**quarter two**).

2.1.3 DECENTRALIZATION OF THE LIBERIA LAND AUTHORITY

The findings of an institutional audit of the land governance entities show that the facilities, infrastructure, and human resources for practicing good land governance in Liberia have either never been established or have deteriorated to the point of being dysfunctional and unsatisfactory for implementing and operating modern land governance systems and service delivery. With the exception of the Central Office of CNDRA there is minimal capacity (human, technological, adequate facilities) to deliver land governance services. The most recently established and functioning institution, the Liberia Land Commission, has been phased out since early 2016. Even the facilities vacated by that institution are not up to standard for implementing a land governance system. The survey profession is in dire need of upgrading: the average age of existing surveyors is over 55, the surveying school closed in the early 1980's, and knowledge of current survey technology is limited.

LGSA proposed to the ILTF that a pilot Regional Land Office be established as a prototype facility for testing business processes and workflow procedures, training of personnel, and for implementing gender responsive land governance functions associated with land management and land administration. The Chairman of the ILTF agreed that this should be developed further.

The proposed prototype facility is necessary to provide an alternative structure in which to develop and implement the much needed improvements to the land governance system. Without such a structure and significant improvements to the land governance processes and procedures a land policy cannot be implemented, the land administration system cannot function effectively, and the management of land resources in Liberia will continue to deteriorate.

Implementation of the proposed pilot Regional Land Office prototype will involve selection of an easily accessible location and joint housing of the existing Deeds Registry, Lands and Surveys facility and the Land Commissioner's office within the selected county. Co-location of these functions, while the LLA is being established, will assist with the design and testing of business processes and workflows between these three core functions of the LLA and will further help build the capacity to establish an effective land governance facility.

A Memorandum of Understanding (MOU) between the DLSC, CNDRA, and the Ministry of Internal Affairs (MIA) for data and information sharing, technical and human resource sharing, and other resource sharing arrangements/agreements may be necessary for the interim period while the LLA is being established. This interim arrangement is necessary to ensure that the services currently provided by these three key entities will continue uninterrupted during the establishment of the new institution. The structure will be transferred or integrated directly into the LLA as soon as it becomes operational.

Functions of the Proposed Regional Prototype Facility

- Introduction of current methods and technology for land administration and land management.
- Testing workflows for registry services.
- Training of land administration personnel.
- Training in surveying and mapping skills.
- Adoption of data standards across multiple institutions.
- Creation of a single entity concept for land governance services.

REGIONAL OFFICE LOCATION. A Regional Land Office, established by the LLA, will perform land governance functions for a designated geographic region consisting of two to four counties. Criteria will be developed for the selection, location, and coverage of the Regional Offices including the following considerations:

- An area(s) for which land data has been collected and stored;
- A region that has both rural and urban land and property transactions in private, public, government, and customary land types;

- Where there is a demonstrated desire to both support and participate in the improvement of the land governance processes and procedures;
- Within a reasonable (no more than two hours driving time each way) travel distance of Monrovia;
- A location where a local service center is already established or is designated to be established within the next 12 months; and
- Emphasizing USAID's CDCS focus counties (Bong, Grand Bassa, Lofa, Montserrado, Margibi and Nimba).

The services provided at the regional office would be similar to those already provided by existing county offices (CNDRA deeds registration services, county land surveyors, and county land commissioners) in addition to advisory services historically provided by the Land Coordination Centers.

Suggested Services to be Provided at the Regional Office

- Immovable property registration services:
 - Registry of immovable rights (deed or title registration), issuance of excerpts from the registry, and registration of interests such as mortgages, servitudes (easement), and liens;
- Land dispute resolution services:
 - Development of a roster of trained and qualified dispute resolution service providers; provision of consultation and advice for disputing parties on mechanisms and procedures to resolve land conflicts; referrals, as requested or appropriate, to potential dispute resolution service providers; preparation and delivery of awareness training programs and consultations on rights and responsibilities associated with land, the administration of land rights; assistance to Local County Land Offices in preparation of dispute resolution documents; augmentation, and support, as needed, of dispute resolution services provided by local practitioners; and tracking case referrals and outcomes of land disputes.
- Surveying:
 - Advice on services provided by surveyors, retaining an up-to-date list of registered/licensed surveyors.
- Regional Women's Land Rights Desk
 - Promotion and advice on women's land rights

LGSA will assist the LLA to complete the design of a regional office in the **third quarter of year two** delineating the responsibilities for registration, dispute resolution, and surveying service provision. The LLA plans to establish a pilot office in the **fourth quarter of year two**.

2.1.4 LIBERIA LAND AUTHORITY CRITICAL ACTIVITIES

PRESERVATION OF DLSC FILES. The only records of land deeds available in Liberia that have been indexed and associated with topographic and cadaster maps, property sketches, and title are at the DLSC. These maps, land files and plans were prepared when the land registration law was put into effect in 1974. The process started in 1976 by the United Nations but was aborted as the result of the coup and was later continued under the Peoples Redemption Council (PRC)/Samuel K. Doe regime in 1981 at which time deed registration and adjudication took place.

The bulk of the DLSC land files are currently stored in filing cabinets and closets at the Fiamah office in Monrovia. The storage conditions are such that the files are in danger of being destroyed by fire,

flooding, and just plain deterioration of the paper over time. There is also a risk of theft by individuals who know the importance of these files and documents. It is essential to preserve these files as they are the primary, and maybe the only, evidence of the granting of land rights for large areas of Liberia.

While this activity is outside the scope of LGSA, the project team will continue to collaborate with DLSC and CNDRA to develop a project proposal for donor funding to convert the files to digital format, referenced such that they can be accessed electronically, and then stored in a controlled environment for preservation. This is a multi-year project similar to the scanning of deed documents which has been ongoing at CNDRA for the past eight years. The files will be scanned and indexed in the same operation. Once scanned the hard copies will be transferred to CNDRA for permanent storage. The data base will also permit CNDRA to integrate these records with those already at the Deed Registry.

In year one the Land Governance Advisor and Land Administration Specialist worked with the DLSC on the following steps in order to undertake the scanning, referencing, and storage of the documents.

1. Met with CNDRA management to work out an agreement on use of facilities, equipment, training DLSC staff to do scanning and indexing, and met with Liberia Institute for Statistics and Geo-Spatial Information (LIS/GIS) to work out an agreement on use of facilities, equipment, training, and any other activities necessary to scan the large format DLSC documents.

DLSC and CNDRA have agreed in principle to do the scanning and transfer of hardcopy documents. There are two main factors to define: 1. who has the resources to take the lead (DLSC, CNDRA, and LLA)? And 2. Where are the funding resources to cover the costs of doing the conversion and create/rehabilitate the archives space to store the hardcopies? DLSC has agreed to provide six staff members to be trained and undertake the labor to do the conversion. CNDRA has agreed to provide scanners, to do training for document scanning and indexing the digital files, and to provide space for archiving the documents but has no funding for rehabilitation of the space (securing it and installing storage cabinets).

LIS/GIS has agreed to train DLSC staff for scanning of large format documents (maps at A0 size) and use of their large format (A0) scanners to scan the maps (compensation will likely be required for both).

2. Assessed the documents for condition and volume to determine the level of effort necessary to prepare the files for scanning and referencing.
3. Obtained approval from DLSC to proceed with scanning and referencing activities.
4. Agreed on the approach to take in preparing, scanning, referencing, and storing the files.
5. Agreed on monetary, equipment and technical resources (and source of resources) necessary to perform the tasks.
6. Prepared a work schedule for all entities involved (DLSC, CNDRA, LIS/GIS).

During year two LGSA will support the activity through the following:

1. Identify and procure (directly as feasible or seek funding) any necessary equipment and supplies.
2. Set up operations (organize equipment and files such that there is a controlled work flow).
3. Provide a training program for seconded DLSC and CNRDA staff to be undertaken in **quarters two and three.**

4. As it will require a significant level of effort to access, prepare, scan and securely store the documents, LGSA, in cooperation with LIS/GIS and CNDRA, will estimate the budget which will be used for the LLA budgeting purposes or can be provided to a potential donor to consider.

INTRODUCTION OF A SPATIAL DATA INFRASTRUCTURE AND IMPLEMENTATION OF THE DATA STANDARDS FOR THE LAND INFORMATION SYSTEM.

There are a number of agencies involved in spatial data collection and the development of spatial databases keep growing steadily in Liberia. Many institutions including central government agencies, donor agencies, local and international NGOs, as well as private companies, are collecting spatially-related data for various purposes with each entity designing its own tools and standards for collecting spatial data without consideration of other agencies' effort and tools. Data collected without the use of any specific standard will invariably lead to duplication of efforts, incompatibility of data sets, inefficient use of scarce resources, and an inability to respond to future needs for accurate spatial information. It will not be possible for a potential data user to search, discover, maintain, and understand the type and quality of spatial data that are available.

A study under USAID's Land Policy and Institutional Support project proposed the development of minimum standards in relation to spatial data collection and utilization and focused on creating guidelines for data sharing among spatial data institutions in Liberia. The findings and recommendations of that report have been included in the Land Administration Policy as a clear indication of government's commitment to the establishment of a Spatial Data Infrastructure. Recommendations of the report from this study and provisions of the Land Administration Policy form the basis of activities under consideration for year two of the project, to begin with the more general recommendations as follows:

1. Establishment of a Spatial Data Infrastructure Committee for spearheading spatial data coordination, standardization and capacity building;
2. A workshop on spatial data standardization to address spatial data issues and to educate surveyors and other stakeholders on the role of standardization in spatial data collection and use will be held in the first half of year two;
3. Formulation of a legal framework for the implementation of standardization and other spatial data coordination activities;
4. Priority spatial datasets that will be adopted as core datasets for the Liberian spatial data infrastructure. The development of standards should begin with the identified core datasets; and
5. Assign mandates to specific agencies as custodians of spatial datasets. Each dataset shall be owned by the organization that has the mandate to decide on changes and use of the dataset.

The adoption of the Land Administration Policy is high on the agenda of the LLA (see Table 2.2 above).

2.1.5 POTENTIAL RISKS AND MIGIATION MEASURES

LIMITED CAPACITY OF LIBERIA LAND AUTHORITY. While the Land Authority Act has been passed LGSA recognizes that the LLA will have limited capacity to directly engage in all project activities as it begins to establish itself and sets its priorities. The risk of possible misunderstandings will be averted by LGSA by continuing the mentoring role played by the COP and Land Governance Advisor and through regular informal discussions with LLA personnel. The Land Governance Advisor will focus his engagement on the operationalization of the LLA and the COP will additionally focus on the methodology for the implementation of the Land Rights Policy. The WLRTF will support LLA on gender and land issues due to their limited scope and gender capacity.

DECLINING SUPPORT OF GOL STAKEHOLDERS. With future changes in leadership, there may be potential changes in support of LGSA objectives for the operationalization of the LLA. LGSA will work with the LLA to ensure that a transition plan is in place to support LGSA activities, and engage the PAC as necessary should new leadership not be as supportive. LGSA will remain flexible to adapt to changing needs with the demand-driven approach; engage the PAC consistently for guidance and communication of LGSA priorities; develop a Memorandum of Cooperation (MOC) between LGSA, LLA, and USAID to detail steps to be taken when there is a change in level and type of support. At the time of writing the current version of the work plan appointments have been made for the Commissioners (though confirmation hearings are yet to take place) and the President has been asked to appoint the Transition Committee as stipulated in the legislation.

2.1.6 INCREASE AWARENESS AND CAPACITY OF GOL LAND GOVERNANCE INSTITUTIONS

The focus of this activity will be on the development of public information campaigns on the services provided and activities of the LLA and the pilot RLO described above. Information will focus on the structure of the new office, services available, and procedures to be followed to receive these services. Campaigns will include publicity on the identity of licensed surveyors and processes for the registering of land and associated fees for those services. Where possible, LGSA will promote and communicate on land services provided by other GOL institutions.

In year one LGSA completed a land services market survey to examine what land services are needed in Liberia (i.e., surveying, valuation, real estate, development, banking, third party land dispute resolution entities, and community-private sector negotiators). The findings of this survey will assist in the development of the awareness campaigns. LGSA also undertook a series of media awareness workshops focused on a public awareness exercise on the 2014 Criminal Conveyance of Land Law and on the media itself, training community radio journalists in land reporting strategies and approaches. The recently completed inventory of community radio stations in Liberia completed by the USAID Liberia Media Development (LMD) Project has greatly assisted in identifying stations as well as prioritizing areas of focus

Section 2.3.1, below, presents a discussion of planned public information programs related to the legal and institutional reform of the land sector.

TABLE 2.4: SUMMARY OF LGSA YEAR 2 LIBERIA LAND AUTHORITY ENGAGEMENT

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Operationalization of the LLA				
Establishment of the LLA				
Draft Org and staff structure and functions	X			
Discussion and finalization of structure		X		
Meetings of LSDWG		X	X	X
Development of LLA Department work plans		X	X	
National Workshop for LLA		X		
Support for work plan implementation		X	X	X
Selection of MSc candidates		X	X	
MSc program begun				X

Transition Committee				
Draft Transition plan				
Support for Transition Committee		X	X	X
Regional Offices				
Design of Regional Office			X	
Pilot office established				X
Preservation of DLSC records				
Training program for staff		X		
Scanning of documents			X	X
Spatial Data Infrastructure				
Establishment of SDI Committee		X		
Workshop on SDI		X		

2.2 CONDUCT ACTION RESEARCH AND DEVELOP A METHODOLOGY FOR IMPLEMENTATION OF THE LAND RIGHTS POLICY (LAW)

The Land Rights Policy defines four major land categories: public, government, customary, and private. Under the draft Land Rights Act customary lands are statutorily recognized as equal to private land. Recognition of customary lands requires communities to self-identify members (including women, youth, and minorities), demarcate boundaries, and constitute representative land governance entities. Rural communities are keenly interested in obtaining a deed to customary land, but policymakers and rural communities alike are unaware of the extent and location of deeded lands, tribal certificates, concessions, and other government and public lands. LGSA is supporting the GOL to develop a process for the recognition of customary lands which will in turn inform the design of new laws, regulations, administrative procedures, and guidelines to implement the Land Rights Policy and Land Rights Act.

2.2.1 DEVELOP LEARNING AGENDA FOR CUSTOMARY LAND RIGHTS IMPLEMENTATION

The Land Rights Policy, Community Rights Law, the 1973 Public Lands Law, and the Interim Guidelines and Procedures for the Sale of Public Land (hereafter referred to as Interim Guidelines) provide the legal framework on which to base the process for the recognition of customary tenure. In the project Inception Plan and in subsequent partner meetings LGSA identified potential research areas to inform the methodology to be used in the recognition of customary lands. In March 2016 LGSA international and Liberian partners, including the GOL, met to review the topics under consideration. Seven topics were agreed upon (Table 2.5) and research began shortly thereafter. The learning agenda guided the work through the end of year one and will continue to do so through the first half of year two.

LGSA's research is also informed by and coordinated with current and planned donor-supported land tenure work such as the World Bank's Land Administration Program (LAP) (recently cancelled) and the Tenure Facility's/Rights and Resources Initiative's (RRI's) community self-identification pilot.

A summary of the findings from the action research to date will be presented and shared during LGSA's Stakeholders Workshop on Research Findings on Processes for the Recognition of Customary Land Rights to be held in November 2016 (Activity 2.4.6 below). The workshop will provide an opportunity for interested parties to be informed of what the project has learned to date and to decide on next steps for the roll-out of the pilot activities.

TABLE 2.5: ACTION RESEARCH TOPICS INFORMING THE PROCESS FOR THE RECOGNITION OF CUSTOMARY LAND

#	Topic	Description	Current Status	Year 2 Activities
1	Study on Harmonizing Boundaries	Conduct a desk study of best practices for boundary delimitation and demarcation. Draft guidance on <i>Boundary Harmonization: Negotiation Strategies for Delimiting, Demarcating and Resolving Disputes over Boundaries</i> . Review innovative approaches for using GIS and mobile technologies to reduce costs for boundary demarcation and registration of community constitutions and by-laws. Design and conduct several prototype training programs for community boundary harmonization. Study, monitor, coach and document Liberian procedures and outcomes of inter-community negotiations to delimit and demarcate their boundaries. Integrate lessons learned from community negotiations and refinement of the guidance document.	<i>Harmonizing Boundaries: Effective Negotiation Procedures to Delimit, Demarcate and Resolve Disputes over Boundaries</i> report drafted; training manual on effective negotiation procedures to delimit, demarcate and resolve disputes over boundaries drafted; training of trainers conducted for 39 people using training manual; preliminary discussions and testing of mobile mapping technology; fieldwork on Liberian practices for boundary delimitation and demarcation completed and information integrated into <i>Harmonizing Boundaries</i> document.	Conduct a study on the use of mobile technology to map community boundaries and private claims in six communities in Rivercess County; refine the training to incorporate more Liberian context; conduct a second round of harmonizing boundaries training of trainers if the demand is higher than those trained can handle (quarter two). The mobile technology study and training will inform the draft methodology for the recognition of customary tenure to be piloted starting in 2017.
2	Study on Current Land Dispute Resolution Models	Research how land disputes of various types are currently and will be resolved in the future. Focus on entities that can or will provide dispute resolution services, their authorities and powers, and where they will be located in relation to the LLA.	Initial study on how land disputes are currently resolved was completed as part of the study on harmonizing boundaries.	Revisit and revise as necessary the draft Land Dispute Resolution policy; collaborate with LLA, MOJ, LCCs, and other GOL partners under Component 2 activities in structuring land dispute resolution responsibilities within the LLA or other existing institutions and at the county/local level (quarters two and three).
3	Study on Models for Community Land Governance	Conduct a comprehensive mapping of Liberian CSOs that have worked on land, natural resource, and forestry related programming. Identify and review all customary land protection activities completed by international organizations and the Liberian government. Select initiatives that have progressed far enough to take part in a series of 5-6 impact assessments. Document best practices and remaining challenges from previous initiatives to protect customary land in Liberia.	Impact assessments conducted in six communities that have received support (international donor or GOL) or received no external support in forming land governance entities.	Finalize review and interpretation of the impact assessment data; draft summary report with recommendations to be incorporated into the draft methodology for the recognition of customary tenure to be piloted starting in 2017 (completed by December 2016).

#	Topic	Description	Current Status	Year 2 Activities
4	Study on Women's Land Rights	Expand on LPIS women's land rights study to include community-based field research in order to design and implement a gender-equitable land governance decentralization process. Study to focus on how to protect women's rights and access to land rights in the context of external investment, concessions, land conversion of community land, and allocation of household plots in fee simple. Study will seek to better understand customary norms related to inheritance, co-habitation, and women's participation in decision-making processes. Study will explore gender aspects of dispute resolution mechanisms regarding land, and provide recommendations for enforcement when communities fail to respect women's land rights.	Rights and Rice Foundation (RRF) competitively selected to collect qualitative data on women's land rights in six communities on issues related to women's land rights in the context of co-habitation, inheritance, divorce and abandonment; key informant and focus group meetings held; report drafted.	Finalize RRF report; incorporate RRF, Gender Specialist, Namati and SDI findings into revised women's land rights study; Landesa and Gender Specialist conduct women's land rights desk and field research and incorporate findings into revised women's land rights study (quarter three) ; support training and behavior change activities to increase awareness and uptake of women's rights to own, use, inherit and access land (quarters two - four) ; research inform the draft methodology for the recognition of customary tenure to be piloted starting in 2017.
5	Study on Process for Examining Claims	Review and recommend potential processes for examining and simultaneously vetting/documenting all claims within a community boundary (i.e. Tribal Certificates, deeded land, protected areas, concessions, competing community claims, shared resources, etc.). Conduct desk research on similar initiatives in other countries in the region. Design a pilot process to vet and document private land claims. After developing the process, three communities will be selected that have completed community land protection activities and will conduct action research on the process of vetting and documenting all tribal certificates, concession agreements, and other private land claims contained within the community.	Scope of work developed; waiting for initial findings of other research topics to inform study process.	Conduct desk research on similar initiatives in the region; design a pilot process to vet and document private land claims in three communities that participated in the LC tribal certificate inventory pilot; field team will support each community to self-identify, identify their community boundaries, create by-laws for governing their lands and natural resources, and establish a community land governing body. As part of by-law development, communities will discuss how to most effectively and fairly vet and document private land claims within the boundaries of their customary lands; build capacity of community members to mediate conflicts that emerge during vetting process; support communities to vet and document all private land claims within the community (study initiated quarter two) .

#	Topic	Description	Current Status	Year 2 Activities
6	Study on Definition of Community Membership	Conduct field research to help define what membership means to a community and identify conflicts associated with this process. Examine how to protect rights of strangers, widows, single or divorced women, women in informal unions, vulnerable groups.	Briefs drafted on definition of community membership from the perspective of existing and draft legal frameworks and Rivercess County by-laws; surveys and focus group questions drafted to solicit community feedback on working definition.	Conduct survey and focus groups on how membership plays out compared to definitions (completed December 2016); draft research paper on the challenges and opportunities of community membership (quarter three); findings inform draft methodology for the recognition of customary tenure to be piloted starting in 2017.
7	Political Ecology of Land and Agriculture Concessions in Liberia	Emmanuel Urey's PhD dissertation on land tenure, governance, livelihood and food security strategies of various communities whose lands are either appropriated by concession or have different levels of land appropriation threats. Using a broad historical analysis, the dissertation also seeks to understand factors that have given rise to the granting of large-scale agriculture concessions by the Liberian government, methods of choosing locations where agriculture concessions are placed and how different communities respond to large-scale land appropriations.	Dissertation research has begun in the field with ongoing interviews, focus groups, and surveys.	Findings from the research will be disseminated and shared to inform the draft methodology for the recognition of customary tenure to be piloted starting in 2017 (dissertation to be completed June 2018).

2.2.2 DEVELOP, FIELD TEST AND REVISE PROCESSES FOR CUSTOMARY LAND RIGHTS IMPLEMENTATION

Section 6.0 of the Land Rights Policy defines four steps in the recognition of customary tenure: 1. Community self-identification; 2. Delineating and mapping of boundaries; 3. Deeding and recording of community land; and 4. Establishing legal entities to manage and govern community land. In collaboration with Tetra Tech and SDI under USAID's Land Conflict Resolution Project (LCRP), the Land Commission's Community Land Rights Unit (CLRU) tested procedures for recognizing the customary territorial claims and boundaries of rural communities. Through these experiences they drafted an initial *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* which still requires further consultation, refinement, and review. This field guide mirrors the process developed by SDI with support from Namati used in other Liberian communities.

Upon completion of the research activities LGSA will assist the GOL in updating their *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* for application in the customary land rights recognition process. The Gender and Land Specialist, with support from Landesa and the VLRTF, will integrate additional safeguards to protect women's land rights as necessary. In

consultation with CDR and Parley, additional steps will be included to address boundary negotiation/harmonization with neighboring communities, and the identification of lands within the community boundary that have already been 'privatized'.

In addition to the GOL/CLRU field guide, LGSA will refine Namati's *Community Guide to Protecting Community Lands and Resources* as appropriate for Liberia in the second quarter of year two. The Namati/SDI guide, established before the GOL guide, provides more background and detail on approach and will continue to inform the government process. LGSA will incorporate lessons learned to draft one guide with a streamlined approach for GOL, CSO and community use.

During the 2016 Workshop on Research Findings on Processes for the Recognition of Customary Land Rights LGSA will establish initial site selection criteria for the 45 pilot customary land rights recognition communities. As site selection is a sensitive topic, the LGSA project will rely on CDR to help facilitate an interagency multi-stakeholder dialogue to develop and agree on standards and criteria for selecting communities. Meetings will be held to clarify the process for identification of potential communities that might fit the criteria as well as to determine the procedure and final selection of communities where piloting will be conducted. Initial criteria will likely include: proximity to the pilot RLO in Section 2.1.3, agro-ecological zones, ethnic representation, homogenous versus diverse community members, existing or potential for conflict, and shared boundaries with concessions, community forests, or protected areas.

The LGSA project will consider working in communities in various stages of customary land rights recognition that have received USAID or other civil society or donor support. The Tenure Facility/RRF is supporting a year-long pilot community self-identification process in 12 communities. If appropriate and agreed upon, these communities could provide a good starting point for the customary land rights recognition process. This approach will allow both new and pioneering communities to advance in the rights recognition process at different stages and fulfill the promise for previously supported projects.

Steps From Initial Draft Field Guide For Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide

- Step 1: Community Self-Identification
- Step 2: Establishment of a Legal Entity
- Step 3: Identification of Community Land
- Step 4: Mapping, Survey, and Preparation of Deed
- Step 5: Recording and Registering of Community Land

Once the action research is completed and a revised shared field guide is drafted and approved, estimated at **quarter three in year two**, the LGSA project will pilot the refined customary land rights recognition process in phases, incorporating lessons learned as feasible. The steps involved in piloting and responsibility to carry out those steps will be further discussed at the workshop in November and in subsequent meetings as the process is clarified. No more than five communities are expected to participate in the first round of pilots in year two.

The COP will lead the design and regular reporting of the Environmental Monitoring and Mitigation Plan (EMMP), incorporating principles of USAID's *Environmental Guidelines for Small-Scale Activities in Africa* into relevant activities, before any field work is begun. The COP and the Gender and Land Specialist will also lead the promotion of USAID's Gender Equality and Female Empowerment Policy objectives.

The potential for delays to the process include institutional preparedness, legal framework set-backs, presidential and legislative elections and timing of completion of the research activities informing the process. If findings from initial LGSA research supports and the GOL and USAID agree to include additional steps in the land rights recognition process, the timeframe and complexity could be altered. For instance, if the team reviews all claims (tribal certificates, private land, government land including protected areas, community forests, concessions, etc.) made on land identified as part of the community, steps three through five in the above CLRU process will take more time and resources to come to an agreement.

2.2.3 FACILITATE COMMUNITY-LED PROCESSES TO STRENGTHEN COMMUNITY LAND GOVERNANCE

LGSA project partners (SDI and Parley) and the GOL will work to improve community-based procedures for customary land recognition based on their existing process as well as the findings of the research conducted in Section 2.2.1, specifically the assessment on community land governance models. Particular attention will be paid to the gender dynamics of community land governance processes and institutions as a safeguard to women's land rights and representational interests. The majority of tasks under this activity will be implemented in subsequent years once a process has been agreed upon and communities selected.

2.2.4 CONDUCT CAPACITY BUILDING OF COMMUNITIES, LOCAL INSTITUTIONS, AND STAKEHOLDERS

The Land Rights Policy raised expectations of rural communities to replicate customary land recognition widely because clarification and formalization of customary land rights is viewed as a way to reduce long-standing land conflicts and negotiate stronger terms with external investors. To meet demand for information on how to register customary lands, the Community Engagement Specialist, along with Liberian partners, will prepare training materials during year two and train the GOL, community land mobilizers, county and/or regional government staff, CSOs, and interested communities on the steps and procedures required for documenting and protecting customary lands, building on Namati's Community Guide to Protecting Community Lands and Resources in years three – five. The training will pull from expertise outside of the land sector, e.g. WLRTF and Women's NGO Secretariat of Liberia (WONGOSOL) to ensure that women's rights to land are incorporated (see Section 2.3.1 below on work with women's groups and elders).

2.2.5 DEVELOP PHASED AND COSTED IMPLEMENTATION PLAN

Once a proposed process for implementing customary land recognition is drafted, LGSA will develop an initial estimation of the direct and indirect costs for implementing the draft methodology (**quarter four**

in year two). The estimation will incorporate lessons learned from LGSA partners and other CSOs working on customary land tenure issues in Liberia and will calculate the average costs incurred by government, local communities, and supporting civil society from the start of the rights recognition process to the issuance of the community deed. This estimation will be revisited and updated through a more thorough study once the process is further refined and will inform the implementation process in subsequent years. A draft phased and costed implementation plan for LGSA activities will be completed towards the end of year three after the first round of community implementation is underway.

2.2.6 DISSEMINATE ACTION RESEARCH FINDINGS

After vetting with the PAC, and approval from USAID, the COP will disseminate guides, training programs, and reports generated from activities for public posting on GOL websites. As noted above the LGSA project will convene a Stakeholders Workshop on Research Findings on Processes for the Recognition of Customary Land Rights in November 2016 to facilitate exchanges of evidence-based information on the evolving Liberian land tenure situation. LGSA will invite specialists who have facilitated customary land rights recognition in other countries, including those who have experience with gender responsive approaches to customary land recognition, to exchange applicable international models and experiences. Action research findings will be presented at the conference to further develop recommendations to strengthen the regulatory framework to formally recognize customary land, and begin to design the second phase of the pilot. Action research findings will also be communicated through outreach described in Section 2.3.1 below.

2.2.7 POTENTIAL RISKS AND MITIGATION MEASURES

LAND RIGHTS ACT NOT PROMULGATED. LGSA will continue to work with rural communities to develop governance structures to manage access to community land and resources in accordance with the Public Land Law, the Interim Guidelines, and the Community Rights Law (CRL). LGSA will collaborate with the ILTF, LLA, WLRTF, NGOs and CSOs to develop procedures for the gender responsive formalization of those rights as spelled out in Interim Guidelines.

COMMUNITY INPUT NOT SUFFICIENT IN APPLICATION OF LAND RIGHTS ACT. Engage in community outreach that makes sure to reach women, youth, and minorities once the Land Rights Act passes; hold participatory consultations on the content of the Land Rights Policy and Act and its gender-related implications to engage CSOs, NGOs, and communities in implementing gender responsive regulations and customary land rights recognition processes. Continuously monitor community engagement and understanding of options available and resources provided.

KEY LAND RIGHTS MESSAGES NOT APPROPRIATELY DISSEMINATED. Form partnerships with local organizations/individuals with high social legitimacy to take on gender responsive community engagement, public education, and outreach roles. Work will focus on media options and collaboration with CSO/NGO partners. LGSA will also coordinate its messaging with other USAID media related projects (LAVI and LMD).

COMMUNITY LAND RIGHTS ACTIVITIES GENERATE OR EXACERBATE LAND CONFLICTS. Collaborate with local dispute resolution entities to analyze risks and establish gender responsive dispute resolution systems before work begins in the communities. Convene local dispute resolution providers that were coordinated by and worked with the LCCs in targeted counties, and provide them with some in-service ongoing training as needed. If LCCs are reconstituted, provide needed administrative, IT, and dispute resolution training to staff.

CUSTOMARY LAND RIGHTS RECOGNITION PROCESS IS MORE TIME AND RESOURCE INTENSIVE THAN ANTICIPATED. Share responsibility for implementation of

agreed upon land rights process with government, CSOs, and communities. Re-evaluate phased and costed customary land rights implementation plan to learn from ongoing experience and modify an implementation plan accordingly.

EXISTING LEGISLATIVE FRAMEWORK FOR DEED REGISTRATION DOESN'T ADEQUATELY SUPPORT COMMUNITY DEED PROCESS. Collaborate with CNDRA/LLA to clarify the legal foundation for deeds registration in hopes of simplifying the process. Propose legislative/regulatory reform if appropriate, especially if the process does not adequately protect the rights of women.

TABLE 2.6: SUMMARY OF LGSA ACTIVITIES RELATED TO ACTION RESEARCH AND COMMUNITY RIGHTS RECOGNITION

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Workshop on research findings	X			
Ongoing research				
Study on mobile mapping	X			
Boundary harmonization training		X		
Study/support for Land Dispute Policy		X	X	
Study on models of land governance	X			
Study on women's land rights			X	
Training on behavioural change		X	X	X
Study on processing of communal land claims		X	X	
Study on community membership	X			
Research paper on community membership			X	
Dissertation on community/concession interface			X	
Criteria for pilot site selection finalized		X		
Pilot communities identified			X	
Development of implementation plan				X
Pilot community engagement				X
Pilot community capacity building				X

2.3 STRENGTHEN CIVIL SOCIETY, PRIVATE SECTOR, AND CITIZEN ENGAGEMENT IN LAND GOVERNANCE

2.3.1 DESIGN AND IMPLEMENT PUBLIC INFORMATION CAMPAIGNS

LGSA will work with the LLA to develop multiple public information campaigns in order to inform stakeholders about pertinent aspects of the current land governance system and pending reforms. Despite the delays of the passage of the Land Authority Bill and Land Rights Bill, and consequently the delay in creating a new Liberia Land Authority, continued work on other aspects of land reform called for efforts to be made to inform the public of the current and evolving status of land governance systems as well as existing and developing land rights.

In year two the majority of the campaigns will be geographically focused around the pilot RLO and associated pilot communities. Campaigns are planned to **begin in the second quarter** and will inform stakeholders of the existing institutional and administrative processes and functions of the regional land office that could include survey services, property/deed registration, and land dispute resolution functions. The campaigns will also focus on processes under the Liberia Land Authority Act once the Authority is established. The campaigns will be mobilized to keep people informed about the work of the existing land institutions and the proposed Liberia Land Authority.

Key messages will also be disseminated on land rights under the current legal framework. Information will focus specifically on rights as they exist under the Land Rights Policy, the Public Lands Law, the Interim Guidelines, the Criminal Conveyance Act, the Decedents Estates Law 1992, Domestic Relations Law 1973, the Equal Rights to Customary Marriage Law, as well as the Community Rights Law. Once the Land Rights Act is enacted the messages will alternatively be developed to inform stakeholders of the strengthened rights under the new legislation. Community consultations in the pilot communities will focus on customary land rights and processes. This will result in residents becoming more knowledgeable about their legal rights to land, land administration, governance, and related issues and thus increase their ability to make informed decisions in all land dealings.

Of particular importance is the need to focus on women's land rights. Given that traditions and traditional leaders play an enormous role in shaping land tenure rights at the community level, efforts will focus on working with the traditional leaders, who are almost exclusively men. Beginning in quarter two, LGSA will work to sensitize these leaders on the importance of securing land rights for all community members with a focus on women and children's rights. The LGSA communications team will provide training and awareness raising activities on gender and development, existing legal protections and rights for women and children, and the importance of women's participation in land governance and administration. As customary rules and laws are often adhered to more than statutory law, it is important to work on seeking behavioral and attitudinal changes which will require more comprehensive efforts and likely take place over the life of the project.

In addition, women in the rural communities have less knowledge and access to information on current laws and policies, and have limited capacity to enforce their existing rights. LGSA will identify women's groups in the pilot communities to participate in leadership, conflict mediation, and advocacy training programs. The Gender and Land Specialist will work with Landesa, Parley and other possible contractors to simplify the current laws and disseminate messages specifically targeted to women. A Trainer of Trainer module will be developed bringing together key laws that promote women's land rights. The women's groups will participate in the training and the modules and other tools will be distributed to community leaders and associations.

During the second half of year, the Gender and Land Specialist will work with the women's groups and elders who benefited from the above training programs to establish women's land rights advocacy

committees in the pilot communities. Collaboration with the Carter Center will be explored as appropriate. These team of advocates (including men and women) will be supported by LGSA to continue advocacy engagements and mediation for women's land rights. This will initiate a platform that aims to facilitate eventual acceptance and buy-in to women's participation and promotion of their rights and assist in ensuring a gender-integrated roll-out of the Land Rights Bill when passed.

The rationale for messaging under this project is to inform individuals of the existing processes and rights in the land sector and encourage people to become further engaged. The concept of messaging is to keep it simple and to the point, make it appealing, and ultimately generate positive actions. Due to the diversity of targeted audiences, messages will be delivered in several forms, keeping in mind that a large portion of the audience has very low literary levels. Particular aspects of the awareness campaigns will be implemented through the LGSA Grants Under Contract (GUC) program to local CBOs, CSOs, and private sector in order to ensure relevance to particular communities (see 2.3.2 below).

Communication Strategy and Tools

Using the Communications for Development methodology as identified in the LGSA Communications Strategy, when developing messages LGSA will put into place a procedure for testing messages. Focus group meeting(s) and quick surveys will help to develop a clear picture of what the target audiences already understand and what they perceive as the problems and possibilities. This will help to inform the design of the messages. Once disseminated we will monitor the effectiveness of the communication. We will also assist the target communities/beneficiaries in developing their own evidence-informed messages which will provide for more effective communication.

Communication methods will be used in combination, mixing traditional and non-traditional methods. Specific strategies and tools will be used to target and engage women (e.g., selecting time, place, and manner conducive for reaching women, using all women focus groups, discussing topics with specific relevance to women). In addition to printed materials for literate and non-literate audiences. Possible tools include traditional media such as newspapers, national radio stations, community radio stations, television stations, and magazines. Radio is an excellent way to cover a public event or to send messages across rural Liberia and radio talk shows are extremely successful at the community level and national level. Mobile theater has been shown to attract large interest as well. Less traditional methods such as town hall meetings, community theater using Theater for Development techniques, cultural troupes, and coffee chats, all while utilizing social mobilizers, traditional leaders, and women leaders, can be equally effective. Furthermore communication technologies from internet to text messaging will be considered.

Given the low capacity of media in Liberia, LGSA will conduct media training programs during quarter one centered on reporting land issues as mentioned in Section 2.1.6 and through these training programs form a network of land reporters from all 15 counties that regularly communicate with the LLA to stay informed and coordinate on the reporting of land issues. LGSA will also institute an annual award with the Press Union to encourage land reporting all over Liberia. Working with the Press Union, entries will be collected of stories written or broadcasted on the land sector and an award will be given to the best entry. An award will also be considered for the best entry touching on women's land rights issues. The honor will encourage journalists, particularly in rural areas, to put into practice knowledge gained from LGSA training programs and be part of a larger effort to support journalists to do their best in promoting the sector.

2.3.2 DEVELOP AND MANAGE GUC SUPPORTING CIVIL SOCIETY AND PRIVATE SECTOR

In year two LGSA will provide grants to the Liberian private sector and civil society to implement outreach programs. Activities may include awareness raising, dialogue, research, capacity building, or field based activities around current land frameworks and legal reform (Land Rights Policy and Law, Liberia Land Authority Act, Land Administration Policy), as well as the customary land rights recognition process. Other grant programs will focus on behavior change related to women's land rights. A home

office Subcontracts and Grants Manager will continue to work with the LGSA Subcontracts and Grants Specialist to implement the grants program and will apprise the field with up-to-date regulatory changes, ongoing quality assurance, and internal compliance audits.

Starting in quarter two or three in year two LGSA will utilize the GUC program to build the capacity of grantees through financial and administrative management training and specific guidance from our long- and short-term specialists on technical issues such as communications and outreach, research methodologies, and institutional development. We anticipate conducting capacity building workshops to assist those organizations that may be technically qualified but not possess the grant writing or USAID experience necessary to produce sound proposals. A grants tracker tracks the status of grants to ensure that at least 80% of the grants by dollar value are awarded to Liberian organizations (even though it is anticipated that 100% of the grants will be local).

2.3.3 STRENGTHEN PRIVATE PROFESSIONAL ORGANIZATIONS OF LAND PROFESSIONALS

In year two LGSA will complete and build off of the market survey that examined what land services are needed in Liberia (i.e., surveying, valuation, real estate, third party land dispute resolution entities, and community-private sector negotiators). In years two – five the project will support NGOs and the private sector to institute new or strengthen existing organizations to provide affordable services in the areas identified. LGSA will be cognizant of, encourage, and monitor the participation of women in professional organizations and private land sector services, particularly those that are directly supported by LGSA.

The Land Governance Advisor and Land Administration Specialist will continue to work with the Association of Professional Land Surveyors of Liberia (APLSUL) on any updates needed to ensure that the association maintains their membership in the International Federation of Surveyors and that they have an updated training plan. Training will focus on ensuring skills are relevant and applicable to maintaining a modern survey network in Liberia and concentrate on building basic skills of new surveyors at the technician level. The Land Governance Advisor will provide introductory level survey courses as requested by APLSUL.

LGSA has had an expression of interest from the Liberia Revenue Authority to assist in the establishment of a Valuers Association. A preliminary meeting will be held in the first quarter to determine the level of interest and assuming a positive response will work with selected valuers to establish such an organization. LGSA will work with USAID's Revenue Generation for Governance and Growth Program (RG3) project to coordinate efforts in this area.

Parley and CDR will also support the establishment of an arbitration and mediation society such as a National Liberian Dispute Resolution Organization. This organization will establish professional standards, handle training, certification, and maintain a roster of trained and qualified mediators and other third parties.

LGSA will continue to explore other opportunities to establish land related professional bodies.

2.3.4 FACILITATE ESTABLISHMENT OF PUBLIC-PRIVATE PARTNERSHIPS

LGSA will continue to look for opportunities to engage with the private sector. Mining, timber, and palm oil companies require private sector services such as surveying, land valuation, environmental impact and mitigation, land dispute resolution, and land use planning. At present there are few if any Liberian institutions that can meet these needs. With support of LGSA and the private sector, consultants and institutions will be trained and mentored to perform professional land services to meet these needs.

TABLE 2.7: LGSA ACTIVITIES RELATED TO CIVIL SOCIETY AND PRIVATE SECTOR ENGAGEMENT

Activity	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Public information campaigns				
Liberia Land Authority		X	X	X
Establishment of Regional Office			X	X
Establishment of County Land Board			X	X
Community land rights engagement			X	X
Land Rights Law		X	X	X
Media training	X	X	X	X
Development of GUC program		X		
Strengthening Public Private Partnerships				
Identification of professional associations		X		
Establish new or support for existing association			X	X

2.4 MONITORING AND EVALUATION

In year two the LGSA project will continue to collect its quantitative and qualitative data in a continuous and consistent manner (see Annex A for the LGSA indicators and targets). Data will be gathered by the M&E Specialist and other key technical staff and partners, who will ensure that it is valid and accurate, before entering it into the project's Management Information System (MIS) and into USAID's Liberia Strategic Analysis (LSA) Project's Performance Indicators Database System (PIDS). The LGSA M&E Specialist will work along with the Tetra Tech home office M&E Specialist to make sure all data collected are of high quality and are analyzed and presented properly. Specific M&E activities planned over the year are as follows:

- Quarterly data review and data collection conducted at all pilot sites;
- M&E and data management training for LGSA staff in order to ensure basic knowledge and reporting requirements;
- Once pilot sites have been selected, on-site mentoring of county or regional staff and partners will be conducted on basic M&E and data management roles;
- Collaboration, learning and adaptation of project monitoring activities in coordination with LGSA partners to ensure good activity implementation. As a best practice in project management, conduct an annual review of each year's activities. This will allow for lessons learned and provide information to improve collaboration with LGSA partners when conducting activities;
- Conduct annual gender review at county or regional levels to ascertain the overall level of gender engagement on land tenure and property rights in Liberia;
- Along with the LLA, conduct an annual stakeholder's survey on land tenure activities. This survey will include communities/community organizations, private, local or CBOs, and NGOs;
- Conduct internal and external Data Quality Assessments (DQAs);
- On a quarterly basis, enter data in PIDS and the LGSA M&E System;

- County/Regional review of data to collect information on land conflicts and increase community awareness, highlighting the importance of the Liberia Land Authority Act and Land Rights Bill and the ADR process.

2.4.1 STATUS OF LGSA INDICATORS

The following indicators have year one targets that were not met due to the delay in the passage of the Land Authority Bill and the Land Rights Bill. The activities under these indicators were dependent on the passage of the legislation and the creation of the Liberia Land Authority and resulting land administration services (i.e. land transactions at an institution supported by LGSA and outreach on new land legislation). LGSA intends to meet year two targets through the alternative strategies outlined in the risk analysis and throughout the overall year two Work Plan.

1.3: Number of people trained in land tenure and property rights issues. It was planned that 200 persons would be trained; however, LGSA only trained 184 persons as a result of delays in forming the LLA. This indicator was added after discussions with USAID in December 2016 in support of Indicator 1.4 Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance.

2.4: Number of land transactions completed. Land transactions were 5.4% less than targeted as LGSA was not as involved in outreach or technical support for land entities in Year 1.

3.4: Number of land and property rights disputes resolved by local authorities, contractors, mediators, or courts as a result of USG assistance. While LGSA conducted land dispute resolution trainings, not all disputes could be tracked. In the absence of the Liberia Land Authority to work with in conducting this activity land disputes brought to former Land Coordination Centers or other land entities have no mechanism for being tracked.

4.1: Number of gender responsive outreach materials on land tenure and property rights distributed through USG assistance. LGSA did not achieve the Year 1 target due to the delay by the Legislature in passing the Land Authority and Land Rights Bills; however, 66.6% of the overall target was achieved. LGSA anticipated outreach and awareness-raising around the new legislation and LLA. Anticipated outreach materials will be accounted for in future project actuals.

4.4: Number of marginalized people who have access to LTPR services from land governance institutions. The actual Year 1 number is below target as LGSA and the LLA have not conducted targeted outreach to promote the Land Authority or land services. Communications will occur in Year 2 and beyond.

4.5: Number of NGO's, CSO's and private sector organizations engaged in gender-responsive LTPR activities as a result of USG assistance. While project activities (and related engagement with CSOs and NGOs) were curtailed by the delay in the passage of critical legislation, LGSA achieved 80% percent of the target (four out of five). Organizations engaged in these activities include project subcontractors Parley, SDI, and Rights and Rice Foundation as well as the surveyor's association, APLSUL.

In the first quarter of year two of LGSA the M&E Specialist and project team will meet with USAID to review and revise the Monitoring and Evaluation Plan (MEP) and the associated indicators and targets. The team will discuss the sources of data to be collected to support the project. The indicator and target table in Annex A reflects the revised indicators and targets as discussed with USAID and which will be submitted in a revised MEP.

ANNEX A: LGSA INDICATORS AND TARGETS

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
I	LTPR	I.1: Number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance	Q1, Y2	Annually	Land agencies or LGSA implementing partners; copies of proposed, adopted or implemented pieces of legislation or regulations affecting property rights collected	0	2	2	3	<p>Land Authority Act= Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Reanalyzed/drafted based on the results of public/stakeholder consultation; Stage 4: Presented for legislation/decreed; Stage 5: Passed/approved/ Revisions made to legislation/policy following consultations and now awaiting president's signature.</p> <p>Land Rights Bill = Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Reanalyzed/drafted based on the results of public/stakeholder consultation; Stage 4: Presented for legislation/decreed; recently with the legislature for action.</p>
2	Custom	I.2: Number of gender-responsive public consultations held regarding proposed policy, legal and regulatory reforms	Q1, Y2	Quarterly	LGSA Event Report, including photographs of the event, attendance information, and summary of event collected	0	8	8	12	Annual target was achieved as planned

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
3	Custom	1.3: Number of people trained in land tenure and property rights issues	Q1, Y2	Annually	Completed participants attendance forms	0	200	184	400	It was planned that 200 persons would be trained, however only 184 persons were trained.
4	LTPR	1.4: Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance ⁴	Q1, Y2	Annually	Completed participants attendance forms	0	80%	87%	80% 320/400	30 days after the training 87% of 115 persons were able to correctly identify key learning objects (the additional 69 people trained in quarter 4 were not yet surveyed).
5	LTPR	2.1: Percent of people served by land administration entities who report awareness and understanding of the services offered as a result of USG assistance ^{5,6}	Q1, Y2	Annually	Reports of technical or physical assistance provided submitted by LGSA consultants and technical staff	0	0%	0%	25%	Activity was placed on hold due to the absence of a Land Authority to work with in conducting this activity.

⁴ 1.4: Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance. 80% of participants trained is the target of each year and also LOA target. A simple survey will be conducted 30 days later after the training is completed.

⁵ Indicator 2.1 contributes to a USAID Standard Indicator (FACTS 4.7.4-10 or EG.10.4-1)

⁶ 2.1: Percent of people served by land administration entities who report awareness and understanding of the services offered as a result of USG assistance. These percentages would be gathered by conducting a survey to be able to know the percent of people served by land administration entities who report awareness and understanding of the services offered as a result of USG assistance. FY1=0% , FY2=25% , FY3=50% , FY4= 65%, FY5= 75% and LOA

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
6	Custom	2.2: Number of individuals seeking land administration services	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	425	450	461	475	Met target numbers.
7	Custom	2.3: Number of individuals from land governance institutions who received Master's-degrees in land administration and governance as a result of USG support.	Q1 Y2	Annually	Individuals receiving degrees will submit a brief report, including a copy of their completed degree	0	0	0	0	Activity not planned for Year 1
8	Custom	2.4: Number of land transactions completed	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	2311	2600	2459	2900	Land transactions slightly less than targeted. LGSA not as involved in outreach or technical support for land entities in Year 1.
9	Custom	3.1: Percentage of adults in pilot areas who report that their land tenure rights are secure	Q1, Y2	Annually	LGSA survey data	TBD	0	0%	0%	Activity not planned for Year 1

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
10	LTPR	3.2: Number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system as a result of USG assistance	Q1, Y2	Annually	Collected from land agencies database quarterly. Household members or organizations report to LLA with clear evidence of formalized land rights in hard copies and or electronic forms	0	0	0	0	Activity not planned for Year 1
11	LTPR	3.3: Number of people with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land are secure as a result of USG assistance ⁷	Q1, Y2	Annually	Reports collected from land agencies. LGSA annual survey	0	0	0%	0%	Activity not planned for Year 1
12	LTPR	3.4: Number of land and property rights disputes resolved by local authorities, contractors, mediators or courts as a result of USG assistance	Q1, Y2	Annually	Case files from the LLA and implementing partners	70	70	37	75	Reporting mechanism not established for local authorities or land entities. Additional information and reporting will be sought in Year 2 to clarify process.

⁷ Indicator 3.3 contributes to a USAID Standard Indicator (FACTS4.5.1-25 or EG.10.4-6)

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
13	Custom	3.5: Percentage of community governance entities implementing rules for the inclusion of women, youth and strangers	Q1, Y2	Quarterly	Reports from LGSA technical staff, and bylaws submitted	0	0	0%	80% 4/5	Activity not planned for Year 1
14	Custom	4.1: Number of gender responsive outreach materials on land tenure and property rights distributed through USG assistance	Q1, Y2	Quarterly	Copies of outreach materials, reports and receipts from printing press and distribution lists collected	0	9	6	15	Did not achieve target due to the delay by the legislature in passing the Land Authority and Land Rights bills
15	Custom	4.2: Number of gender responsive public outreach activities on land tenure and property rights held with USG assistance	Q1, Y2	Quarterly	Reports including summary of each activity, with receipts, where appropriate, and distribution information collected	0	4	5	56	Exceeded target for Year 1 as the Interim Land Task Force needed to sensitize more citizens including women in communities and counties outside of Monrovia
16	Custom	4.3: Number of new or existing private professional organizations of surveyors and other land related professions supported	Q1, Y2	Quarterly	LGSA technical staff and implementing partners submit reports including support provided	0	1	1	2	LGSA achieved the target as planned.

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	Year 1 Target	Year 1 Actual	Year 2 Target	Comment on Year One Targets and Achievements
17	Custom	4.4: Number of marginalized people who have accessed land tenure and property rights services from land governance institutions	Q1, Y2	Quarterly	Reports from LLA/LCC showing the marginalized groups who have accessed services	150	160	133 (79 women)	170	The number is below target as LGSA and the LLA have not conducted targeted outreach around Land Authority or land services (Year 2 activities).
18	Custom	4.5: Number of NGO's, CSO's and private sector organizations engaged in gender-responsive land tenure and property rights activities as a result of USG assistance	Q1, Y2	Quarterly	Reports and other supporting documents to include photographs, estimated attendance	0	5	4 (80%)	5	<ol style="list-style-type: none"> 1. Parley 2. SDI 3. Rights and Rice Foundation 4. APLSUL

ANNEX B: LGSA ACTIVITY TIMELINE

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1 Support Project Advisory Committee and GOL Engagement																												
2.1.1 Establish Project Advisory Committee																												
Establish PAC																												
Meet with PAC																												
2.1.2 Serve as Secretariat to Host Meetings and Facilitate Exchange of Information																												
Attend Land Sector Donor Working Group meetings																												
Host seminars at LLA																												
2.1.3 Support Capacity Development and Engagement in LGSA Activities																												
GOL participation in LGSA activities																												
Support WLRTF																												
2.2 Component 1: Strengthen Policy, Legal and Regulatory Framework for Land Governance																												
2.2.1 Provide Advisory and Demand Driven Support to Land Policy Development																												
Input and collaboration around legislative and regulatory reform and Constitutional reform processes including relevance to women's land rights																												
Finalize Land Administration Policy																												
Legal mapping - track pieces of legislation in all sectors, need for mods																												
Monitor GOL policy and legal development processes that may have implications on customary land documentation/recognition																												
Assist with promulgation of Land Rights Act and Liberia Land Authority Act																												
Draft Liberia Land Authority Act regulations																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Participatory consultative process for LLA regulations																												
Draft Land Rights Act regulations																												
Participatory consultative process for Land Rights Act regulations																												
Attend/support ILTF/LLA meetings																												
STTA to review policies/laws/regs.																												
2.2.2 Conduct and Disseminate Policy Research and Analysis																												
John Bruce update <i>Reform of Liberia's Civil Law Concerning Land</i> document																												
Set action plan with priorities with LLA																												
Host workshop to disseminate findings, discuss next steps to get buy-in from broader group of stakeholders																												
Link with PAC priorities and donor activities																												
Landesa update and deepen the <i>Women's Land Rights Study</i>																												
Conference on Implementation of the National Land Rights Act																												
2.2.3 Develop and Disseminate Public Information on Proposed Reforms																												
Draft gender responsive communications and outreach strategy (1.6.1)																												
Public information campaigns on land reforms (1.6.1)																												
Design and carry out community consultations on how to effectively implement Land Rights Act																												
2.3 Component 2: Improve Human and Institutional Capacity for Land Governance (Improve Functionality of Land Governance Systems)																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.3.1 Support Master's-Level Training of GOL Land Governance Institutions																												
Develop criteria for selection of four candidates																												
Support four Masters students																												
Identify/send Liberian land specialists to participate in Landesa's six-week intensive Visiting Professional Program																												
2.3.2 Support Decentralized Management and Institutional Capacity Development Including Training																												
Conduct organizational audit of decentralized land governance institutions																												
Draft capacity development plan, defining roles and responsibilities for each county-level institution																												
Establish protocol agreement for each institution supported, outlining training, equipment, and refurbishment of facilities																												
County-level institutional training (legislation, roles and responsibilities, dispute resolution, outreach, and women's land rights)																												
2.3.3 Increase Awareness and Capacity of GOL Land Governance Institutions																												
Hold workshops on concepts of responsible gender responsive land governance, contents of the land legislation, and the roles and responsibilities of each organization, including the cross-cutting responsibilities around gender.																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Provide training for existing land governance institutions. If LLA established, reconfigure training to include newly defined roles and responsibilities and performance goals																												
Provide or refurbish equipment for customer service facilities																												
2.3.4 Preservation of DLSC Documents																												
Completion of inventory of DLSC documents																												
Coordination meeting with DLSC, CNDRA, and LIS/GIS																												
Development of implementation plan for data preservation																												
Document scanning																												
2.3.5 Introduction of Spatial Data Infrastructure and Implementation of Data Standards for the Land Information System																												
Establish Spatial Data Infrastructure Committee																												
Workshop of spatial data																												
Inventory of existing spatial databases																												
Formulation of legal framework for spatial data																												
2.3.6 Develop Business Plan for Liberia Land Authority and Support Institutional Transition and Establishment of Management Systems for Sustainability																												
Conduct organizational audit to assess and strengthen capacity of land governance institutions to be integrated into LLA																												
Draft preliminary institutional transition plan																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop business plan to analyze services to be delivered, identify potential clients, evaluate financial sustainability and impacts of institution, and elaborate service delivery models and fee structures																												
Train County/LLA staff on management, technical areas as identified in capacity assessment																												
Host workshop to develop vision for LLA																												
Draft and finalize organization plan, including organizational chart																												
Draft and finalize human resources strategy, including number and types of staff																												
Draft and finalize position descriptions, including responsibilities, training, and technical skills necessary																												
Draft compensation schedule based on clear standards																												
Draft procurement plan																												
2.3.7 Support Public Outreach and Awareness																												
Implement public awareness campaign on changes in institutional responsibilities and methods for accessing land services																												
Develop awareness campaign to inform government, private sector and civil society stakeholders on transition of land governance entities under one institution																												
2.4 Component 3: Conduct Action Research Supporting Land Rights Policy (Strengthen Customary Land Rights)																												
2.4.1 Develop Learning Agenda for Customary Land Rights Implementation																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Inventory existing customary land rights activities																												
Meet with LC/ILTF to prioritize action research topics																												
Meet with GOL representatives and CSOs to prioritize action research topics																												
Finalize action research topics																												
Conduct impact assessments on select customary land rights activities																												
Conduct 5 - 10 action research studies																												
Share lessons at LGSA's annual Conference on Implementation of the National Land Rights																												
Finalize learning agenda and site-based action research agenda and field testing strategy for customary land rights implementation																												
2.4.2 Develop, Field Test & Revise Processes for Customary Land Rights Implementation																												
Establish initial site selection criteria for 45 pilot customary land rights recognition communities																												
Hold interagency multi-stakeholder meeting to develop and agree on standards and criteria for selecting communities																												
Hold meetings to clarify process for identification of potential communities																												
Finalize site selection criteria																												
Select pilot sites																												

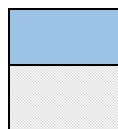
Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Help adapt and ensure gender responsiveness of CLRU's <i>Field Guide for Developing a Framework for Implementing Customary/ Community Land Rights Recognition Nation-Wide</i>																												
Pilot the refined gender responsive customary land rights recognition process in phases (steps TBD in future work plans)																												
2.4.3 Facilitate Community-Led Processes to Strengthen Community Land Governance																												
Improve and implement community-based procedures for customary land recognition based on existing process and research findings in Activity 1.5.1 (TBD)																												
2.4.4 Conduct Capacity Building of Communities, Local Institutions and Stakeholders																												
Prepare training materials																												
Train LLA, community land mobilizers, LCC staff, CSOs, and interested communities on steps and procedures required for documenting and protecting customary lands (TBD)																												
2.4.5 Develop Phased and Costed Implementation Plan																												
Conduct initial study to establish direct and indirect costs for implementing customary land recognition																												
Update study on costs associated with customary land rights recognition																												
Develop phased and costed land rights implementation plan																												
2.4.6 Disseminate Action Research Findings																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Disseminate guides, training programs, and reports generated from activities for public posting on the LLA website																												
Seminars at LLA on research and field activities																												
See 1.5.1 for annual Conference on Implementation of the National Land Rights																												
2.5 Component 4: Strengthen Civil Society, Private Sector and Citizen Engagement in Land Governance																												
2.5.1 Design and Implement Public Information Campaigns																												
Develop gender-responsive communications strategy for LGSA																												
Design specific activities in collaboration with PAC and Communications and Outreach Task Force																												
Conduct ongoing outreach sessions on land administration, legal frameworks, and land rights with communities, women, civil society, private sector, and government.																												
Develop innovative and engaging information materials that are responsive to gender and that produce high-quality awareness/learning outcomes																												
Conduct sensitization work and with traditional leaders and women's' groups on women's land rights.																												
Build capacity of media in reporting on land issues, in a manner responsive to gender, through workshops, networking, and annual awards program.																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Support outreach and education activities around Land Rights Act at national and community level																												
2.5.2 Develop and Manage GUC Supporting Civil Society and Private Sector																												
Submit grants manual																												
Release RFPs/APS for grants																												
Manage existing grants																												
2.5.3 Strengthen Private Professional Organizations of Surveyors and Land Professionals																												
Conduct a market survey to examine what land services are needed in Liberia																												
Support NGOs and private sector to institute new or strengthen existing organizations to provide affordable services in areas identified																												
Support APLSUL with updated training plan																												
2.5.4 Facilitate Establishment of PPPs																												
Look for synergies with private sector																												
Assess and benchmark design and performance of existing formal and informal grievance and dispute resolution systems																												
Conduct study on how FPIC impacts company community relations; develop best practice guidance note for investors and government counterparts																												
Reporting																												
Inception Plan																												
Weekly Bullets																												
Quarterly Reports																												

Tasks	Year 1				Year 2												Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Annual Report																												
Final Report																												
Quarterly/ Annual Financial Reports																												
Annual Work Plans																												
Closeout Plan																												
Grants Manual																												
Branding Implementation and Marking Plan																												
Activity M&E Plan																												
Internal data quality and auditing in cooperation with LSA																												
Gender Strategy																												
Preliminary institutional transition plan for LLA																												
Four Liberians trained to Masters level																												
Capacity development plans for targeted county land governance institutions																												
Learning agenda and site-based action research agenda and field testing strategy for customary land rights implementation																												
Phased and costed land rights implementation plan																												
Land services market study																												
EMMP																												

Completed or planned activity



Activity conditional on passage of Land Rights Bill

[1] The Activities Timeline begins with 1.2 in order to reflect the numbering of activities in the Year One Work Plan in Section 1.

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