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LAND CONFLICT RESOLUTION PROJECT

YEAR 1 ANNUAL REPORT:

OCTOBER 1, 2011 – SEPTEMBER 30, 2012

October 2012

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ACRONYMS

1207 Program	Section 1207 of the National Defense Authorization Act (2006)
ADR	Alternative Dispute Resolution
CoP	Chief of Party
COR	Contracting Officer's Representative
CoT	Chief of Team
FY	Fiscal Year
GOL	Government of Liberia
LC	Land Commission
LCP	Liberia Crusaders for Peace
LCRP	Land Conflict Resolution Project
LDRTF	Land Dispute Resolution Task Force
LEC	Liberia Electricity Corporation
LMEP	Liberia Monitoring and Evaluation Program
LMI	Liberian Media Initiative
LMDI	Liberian Media for Democratic Initiatives
LPIS	Land Policy and Institutional Support
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NRC	Norwegian Refugee Council
PLACE IQC	Prosperity, Livelihood and Conserving Ecosystems Indefinite Quantity Contract
PMP	Performance Monitoring Plan
PRADD	Property Rights and Artisanal Diamond Development
Q1, Q2, Q3	First Quarter, Second Quarter, Third Quarter
STAM	Senior Technical Advisor/Manager
TCN	Third Country National
TO	Task Order
UN	United Nations
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

This Fourth Quarterly Report/First Annual Report in Year 1 of the USAID Land Conflict Resolution Project (LCRP) in Liberia provides a summary of activities completed in Year 1, with details on the period July 1 – September 30, 2012.

The first quarter of LCRP focused on interpretation of the project scope of work in coordination with the needs of the project's primary interlocutor, the Land Commission. At the start of LCRP, the Land Commission and some of its international partners were preparing to perform similar activities as those envisioned in LCRP. The Land Commission, in particular the Chairman, was concerned that activities be integrated across partners, and that any capacity development or skills transfer include the Land Commission secretariat. On a more general level, the Land Commission signed off on the LCRP scope of work prior to the contract award date; members of and advisors to the Commission insisted regularly that they were uncomfortable with the scope of work because it was not what they originally imagined. When pressed for details on the original vision, few were forthcoming.

With the benefit of a year's hindsight and insight into the management style of the Land Commission, it appears that the delays in implementation experienced in Year 1 were due partly to the timing of the underlying concepts of LCRP, particularly as regards recognition of customary rights and support for local ADR practice, and partly due to the absorptive capacity of the Land Commission regarding technical assistance. When all decisions on activities must be authorized by one person, technical assistance providers essentially jockey for that person's attention in order to move forward smoothly with various initiatives. A multi-donor/implementing partner Memorandum of Cooperation, intended to speed up the decisionmaking process, has already taken more than a year to sign.

Despite these challenges, LCRP was able to maximize its time in meetings with various members and staff of the Land Commission, as well as positive contributions to task forces, to ensure that essential relationships were built and maintained, and that sufficient trust existed between project personnel, program staff and Land Commission members to make noticeable progress in Year 1. In July 2012, LCRP also received a modification to its current agreement that enables it to provide more support for the land reform and dispute resolution process in two areas: public information and technical support for land dispute resolution (land ADR).

The one activity area that proved to be impossible to implement despite a year of meetings, conversations, and consensus building was the proposed establishment of property rights inventories in sixteen Lofa and Nimba County villages and towns. Initially, the Land Commission Chair and members expressed concern that too many inventory exercises were in progress at the time. Next, they stated that the proposed villages and towns for the LCRP exercise were either too homogeneous to yield significant information on potentially overlapping claims (which could be addressed through the piloting of dispute resolution processes) or so heterogeneous as to stir up long-dormant overlapping claims, resulting in conflicts the Land Commission or local ADR practitioners were ill-equipped to resolve. Finally, the Land Commission attempted to remove the property rights inventory exercises from dispute resolution support provided by LCRP. It was late in Q4 that the real reason for the resistance became clear: the Land Commission's evolving proposed policy on land rights presumed a fundamentally different approach than the community-driven customary land rights inventory outlined in LCRP. LCRP responded to the policy by providing expert commentary and expressed willingness to adjust the inventory process to be more in line with the policy, but at the end of September, it was clear that a more significant re-conceptualization of this activity would be necessary.

Below is a summary of Q4 activities:

The LCRP office at the Land Commission was completed in mid-July. LCRP staff, particularly the Chief of Party and Land Tenure Specialist, work out of both the Land Commission and LCRP main offices; the Land Commission offices will be used for all LCRP staff for meetings and work as appropriate. LCRP appreciates the Land Commission's efforts to have LCRP staff "embedded" for regular consultation on project activities. LCRP shares the space with the LPIS project, which facilitates cooperation on activities.

Cooperation among the Land Commission's partners slowed through the third quarter of 2012, as the UN HABITAT representative was absent during this period. The lack of a signed MoC among the Land Commission, USAID and UN HABITAT posed a significant challenge to the Land Commission's operation of the Land Coordination Centers. However, the positive interactions with the Land Commission have facilitated LCRP moving forward with activities indicated in its own work plan. By the end of September, LCRP demonstrated progress in three program areas: Land Coordination Center operations and training, public information, and external evaluation by the Norwegian Refugee Council.

The Land Commission's major efforts during the third quarter focused on the elaboration of a policy brief from the Real Property Task Force. The policy brief, which was completed at the end of September, creates four classifications of land in Liberia and seeks to close the gap of jurisdiction that historically contributed to inequitable land access. Furthermore, the policy brief, while recognizing customary land tenure, proposes to bring customary tenure arrangements under a deed registration system. This proposal has a direct effect on the property rights inventory activities of LCRP, as will be explained in detail in Section 2.

In Year II, LCRP will expand operations beyond Lofa County and Nimba County, as a result of a modification to the current agreement. The modification, signed on July 18, 2012, generated a revised list of objectives, as follows:

1. Pilot dispute resolution methodologies in Lofa and Nimba County towns and villages.
 - a. Provide advanced, culturally-appropriate land dispute resolution training for 25 additional third party intermediaries per county (Bong, Lofa, Margibi, Maryland, Nimba), to include customized modules for specific LCC partners or disputant groups.
 - b. Expand the land conflict LDR pilots to include all five counties that are now part of the Land Commission workplan to ensure standardization of LDR methodologies.
2. Establish Property Rights Inventories in Lofa and Nimba County towns and villages.
 - a. Increase the amount of land rights documentation captured and maintained in the Land Commission dataset that will support the mapping of conflicts for a more accurate baseline.
 - b. Increase the area mapped for land conflict mitigation to include one additional district per county (Bong, Margibi, Maryland).
3. Develop clan-level LDR dispute resolution entities.
4. Promote the legal recognition of LDR and its practitioners, and of land dispute agreements.
 - a. Hire and train a dedicated coordinator to assist the Land Commission and the Judiciary; establish a liaison with county-level judicial entities to build pathways between customary and statutory land dispute methodologies.
5. Provide technical input and written content for public information activities to raise awareness of land rights and LDR as a method to manage land conflicts.
 - a. Create an enabling space for communities to discuss contentious land issues and resolve conflicts relating to land.
 - b. Develop and disseminate locally appropriate messages that will increase citizens' understanding and awareness of alternative dispute resolution mechanisms as a means of avoiding and resolving land disputes.

- c. Broaden the reach of community radio and other community-based media, by establishing new stations and strengthening existing capacity to disseminate sensitive and accurate messages about LDR.
6. Develop and implement a Project Impact Assessment to measure the efficacy of different dispute resolution approaches, and to provide information about how such approaches affect stakeholder perceptions of land conflict risk and tenure security.
7. Cooperate with other 1207 partners in activity implementation.

ACTIVITY 1: PILOT DISPUTE RESOLUTION METHODOLOGIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

Sub-activities under this activity began in April 2012 with Dr. Chris Moore's return to Liberia. He created a report on operationalizing the Land Coordination Centers, which LCRP used along with the LCC needs assessment carried out in Lofa County by the LCC staff. Between May and August, LCRP met regularly with the Land Commission and partners including the NRC and TCC to translate the partners' approach to dispute resolution into a training program for the LCC and local LDR practitioners.

The LCRP LDR training program, developed in August 2012, envisions training for up to 50 persons by the end of December 2012. As the Land Commission has yet to open Land Coordination Centers outside of the existing facility in Zorzor, LCRP will manage the training through the Zorzor LCC, focusing on practitioners living in or near that area for the first round of training.

ACTIVITY 2: ESTABLISH PROPERTY RIGHTS INVENTORIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

As a result of positive meetings in April 2012, Dr. Antwi developed a program for the mapping of community-level tenure arrangements, including training for researchers (local community members and selected LCC staff) in the mapping methodology. Using information on a location in Lofa County, he prepared to work with Tetra Tech ARD Senior GIS Specialist Nick Thomas in July on basic training with fieldwork expected to begin shortly thereafter. However, direct opposition by the Land Commission including a suggested separation of the property rights inventory from LCRP's conflict resolution activities made implementation of this activity impossible. By the end of September, LCRP was ready to reevaluate the opportunities for developing an inventory of property rights, particularly in light of LCRP's contribution to the land rights policy brief.

ACTIVITY 3: DEVELOP CLAN-LEVEL ADR DISPUTE RESOLUTION ENTITIES

Working from Dr. Moore's April report, LCRP designed a training and certification program to be conducted in the five target counties starting in August 2012. However, at that time, the LCRP CoP learned that the Land Coordination Center staff, who were to be part of the training program, were laid off indefinitely. LCRP then approached the Land Commission Chairman and the Executive Director with an offer to provide stipends to LCC staff who participated in the training, as an inducement to the staff to renew their commitment to the Land Commission. This proposal was accepted, and LCRP went on to design the training program. In late September, LCRP contacted the NRC and TCC to enlist the support of these organizations in facilitating training sessions and, based on their experience, participate in the mentoring and certification post-training program.

ACTIVITY 4: PROMOTE THE LEGAL RECOGNITION OF ADR AND ITS PRACTITIONERS, AND OF LAND DISPUTE AGREEMENTS

No meetings of the ADR technical committee took place during this quarter. LCRP developed, in cooperation with the Land Commission, a TOR for a technical advisor as provided for in the July modification. However, possibly due to other activities, no feedback from the Land Commission was provided before September 30.

ACTIVITY 5: PROVIDE TECHNICAL INPUT AND WRITTEN CONTENT FOR PUBLIC INFORMATION ACTIVITIES TO RAISE AWARENESS OF LAND RIGHTS AND ADR AS A METHOD TO MANAGE LAND CONFLICTS

To disseminate the messages developed in April and May 2012 raising awareness of the Land Commission, LCCs and tribal certificates, LCRP negotiated a second subcontract with the Liberian Crusaders for Peace (LCP). LCP developed and implemented a program with field activities reaching thousands of citizens in Margibi, Bong and Lofa Counties from August 17 through September 30; the outreach activities through this subagreement will be continuing through November 30, 2012.

ACTIVITY 6: DEVELOP AND IMPLEMENT A PROJECT IMPACT ASSESSMENT

In April 2012, LCRP signed an agreement with the Norwegian Refugee Council to implement a Project Impact Assessment in Lofa and Nimba Counties, as stipulated in the original project terms of reference. LCRP and NRC designed the assessment terms of reference, in view of the pace of implementation of LCRP activities. NRC and LCRP designed and approved a research methodology in mid-June, with data collection beginning in Zorzor shortly thereafter. As of September 30, the impact assessment has produced the research methodology, baseline and intermediate reports for Lofa County. NRC has begun to collect similar data in Nimba County. The assessment will conclude on November 30, 2012.

ACTIVITY 7: COOPERATE WITH OTHER 1207 PARTNERS IN ACTIVITY IMPLEMENTATION

As noted in the previous quarterly report, LCRP anticipated that a modification to its contract would transfer funds intended to support the Land Commission's public information activities to raise awareness of land rights and the importance of using ADR processes in land disputes. The modification was signed on July 18, 2012 which paved the way for LCRP to begin management of those funds.

LCRP and the Managing Land Disputes in Liberia (MLDL, managed by Tetra Tech DPK) project CoPs continued discussions to update each other on program activities. As the MLDL is based in Voinjama and Ganta, LCRP anticipates closer coordination of specific activities, particularly in ADR training and public information events.

PROGRAM MANAGEMENT

- Thomas Borwah, the M&E Officer hired in May 2012, passed his 90-day probation period successfully, and provided significant assistance in obtaining USAID approval of the LCRP PMP.
- Upon signature of the modification, LCRP drafted terms of reference for an ADR specialist and a public communications specialist. Both sets of terms of reference were discussed with the Land Commission. LCRP is in the final stage of recruitment for the public communications specialist, and intends to recruit the ADR specialist before the end of December 2012.

1.0 INTRODUCTION AND BACKGROUND

The Land Conflict Resolution Project (LCRP) is a task order (TO) initiative of the United States Agency for International Development (USAID) under the Prosperity, Livelihoods and Conserving Ecosystems (PLACE) Indefinite Quantity Contract (IQC). USAID signed the TO with Tetra Tech ARD, Inc. in August 2011. The current project period concludes on August 31, 2014.

LCRP contributes both to the following FY 2007-2012 Department of State and USAID Strategic Plan (F1: Peace and Security and F2: Governing Justly and Democratically) and the USAID Policy Framework 2011-2015 Core Development Objectives (5: Expand and Sustain Ranks of Stable, Prosperous, Democratic States and 7: Preventing and Responding to Crises, Conflict and Instability) (pp. 26 and 31).

During the fourth quarter of the project, LCRP prepared a workplan for Year II (Annex III). The July 18, 2012 modification added depth to several of the Activity/Objective statements in the LCRP scope of work. Annex I depicts the revised Results Framework, which establishes the objectives, intermediate results and customized indicators for LCRP. This report incorporates the new activities in the following objective statement. Building on the objectives listed in the contract document and discussions with the Land Commission, the additional LCRP objectives are adopted as follows:

- **Activity 1: Pilot dispute resolution methodologies in Lofa and Nimba County towns and villages:**
 - Provide advanced, culturally-appropriate land dispute resolution training for 25 additional third party intermediaries per county (Bong, Lofa, Margibi, Maryland, Nimba), to include customized modules for specific LCC partners or disputant groups.
 - Expand the land conflict LDR pilots to include all five counties that are now part of the Land Commission workplan to ensure standardization of LDR methodologies.

During discussions with the Land Commission, the LCRP agreed that several towns and villages in two districts in Lofa and Nimba Counties would be part of the pilot process. The LCRP would also include LC staff to build their capacity to understand, assess, and participate in the piloting of the methodologies.

- **Activity 2: Establish property rights inventories in Lofa and Nimba County towns and villages.**
 - Increase the amount of land rights documentation captured and maintained in the Land Commission dataset that will support the mapping of conflicts for a more accurate baseline.
 - Increase the area mapped for land conflict mitigation to include one additional district per county (Bong, Margibi, Maryland).
- **Activity 3: Develop clan-level ADR entities.** The Land Commission has created Land Coordination Centers, the first of which is located in Zorzor, Lofa County. The Land Coordination Center provides support to local dispute resolution practitioners, and will focus on ensuring that clan-level dispute resolution practitioners are using methods that result in effective agreements rather than exacerbating existing problems.

- **Activity 4: Promote the legal recognition of ADR and its practitioners, and of land dispute agreements.** LCRP is working to support the Land Commission’s work with the Ministry of Justice, the Judiciary, and other line ministries to create a protocol for the non-court based resolution of land disputes. This protocol will set out the general processes and procedures for the Land Commission’s adopted dispute resolution methods, it will establish the validity of agreements reached through ADR methods, and it will assure disputants that their matters are processed by legitimate practitioners. LCRP will support the Land Commission in the training, mentoring and certification of ADR practitioners.
- **Activity 5: Provide technical input and written content for public information activities to raise awareness of land rights and ADR as a method to manage land conflicts.**
 - Create an enabling space for communities to discuss contentious land issues and resolve conflicts relating to land.
 - Develop and disseminate locally appropriate messages that will increase citizens’ understanding and awareness of alternative dispute resolution mechanisms as a means of avoiding and resolving land disputes.
 - Broaden the reach of community radio and other community-based media, by establishing new stations and strengthening existing capacity to disseminate sensitive and accurate messages about LDR.

The Land Commission’s Education and Outreach Committee is tasked with providing ongoing information about the Land Commission’s policy recommendations and activities. LCRP will support these activities by contributing to message development and by setting standards for local entities to propose, budget and implement message dissemination in cooperation with the Land Commission.

- **Activity 6: Develop and implement a project impact assessment to measure the efficacy of different dispute resolution approaches, and to provide information about how such approaches affect stakeholder perceptions of land conflict risk and tenure security.** Working with institutions including but not limited to NRC, LCRP will provide support for research that will show the Land Commission (and enable the Land Commission to demonstrate to its stakeholders) the effect of the Land Coordination Centers on the incidence and management of land-related disputes.
- **Activity 7: Cooperate with other 1207 partners in activity implementation.** As noted in the Task Order document: “Liberia’s Section 1207 Program includes the following three synergistic components to address land disputes and the subsequent discontent with the Government of Liberia (GOL): 1) Pilot methodologies for resolving land disputes. 2) Design and implement community-oriented security trainings about ADR mechanisms and techniques to de-escalate potentially hostile situations for members of county government (i.e., police, immigration and customs officials), community leaders, and youth leaders. 3) Develop and implement a public information campaign that will reinforce the use of ADR mechanisms, while also building mass communication capacity.” The document goes on to indicate the assignment of component 1 to LCRP, understanding that Components 2 and 3 are intertwined with the LCRP component, and, as Component 1 is directly involved with the Land Commission, necessarily requires close activity coordination with the other 1207 partners. LCRP added Component 3 to its scope of work in the July modification.

This report summarizes the first three quarters of Year 1 and details the activities of LCRP from July 1 through September 30, 2012.

2.0 DETAIL OF PROJECT ACTIVITIES

Headings in this section are taken from the Year I Work Plan list of project activity objectives, plus the modifications to the task order. Annex II updates the implementation schedule presented in the Year I Work Plan, and notes Q4 activities and outputs.

As noted in the Executive Summary, Quarter 1 was devoted to establishing a positive working relationship with the Land Commission and its international partners. One significant aspect of cooperation involved ensuring that the Land Commission, and particularly Land Coordination Center staff, would be able to benefit from technical assistance provided through LCRP. Another aspect involved the preparation of multiple joint workplans in which various international partners indicated general areas of support to the Land Commission and land reform activities. To this end, LCRP participated in discussions to create a Memorandum of Cooperation between the Land Commission, USAID and UN HABITAT. LCRP indicated willingness to accede to the MoC soon after it was drafted, but the document remained unsigned throughout Year 1 of the project.

During Quarter 2, LCRP participated in coordinating discussions between UN HABITAT, LCRP and NRC, facilitated by Dr. Chris Moore. These discussions resulted in an activity matrix with a general timeline which the three institutions would follow in carrying out their integrated activities. However, full implementation of the activities required the existence of Land Coordination Center staff. A group was recruited in March for one LCC, but the staff would be put on furlough after four months of working with no pay. This left LCRP without the counterparts it needed to participate in training, data collection, or case management activities.

In Quarter 3, LCRP offered to provide a training stipend to the staff of the LCC in Lofa County to help ease the gap in funding. However, the Land Commission delayed reinstatement of the LCC staff until October, and has yet to recruit staff for the remaining four LCCs that are currently planned in Bong, Margibi, Maryland and Nimba Counties. Nevertheless, LCRP continued to work with international partners and the Land Commission on a more flexible training plan, which should be implemented by the end of December 2012.

From July to September 2012, LCRP focused on Land Commission awareness raising activities in the field, preparation of the ADR training program, cooperation with international partners, proceeding with the PIA, and integration of the modification to the task order into planned activities. The project also completely revised its PMP, which was approved in late July by USAID.

2.1 PILOT DISPUTE RESOLUTION METHODOLOGIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

- Complete a study to pilot dispute resolution methodologies.
- Provide advanced, culturally-appropriate land dispute resolution training for 25 additional third party intermediaries per county (Bong, Lofa, Margibi, Maryland, Nimba), to include customized modules for specific LCC partners or disputant groups.
- Expand the land conflict LDR pilots to include all five counties that are now part of the Land Commission workplan to ensure standardization of LDR methodologies.

ACTIVITY 2.1.1: STUDY/STRATEGY TO PILOT DISPUTE RESOLUTION METHODOLOGIES

LCRP worked with the Land Commission and its partners on the LDRTF in the first quarter to design an assessment to set the parameters for piloting dispute resolution methodologies. The discussion of the assessment design was performed as a part of the inter-partner cooperation discussion, and as such no progress was made on the strategy development. In Quarter 2, the existence of a draft MoC and a draft joint workplan, and the use of NRC's assessment methodology as a basis, created an atmosphere of cooperation in which the assessment methodology could be completed. By the end of April 2012, NRC trained the LCC staff in basic data collection methods to enable the team to carry out the study, now known as the Land Coordination Center Needs Assessment. The LDRT members reviewed and requested revisions to the Needs Assessment in July, but did not agree on a final document.

During Quarter 3, the LCRP CoP developed a draft for an LCRP-led desk study of dispute resolution methodologies, incorporating discussions hosted by the Land Commission for various partners to share their dispute resolution methodologies. She identified a co-author of the study in Quarter 4, but the timing was not conducive to completing the study before the end of Year 1. However, the study is an important deliverable which serves in part as the basis for of LCRP's planned training activities, and both authors remain committed to completing the work.

In the fourth quarter, LCRP used information provided in the NRC Land Coordination Center Needs Assessment, the NRC PIA Midterm Report, and meetings hosted by the Land Commission in which the Carter Center, NRC, Slumdweller's Association and the Chief of Party shared their approaches to dispute resolution to create a list of ADR processes to pilot. The CoP worked directly with the Chair of the LDRT to outline a training program and draft manual based on the processes, which range from arbitration to mediation/negotiation. The Chair described the Land Commission's own experience and case management to date. The outline of the training manual follows in Table 1.

Table 1. Land Coordination Center ADR Training Manual Outline

- I. Background
 - a. Land Commission
 - b. Land Coordination Centers
 - c. Support for LDR
- II. Objectives of Training: To familiarize participants with the Land Commission’s approach to LDR and to learn or modify techniques that, implemented properly, reflect well on the Land Coordination Centers and the Land Commission, and which prepares the Land Commission to move forward in its recommendations for the formal recognition and endorsement of LDR in Liberia.
- III. What will participants learn? LDR Methods and techniques – the continuum of dispute resolution – arbitration, private judging, joint finding of fact, negotiation, mediation, and Liberian equivalents of each. Processes, with special applications for land disputes.
- IV. What are some important factors to consider in using LDR for land disputes?
 - a. Nature of the dispute – is it about facts or a deeper conflict?
 - b. Relationship of the parties – power balance, resources
 - c. Parties’ settlement authority
 - d. Stage of the conflict – latent, emerging, manifest
 - e. Legal issues and protection for LDR practitioners
 - i. Process: Mediation
 - ii. Process: Arbitration
 - iii. Process: Med-Arb
 - iv. Process: Negotiation
 - v. Within interest-based LDR, how to obtain the necessary trust to ensure that complete information is available?
 - vi. Liberian context consideration – decision-making by consensus, the force of the majority, and potential consequences in terms of outcome and implementation
 - vii. Similarly, what happens to trust in the system when a group of elders goes into the bush and comes out with an agreement?
 - viii. How to craft agreements that will endure
 - ix. What should be the weight of an agreement reached through LDR methods as applied to land disputes?
 - x. Can any institution prevent “forum shopping?” How can the Land Commission enforce agreements if even the courts cannot currently do it?
 - xi. The role of community leaders in coming to agreement (arbitration)
 - xii. The Land Commission’s role in contributing to legislation and regulations for LDR in Liberia
 - xiii. Case Management
 1. Intake
 2. Reporting
 3. Data Entry and Analysis by LCCs
 4. Administrative support from LCCs
 5. Forms
 - f. How will they learn?
 - i. Preliminary Skills Assessment (quick quiz or pre-training survey, adapted for literacy rates)
 - ii. Group workshop format – lecture, small group discussions, activities
 - iii. Roleplays using examples of recent cases, adapted to protect confidentiality, developed for each LDR technique covered.
 - iv. Materials including training manual, reminder posters, forms, video
 - g. Profile of ideal LDR practitioner
 - i. Not dependent on LDR for income (potential bias)
 - ii. Member of local community and a recognized leader, either through family or other system
 - iii. “Land Owners” not necessarily chiefs or zoes, just trusted
 - h. Mentoring and Certification Process
 - i. Following training, monitors will work with training participants for approximately four months, observing and co-facilitating, before recommending them for certification.
 - ii. Land Commission provides certificates and creates database of LDR practitioners
 - iii. Code of Conduct and Rules for maintaining certification status

ACTIVITY 2.1.2: PROVIDE ADVANCED, CULTURALLY-APPROPRIATE LAND DISPUTE RESOLUTION TRAINING

The LCRP scope of work provided for no more than 50 people trained in land ADR during Year 1. The timing worked out appropriately given the needs for and frequency of discussions among LCRP and partners regarding ADR training. LCRP and partners met to frame an ADR training program in Quarter 1, but began working in earnest on the program in Quarter 3. Dr. Chris Moore outlined a training schedule and another joint workplan in late April, with an eye toward beginning the training before September 2012. Ms. Cooper designed a training program to begin in August and continue through 2013; however, the Land Commission was reluctant to authorize the implementation of the training due to continued uncertainty over the employment and salary status of the Land Coordination Center staff. Providing training exclusively for the ADR practitioners would have created even more divisions between the LCC staff and local partners, who recognize the experience and successes of the NRC and might have felt alienated from the Land Coordination Center and Land Commission.

To sensitize the Land Commission on dispute resolution processes, and to complete the training manual, LCRP arranged for a second STTA visit by Dr. Chris Moore, who was in Monrovia on a project with the NRC in early September. Dr. Moore and Ms. Cooper organized a two-day seminar with materials and a manual, to take place in Monrovia. Due to scheduling constraints, the seminar was cut to one day, but using the same two days' worth of materials. Twenty members and staff of the Land Commission attended the seminar. Dr. Moore and Ms. Cooper facilitated the discussions and group exercises, dividing the groups into smaller sections mixing Land Commission program officers and members. Table 2 shows the agenda for the seminar; the full manual will be attached under separate cover. The seminar was quite valuable because it permitted Land Commission members and staff not normally involved with LDRT activities to share their own experiences, successful and less than successful, in dispute resolution. The group spent considerable time discussing the mandate of the Land Commission as regards dispute resolution. Commissioner Vaye noted that while the concept of mediation and related processes is a good one, it is not always sufficient to provide the type of conclusive end to the process that many people are seeking. Commissioner Kandakai also stated during the process of developing the manual, she cannot turn away individuals seeking to have their disputes resolved, particularly when the methods she is using have some success. The Land Commission Act explicitly denies adjudicatory powers to the Land Commission, yet this is precisely what most of the public expects the Land Commission to do in individual cases. Dr. Moore noted, however, that the provision describing the powers of the Land Commission as non –adjudicatory is followed by one that directs the Land Commission to pursue the speedy resolution of land conflict. In this sense, the Land Commission has more latitude than its members believe; by serving as a witness to or facilitator of a dispute resolution process, the Land Commission fulfills its mandate and resolves the contradictions of the Act. Dr. Moore also encouraged the Commission to reaffirm its commitment to creating a policy framework for land dispute resolution that empowers practitioners. Using the feedback and experience of the seminar Ms. Cooper and Dr. Moore continued work on the draft manual through the end of September.

Based on the timeline agreed by the Land Commission's international partners (NRC, UN HABITAT and LCRP) through the facilitation of Dr. Moore in April, LCRP also used time in this quarter to work on the logistics of the training for local ADR practitioners. However, Ms. Cooper learned in July that the Land Coordination Center staff in Zorzor were on furlough after completing the needs assessment. The staff were to be paid using PBF funds, but there was an extended delay in funds released to the Land Commission for this purpose. No additional LCC staff were hired, though interviews did continue through August 2012. As a result, LCRP, which originally projected that training would take place in August, reconsidered the timing of the training and the approach. To alleviate the funding gap, LCRP offered to provide stipends to any LCC staff who participated in the eventual LDR training, whether as a facilitator or a regular participant (alongside local ADR practitioners to be identified). Further, she expressed interest in conducting the training through the Zorzor LCC, in Lofa County, to ensure that the building was used and visibly operating in the eyes of the local community. To this end, she developed a design for training that would begin late in October with a training of trainers (facilitators) and be followed, approximately twice per month, with training

sessions of approximately 25 persons each. LCRP further offered to support the LCC operations training, using a manual designed by UN HABITAT. While this concept was agreed in principle by the Land Commission, the LCC staff were not brought back to work before November 2012, so they were not available for training before the end of Year 1. LCRP is working with its partners to ensure that a minimum of one session is conducted by the end of 2012.

Table 2. Land Commission LDR Seminar Agenda

SEMINAR AGENDA	
<i>One-Day Agenda</i>	
Wednesday, September 19th	
8:30 – 9:00	Tea and Gathering
9:00 – 10:30	Welcome (Dr. Brandy)
	Goals for the Seminar and Agenda Review
	<ul style="list-style-type: none"> ▪ Understanding what LCCs are doing and processes that support collaborative land dispute resolution ▪ Understanding practice issues and dilemmas ▪ Promoting ethical resolution of land disputes
	Participants' Experiences with Successful Resolution of Disputes or Conflicts in which a Third Party Provided Help (Exercise and discussions)
10:30 – 10:45	Tea Break
10:45 – 12:15	Introduction to Approaches and Procedures for Dispute Resolution: A Comparison of Two Assisted Dispute Resolution Procedures – Third- Party Decision Making [Arbitration] and Voluntary Agreement Making [Mediation] (Exercise and discussion)
12:45 – 1:00	A Continuum of Dispute Resolution Approaches and Procedures (Presentation and discussion)
1:00 – 2:00	Lunch and Break
2:00 – 3:00	Dilemmas of Voluntary Non-governmental Dispute Resolution (Exercises and discussion)
3:00 – 3:30	Negotiation: An Approach and Procedure for Unassisted Problem-Solving (Presentation, simulation and debrief)
3:30 – 3:45	Tea Break
3:45 – 4:15	Negotiation (continued)
4:15 – 5:15	Promoting the Ethical Practice of Dispute Resolution (Presentation and discussion)
5:15 – 5:30	Summary and Closing (Commissioner Kandakai)

2.2 ESTABLISH PROPERTY RIGHTS INVENTORIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

- Increase the amount of land rights documentation captured and maintained in the Land Commission dataset that will support the mapping of conflicts for a more accurate baseline.
- Increase the area mapped for land conflict mitigation to include one additional district per county (Bong, Margibi, Maryland).

ACTIVITY 2.2.1: DEVELOP METHODOLOGY TO CAPTURE EXISTING TENURE ARRANGEMENTS

As noted in the Executive Summary, the process of creating property rights inventories was unable to move beyond the conceptual stage during Year 1. Early in quarter 2, LCRP Land Tenure Expert Dr. Adarkwah Antwi produced two position papers outlining strategies for mapping land arrangements, and circulated them among the Land Commission advisors. The responses ranged from no feedback at all to negative comments and perceived misunderstanding of the intent of the inventory exercise.

As a result of positive feedback to Dr. Antwi's position papers in Quarters 2 and 3 in 2012, LCRP arranged for Nick Thomas to travel to Liberia in July 2012 to design a training program for the community mapping methodology Dr. Antwi developed. Mr. Thomas arrived during the second week of July. This visit was ultimately shown to have been premature, but it also provided an opportunity for the Land Commission, LCRP and USAID to clear the air regarding the Land Commission's repeatedly expressed concerns about the land rights inventory portion of the project. Late in June, Dr. Antwi drafted a questionnaire that was roundly criticized by the Land Commission and its advisors on the grounds that the information gathering process would, among other problems, raise local expectations in communities regarding land tenure before the Land Commission had a process for dealing with overlapping claims. In early July, the Vice Chairman of the Land Commission invited LCRP to sit in on a meeting of the Joint Subcommittee on Boundary Harmonization, which the Land Commission co-chairs with the Ministry of Internal Affairs. The Vice Chair believed that LCRP could potentially use the inventory techniques described in its work on the community boundary issue. Consideration of LCRP support in this area might have been a possibility, but only if it remained situated within the land dispute resolution portion of LCRP; otherwise, a redesign of the technical approach might be necessary. The discussion came to a head during the first week of July, when LCRP invited the COR to a meeting with Dr. Brandy, the Vice Chair, and the Land Commission's advisors. The meeting provided an opportunity for the Land Commission to express directly to the COR its contention that the LCRP was designed with no input from the primary interlocutors. This meeting ended with the Land Commission walking back its stated position that they had no input, but did not ultimately provide the necessary political space for LCRP to move forward as planned with the community inventory process. Nearly simultaneously, Mr. Thomas was unexpectedly called away at the end of his first of two weeks in Liberia, but he was able to complete the design of the training program after he returned to the home office in Vermont.

Dr. Antwi participated in the Real Property Task Force of the Land Commission during the fourth quarter. Work intensified on the preparation of a land rights policy brief through August. The policy brief, in its opening paragraphs, acknowledges the role of the GOL in contributing to the ambiguities in law, policy and practice regarding land tenure. The policy brief sought to clarify and set equitable standards for access and land rights in Liberia, first by creating four classifications of land (private, government, customary and public). Importantly, the classification of land as customary fulfills two social and political objectives: first, it recognizes that communities or ethnic groups may designate certain land that they have used in the exercise of existing customary rights. Second, it gives customary landholders (individuals or entities) the right to use and transfer land on a par with private land. Historically, land that was not private was declared "public" by the government to facilitate use and transfer at little or no cost. The policy brief goes on to note that customary lands are to be

registered and deeded, a process that previously was generally halted after a tribal certificate was issued.

The direction indicated in the policy brief explained to a certain extent the reluctance of the Land Commission to endorse the LCRP community tenure mapping strategy. As noted earlier, the Land Commission feared that the mapping exercise would get out too far ahead of the Land Commission. Further, Dr. Antwi noted that the LCRP strategy assumed that recognition of customary land rights would originate in asking communities and individuals themselves to identify and claim land under customary tenure arrangements. By writing the registration of customary-held land into the policy brief, the GOL provides recognition of customary rights while simultaneously subordinating those rights to private-land statute. In September, Dr. Antwi and Ms. Cooper indicated to the Land Commission their willingness to bring technical assistance in an eventual inventory exercise to bear. However, there was no response from the Land Commission, and the LCRP team decided to invite Tetra Tech ARD Senior Associate Mark Freudenberger to facilitate a program strategy discussion in early October.

2.3 DEVELOP CLAN-LEVEL ADR ENTITIES

ACTIVITY 2.3.1: IDENTIFY CLAN-LEVEL ADR PRACTITIONERS

During the first and second quarter of Year 1, LCRP devoted most of its time to the creation of a framework for cooperating with the Land Commission and its partners. The management style in place at the Land Commission meant that LCRP could choose to act on its own, undermining the consensus approach, and proceed with the identification of local ADR practitioners, or participate in the decidedly slow agreement on the terms of reference for the Land Coordination Center assessment. As noted in Section 2.1, the LCC needs assessment activity in April and May, and its report of June 15, identified practitioners involved in the resolution of land disputes in Zorzor near the Land Coordination Center. LCRP proposed that, in the course of preparing for the ADR training, LCC staff identify additional practitioners to take part in the sessions. In mid-September, Ms. Cooper invited the Carter Center and the Norwegian Refugee Council to assist in the ADR practitioner identification efforts.

2.4 PROMOTE THE LEGAL RECOGNITION OF ADR AND ITS PRACTITIONERS, AND OF LAND DISPUTE AGREEMENTS

ACTIVITY 2.4.1: PARTICIPATE IN LINE MINISTRY/JUDICIARY MEETINGS

Late in the first quarter of Year 1, the Land Commission convened a Technical Committee on ADR, to which a senior-level subset of the LDRTF was invited, including the USAID then-COR, Julie Childs. The terms of reference for the Technical Committee included the preparation of a policy document that would reflect guidance from the Ministry of Justice and the Judiciary (as well as the Ministries of Internal Affairs and Lands, Mines and Energy) on the manner in which land disputes could be processed outside of the existing court infrastructure. The Committee reviewed draft legislation as well as the initial principles for dispute resolution developed in early 2010, but stopped short of concerted action. In quarter 2, the Land Commission made a presentation to key stakeholders, hosted by the Judiciary. The meeting included representatives from the ADR Technical Committee, the LDRTF, the Chair of the Pretrial Detention Task Force, two former Solicitors General, and other civil society/rule of law participants. At that meeting, the Judiciary and Minister of Justice indicated that they wanted the Land Commission to develop parameters for the establishment of an ADR system, including the relationship of that system to the courts, for their further comment. Following that meeting, there was one additional ADR Technical Committee meeting in Year 1.

No meetings of the Land Commission Technical Committee on ADR took place during the fourth quarter. However, the two manuals developed for the Land Commission and Land Coordination Center ADR training each includes a section on the contributions that trained practitioners make to the

promotion of national recognition of ADR and land dispute agreements. The section also discusses certification and ethics practice.

Ms. Cooper designed a ToR for an ADR specialist, in accordance with the July modification. She shared the TOR with the Land Commission Chair and Executive Director more than once in August and September, but received no comments. She will run an advertisement in November and encourage consultation with the Land Commission for the top candidates.

2.5 PROVIDE TECHNICAL INPUT AND WRITTEN CONTENT FOR PUBLIC INFORMATION ACTIVITIES TO RAISE AWARENESS OF LAND RIGHTS AND ADR AS A METHOD TO RESOLVE LAND CONFLICTS

ACTIVITY 2.5.1: PROVIDE TECHNICAL INPUT FOR PUBLIC INFORMATION ACTIVITIES

- Create an enabling space for communities to discuss contentious land issues and resolve conflicts relating to land.
- Develop and disseminate locally appropriate messages that will increase citizens' understanding and awareness of alternative dispute resolution mechanisms as a means of avoiding and resolving land disputes.
- Broaden the reach of community radio and other community-based media, by establishing new stations and strengthening existing capacity to disseminate sensitive and accurate messages about LDR.

LCRP made significant progress in achieving the expected outcomes during Year 1. During Quarter 1, Ms. Cooper met with the Education and Outreach sector of the Land Commission to discuss their workplan and identify areas where LCRP could provide technical and/or financial support. At the same time, Ms. Cooper noted that the Land Commission frequently found itself on the back foot in terms of either proposing policies that garnered no public attention, or in simply being underprepared for live appearances, necessitating someone else to go in and save the speaker from an embarrassing silence. With the workplan and recent experiences on which to reflect, LCRP hosted a public information workshop in Lofa County at the end of February 2012. The workshop combined two purposes: first, to review the implementation of the public information strategy agreed in 2010, and second, to begin to gauge public perceptions of the Land Commission's activities as seen through the eyes of media representatives and local traditional, community, gender and youth leaders. Four of the six members of the Land Commission took part in the event. Kenneth Best, publisher of The Observer Newspaper, James Wolo, former UNMIL Radio Program Director, and Lamii Kpargoi of the Liberian Media Institute each facilitated small-group discussions on how the Land Commission could better transmit information, reduce confusion, and consult on policy development. At the conclusion of the workshop, Mr. Best offered the Land Commission a regular space in his newspaper. The Commission and the Secretariat members also reviewed a draft series of guidelines for public appearances. Finally, LPIS Chief of Party Mark Marquardt, a participant in the workshop, was able to take advantage of the assembly of traditional chiefs to sound them out on their potential participation in a scanning exercise for tribal certificates.

Building on the experience of the workshop, which noted that there had been no dedicated public awareness-raising since the July 2011 launch of the Land Coordination Center, LCRP negotiated a subcontract with the Liberian Crusaders for Peace in April 2012. The subcontract provided for the drama and music NGO to work with the Land Commission to develop short informational messages, songs, and a skit dealing with three topics: the role of the Land Commission (and the difference between the Land Commission and the Land Commissioners); the role and function of Land Coordination Centers; and the promotion of alternative dispute resolution processes. At a request from LPIS, the subject areas were expanded to include information about the tribal certificate scanning procedure. Execution of the subcontract was generally positive, but hit a snag in May when the Land Commission attempted to change the material in violation of USAID's marking and branding requirements. Ms. Cooper met with the Chairman, the Director, and the Education and

Outreach Sector to try to resolve the problem, but after the Chairman went on sick leave in June, there was no forward movement on the matter. The subcontractor remained unpaid and no message distribution took place during the stalemate. Finally, in early July, the Land Commission, LCRP CoP, and Dan Terrell met to discuss the marking and branding requirements for all materials produced with USAID support. Together, the groups agreed on print and audio marking that features USAID and the Land Commission prominently.

With the modification signed in July, LCRP was able to respond positively to the Land Commission's request to disseminate the public information messages developed in April and May 2012 through a second subagreement with the Liberian Crusaders for Peace (LCP). During the final weeks of August, LCP used the messages to create short radio spots, songs in eleven languages, T-shirts, baseball caps, flyers, bumper stickers and banners. On August 29, the Land Commission hosted a press conference with the LCP that was picked up by Monrovia radio stations, and rebroadcast to other counties through UNMIL Radio. Various members of the Commission appeared on Monrovia radio stations along with the LCP Director, Juli Endee. In addition, the jingles and songs were played on radio stations in Margibi, Bong, Lofa, Nimba, and Maryland. On August 31, Dr. Brandy led a parade through central Monrovia, consisting of a marching band, four members of the Land Commission, the Program Officers, market women, motorcycle union members, a football club, and a float decorated with messages from the Land Commission. USAID Deputy Mission Director Kimberly Rosen, members of the legislature representing the five counties, and the head of the National Traditional Council were among the speakers at the Land Commission, where the parade terminated. This kick-off event was followed immediately by similar events in Margibi County, Bong County and Lofa County through the month of September. In each county, LCP organized interviews with the local radio stations, followed by a parade through the central streets of the capital (with an extra stop in Zorzor), and a program at the city hall or large marketplace. During the program, the LCP band and dance troupe performed popular songs to an excited crowd, then switched to the Land Commission's theme song in preparation for a dramatic presentation on land disputes, the role of the Land Commission, the soon-to-open Land Coordination Center, the importance of use of ADR in land disputes, and the meaning of tribal certificates. In Lofa County, despite extremely hazardous road conditions and subsequent delays, the newly-appointed superintendent and the Mayor of Voinjama participated in the parade and program.

Although the subagreement with LCP included performances in Maryland and Nimba Counties, the Land Commission deferred scheduling those performances in September, and would postpone the visits again in October. Dr. Brandy expressed concern that without an existing Land Coordination Center in either county, the effort would be wasted because too much time would elapse between one awareness-raising activity and another. At the same time, LCP indicated that the amount of money budgeted for the project was not sufficient to cover its expenses. This was largely due to under-budgeting by LCP, from which it recovered by performing and spending its own money to cover the gaps. The Land Commission indicated its willingness to cover the additional expenditures (such as its satisfaction with the LCP work) but in reality, they had little spare cash with which to follow through. LCRP reviewed the budget and discussed the problem with LCP in September, with plans to reprogram funds before the second round of visits to Bong, Lofa and Margibi Counties. The end date of the subagreement is November 30, 2012. Following the conclusion of the current LCP activity, LCRP and the Education and Outreach sector will discuss implementation of ongoing public information activities outlined in the 2012 strategy. To avoid a repeat of the problems encountered with LCP, LCRP and the Land Commission will apply more stringent standards to performance of subcontracts, making clear that the subcontractors are responsible for deliverables in full.

The modification to the LCRP technical approach included provision for a Public Communications Specialist. LCRP advertised this position in early September, after successful consultations with the Land Commission on the terms of reference. LPIS, another Tetra Tech ARD project providing support to the Land Commission, has a public information officer; LCRP intends to provide complementary skills to the Land Commission with its PCS. The top candidate will be interviewed by the Land Commission prior to recommendation for recruitment.

2.6 DEVELOP AND IMPLEMENT A PROJECT IMPACT ASSESSMENT TO MEASURE THE EFFICACY OF DIFFERENT DISPUTE RESOLUTION APPROACHES, AND TO PROVIDE INFORMATION ABOUT HOW SUCH APPROACHES AFFECT STAKEHOLDER PERCEPTIONS OF LAND CONFLICT RISK AND TENURE SECURITY

ACTIVITY 2.6.1: DEVELOP AND SIGN AN MOU WITH NRC TO CONDUCT PROJECT IMPACT ASSESSMENT

Quarters 1 and 2 of Year 1 were devoted to clarifying the relationship between LCRP and the NRC. Originally included as part of the LCRP technical approach for training and evaluation activities, NRC extended the final negotiations for the Project Impact Assessment from October 2011 through March 2012. The eventual agreement was separated into discrete activities at the request of NRC. Simultaneously, the Land Commission expressed concern that LCRP was entering an agreement with NRC, given the NRC's MoU with the Land Commission. In this incident, as in many of the other confusing incidents of the first quarter of LCRP, the Land Commission appeared to believe, mistakenly, that LCRP intended to set up a parallel project that would necessarily exclude Land Commission participation. Ms. Cooper worked to assure the Land Commission that the project impact assessment was intended primarily for the LCRP to measure its own impact, and that it might generate useful information for the Land Commission. Over time, the Land Commission stopped raising objections to the Project Impact Assessment, despite its reappearance in the joint workplan. Between January and March, LCRP and NRC clarified sections of the Tetra Tech subagreement for referral back to NRC's office in Oslo. By the end of March 2012, NRC agreed to conduct the baseline for the LCRP impact assessment.

Because NRC was leading the Zorzor Land Coordination needs assessment at the same time as it entered an agreement with LCRP, the two organizations agreed to postpone the development of the PIA research methodology to May. NRC and LCRP worked through several drafts of the methodology, with a final proof approved in June. Data collection began in early July and continued through mid-August in Lofa County. NRC was able to prepare the pre-LCRP intervention baseline report and compare it with its own experience in the area, primarily because LCRP was active only in Monrovia after April. NRC produced a draft midterm assessment report in early August, and incorporated LCRP's comments in its final midterm report on August 15. Between August and November, NRC will travel to Nimba County to collect data around Saclepea, the proposed site of the Land Coordination Center. NRC will also observe LCRP-supported activities (awareness-raising) in Margibi and Bong County, and ADR/operations training in Lofa County. The final report, due November 30, 2012, will provide recommendations for data collection and analysis for midpoint and endline reporting.

In the course of the cooperative work between LCRP and NRC, both on the PIA and other activities, NRC has expressed an interest in conducting additional assessments in Lofa and Nimba County (endline) as well as in the three additional counties that form part of the modified task order.

2.7 COOPERATE WITH OTHER 1207 PARTNERS IN ACTIVITY IMPLEMENTATION

ACTIVITY 2.7.1: MEET WITH 1207 PARTNERS TO COORDINATE ACTIVITIES

As noted during Q1 and Q2, the US Embassy moved to transfer 1207 funds for public information support on land issues to USAID, as provided for under the enabling legislation. The funds, which originally were intended to provide capacity building support to a local organization in its implementation of a public information campaign for the Land Commission (Component 3), were made available to USAID in February 2012. The LCRP COR provided notification of the transfer to LCRP and requested a justification and new project budget. LCRP staff sent the memo and justification to USAID on February 7. The modification was effective on July 18.

Since that time, LCRP has met informally with local organizations who were originally part of the 1207 group to update them on Land Commission public information priorities. With the modification in place, LCRP can set parameters for concept paper/proposal submission, budgeting and subagreements for multiple activities that meet full and open competition standards for the life of the project.

The LCRP CoP hosts a monthly meeting of Tetra Tech ARD CoPs, to which the Chief of Team of the MLDL project is invited. In addition, she functions as an informal liaison between MLDL and the Land Commission. To deepen the relationship between MLDL and the Land Commission, Ms. Cooper encouraged the LDRT to invite MLDL to make a presentation at future meetings in August and September. Logistically, this may be difficult as MLDL is based in Voinjama and Ganta. However, it is likely that a local MLDL representative embedded at the Ministry of Internal Affairs may appear more regularly at LDRT. In light of the precise wording of the 1207 public information activities, LCRP commits to notifying MLDL of upcoming information events to ensure their participation. In return, MLDL is expected to share schedules of similar events and training sessions with LCRP and the Land Commission.

3.0 PROGRAM MANAGEMENT

3.1 USAID AND CONTRACT MANAGEMENT

During the first quarter of Year 1, LCRP submitted a Project Inception Report, Year I Workplan, and a draft PMP, as well as an Excel-based activities tracker, for USAID approval. USAID approved the Inception Report and requested revisions to the PMP and Workplan. The Year I Workplan was approved in early January, but the PMP was yet to be complete and was therefore not approved. LCRP submitted a revised PMP in March, and was permitted by USAID to delay any additional work until an M&E Specialist was recruited (see Section 3.2). The LCRP COR, Julie Childs, left USAID at the end of February 2012; her replacement and the LCRP COR decided not to require updating of the activities tracker.

From mid-May through July 2012, LCRP's M&E Officer and the CoP submitted a third PMP for USAID review. USAID provided comments to LCRP on the PMP, which the LCRP team and short-term consultant incorporated into the document, in cooperation with the assigned LMED officers. The new PMP included indicators adjusted to include the modification of July 18. Following approval of the PMP, LCRP worked with LMED to get its indicators included in the PIDS. PIDS training was concluded at the end of September; data entry is planned for the month of October.

3.2 IMPLEMENTATION STAFFING AND STRUCTURE

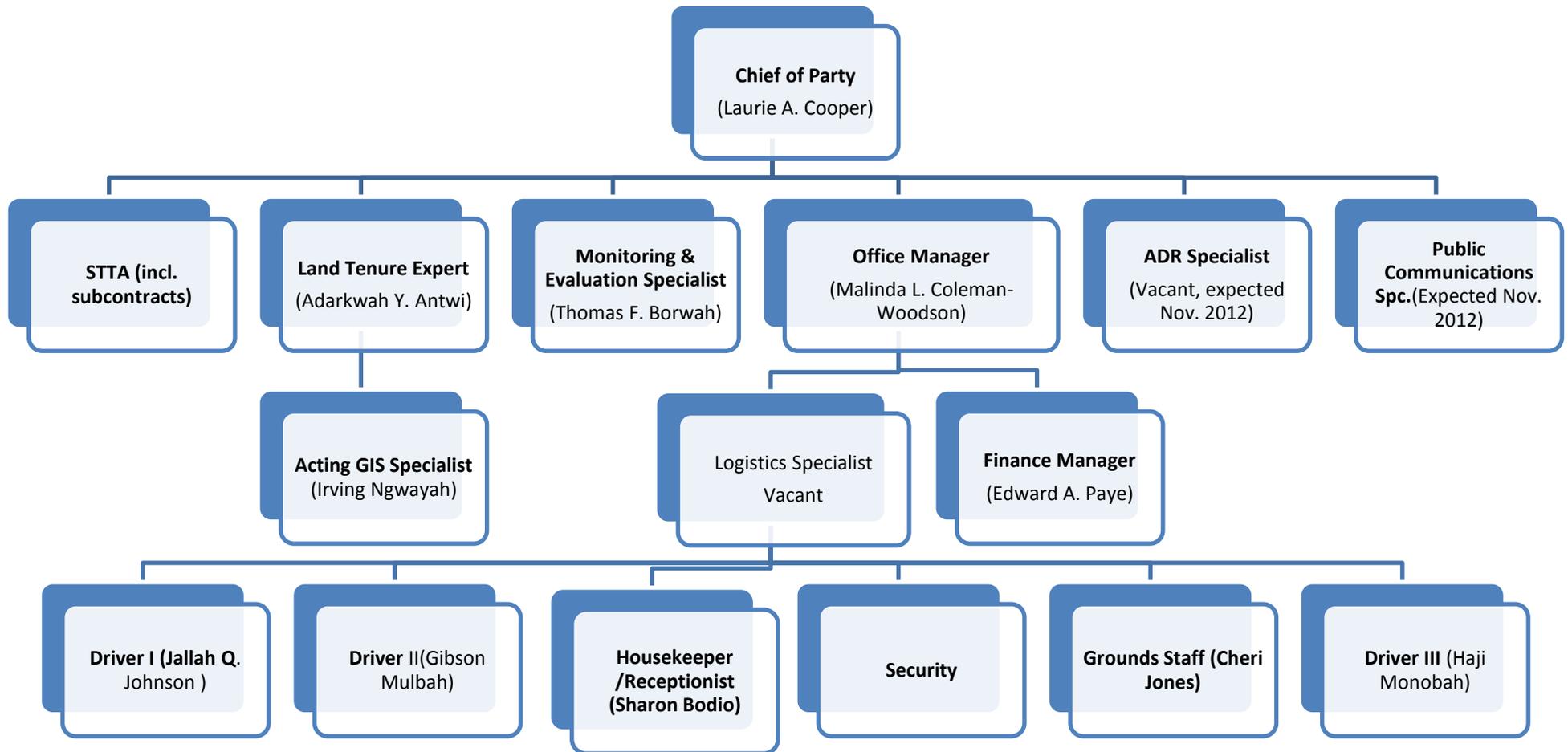
In the first month of the first quarter of Year 1, LCRP began onsite work with a Chief of Party, a Land Tenure Specialist, and a Monitoring and Evaluation Specialist. The project recruited a Finance Manager and driver from another Tetra Tech project that was closing. By December 1, LCRP added an Office Manager and IT/Logistics Supervisor. The M&E Specialist resigned at the end of December; he was replaced by an M&E Officer in late May 2012. The IT/Logistics Supervisor resigned in March 2012; she was replaced by an IT/Acting GIS Specialist on a temporary basis in April; he was formally recruited and started in June 2012. Two positions, the ADR Specialist and Public Communications Specialist, were added to the LCRP staffing program as of July; recruitment continued through the end of Year 1.

The current project staff is listed in the following table. An organogram with the internal LCRP relationships is attached to this section:

Name	Position	Hire Date
Laurie A. Cooper	Chief of Party/Conflict Resolution Specialist	October 1, 2011
Yaw Adarkwah Antwi	Land Tenure Expert	October 10, 2011
Jallah Johnson	Driver	October 10, 2011
Thomas F. Borwah	Monitoring & Evaluation Officer	May 18, 2012
Edward Paye	Finance Manager	October 22, 2011

Malinda Coleman-Woodson	Office Manager	December 1, 2011
Irving Ngwayah	IT Supervisor and Acting GIS Officer	June 15, 2012
Sharon Bodio	Housekeeper/Receptionist	December 21, 2011
Gibson Mulbah	Driver	March 16, 2012
Vacant	GIS Specialist	
Vacant	Public Communications Specialist	
Vacant	ADR Specialist	

LCRP Organizational Chart



3.3 LOCAL SUBCONTRACTS

LCRP signed a subcontract with LCP, its second, in mid-August, for awareness-raising activities and materials, to be produced through mid-November 2012. The value of the subagreement is \$148,600 for phases two and three of a three-phase project.

LCRP continued to manage a local subcontract with the Norwegian Refugee Council for the project impact assessment. The subcontract ends on November 30, 2012.

3.4 PROJECT OFFICE ESTABLISHMENT

The LCRP project office is in full operation, at the Airfield/Sinkor location. It is currently powered by a generator; however, the staff is actively pursuing a subscription with the Liberia Electricity Corporation (LEC). The office internet service is provided by Lonestar, which was awarded a contract after successfully competing among three service providers.

The LCRP/LPIS office at the Land Commission was completed in mid-July 2012. Both projects coordinated to furnish the space and immediately transferred many of their operations there. LCRP staff use the Land Commission office and conference space as “hot desks”. LCRP staff members spend an average of three hours per day at the Land Commission.

3.5 PROGRESS AGAINST PMP INDICATORS

The Year I Work Plan requires reporting on the PMP indicators every six months, corresponding to the USAID reporting schedule at the end of the fiscal year and at the half year. Below is the summary of progress following the August 29 approval of the LCRP PMP.

3.5.1 SUMMARY

The Performance Management Plan of the Land Conflict Resolution Project was approved by USAID on August 29, 2012. The Results Framework of the Land Conflict Resolution Project has its strategic objective and four Intermediate Results areas, supporting the strategic objective statement (See Annex I). This report covers two indicators at two levels of the Intermediate Results of the framework:

1. Decrease in land conflict in five counties
2. Number of LCRP supported public information activities completed

3.5.2 DATA COLLECTED FOR THE MONTH

- a. The objectives of data collected is to measure the level of achievement realized at IR 1 level: To understand, both quantitative and qualitative, nature of land disputes in Lofa County. The NRC’s draft reports brought to light a number of significant programmatic baseline indicators that could be used as background reference for the project’s strategic intervention. While the report is still in its draft status, there are points that are worth noting here:
 - Forty seven percent of the population interviewed in Voinjama and its surrounding indicated that land disputes, if proper reforms and management are not put in place, could be a trigger of violence in Liberia;
 - Land acquisition by community members over the years has been through and by inheritance (62%);
 - While it is true that land disputes have increased over the years, especially after the Liberian Civil War, 64% of persons interviewed said they have used their local, traditional conflict resolution mechanisms, including community elders, chiefs, courts and neighbors, to resolve land conflicts;
 - Land disputes between different ethnic groups seem to be low while significant number of persons reached reported experiencing conflicts within the same ethnic group and same community but different family members;

- b. IR1: See NRC Report
- c. IR 2: No report
- d. IR 3: No report
- e. IR 4: Public Awareness of Land Commission Activities and the Benefits of ADR Realized
Indicator 4.1: Number of LCRP supported public information activities

A total 15 public awareness activities for the Land Commission and ADR were completed in August, 2012. These activities include six ADR related awareness, the establishment of Land Coordination Centers and community engagement in land related crisis prevention; six on Land Commission's activities and functions; two tribal certification registration; and one seminar on land dispute resolution for Land Commission staff. A total of 306 persons participated in these activities, representing 46% female representation and 54% of male representation. The activities cover eight districts in eight districts of Bong and Margibi Counties. Table 3 provides details of activities, location, participation, dates and type of activities.

Table 3: LCRP Sponsored Public Awareness Activities

No	Activities (types)	Location	Participants		Total Participants	Date of activity
			M	F		
1	Land Dispute Awareness/ADR	New Kakata, Margibi Co.	6	13	19	01/09/2012
2	Tribal Certificate awareness	German Camp, Margibi Co	16	3	19	02/09/2012
3	Tribal Certificate awareness	Jannie Town, Konol, Margibi	14	5	19	02/09/2012
4	Land Dispute Awareness/ADR	Kakata, Margibi Co.	7	12	19	03/09/2012
5	Land Dispute Awareness/ADR	Mabakata Dist. Margibi Co.	14	5	19	04/09/2012
6	Land Commission Awareness	Division 6, Firestone, Margibi Co	10	9	19	05/09/2012
7	Land Commission Awareness	Division 10, Firestone Margibi	11	8	19	05/09/2012
8	Land Commission Awareness	Harbel Market, Margibi Co.	20	18	19	06/09/2012
9	Tribal Certificate Awareness	Palala, Kai, Bong Co.	8	11	38	07/09/2012
10	ADR & Land Coordination centers	Suakoko, Bong Co.	12	7	19	07/09/2012
11	Land Commission Awareness	Jorkoleh, Gbarnga, Bong Co.	9	10	19	08/09/2012
12	Land Commission Awareness/ADR	Totota, Salala, Bong Co.	10	9	19	10/09/2012
13	Land Commission Awareness/ADR	Flela, Bong Co.	7	12	19	11/09/2012
14	Land Commission Awareness	Salala, Bong Co.	9	10	19	12/09/2012
15	Seminar on Land Dispute Resolu.	Monrovia, Montserrado Co.	13	8	21	19/09/2012
Total			166	140	306	
% of gender participation			54%	46%		

3.5.3 ANALYSIS OF DATA

- a. Challenges: One major challenge faced was gathering the data from all the implementing partners. The road condition to and from the districts in Lofa, Bong and some part of Margibi could not permit us to compile and consolidate the data on time.
- b. Achievement: The project now has as an actual 15 completed against the total project target of 95 activities of the Indicator 4.2. Also, the project now has some basic baseline indicators that could be used to set targets on numbers and types of land conflicts as we engage the communities.

3.5.4 PLANS FOR NOVEMBER

The plan for the Month of November is to monitor the continuation of the public awareness being implemented by Liberia Crusaders for Peace in Margibi, Bong and Lofa County.

4.0 RETROSPECT AND PROSPECT

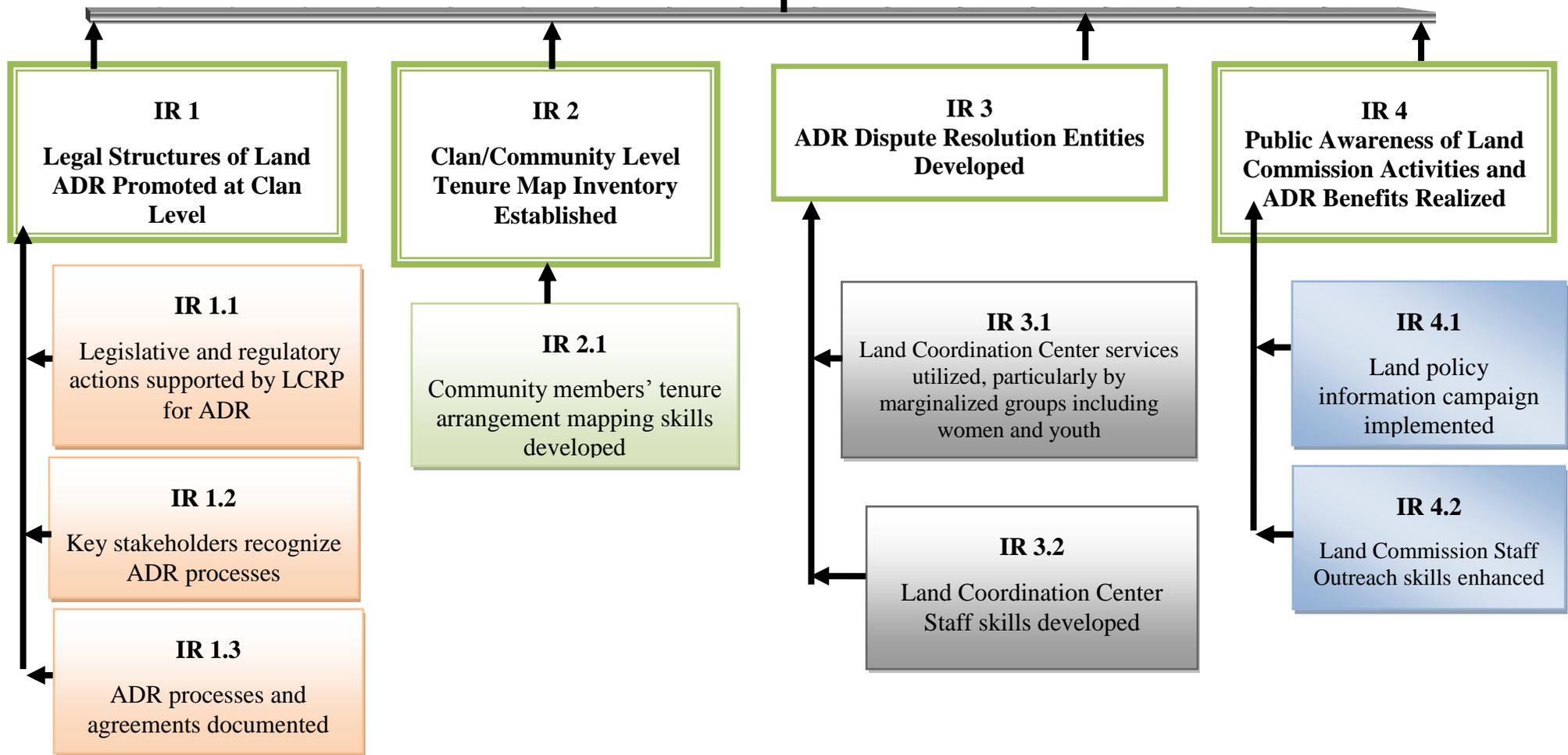
As noted elsewhere in this report, LCRP relies upon the cooperation of the Land Commission in the implementation of its activities, which are clearly defined in the project SOW as in support of the Land Commission. This has frequently resulted in delays in the completion of specific activities according to the project timeline as the LCRP team confers and collaborates with, and presses for definitive responses from the Land Commission. As Year 1 draws to a close, LCRP notes that many of its planned activities, which are to be completed in conjunction with the Land Commission, are some steps ahead of where the Land Commission was at the time that the technical approach was developed. Nevertheless, the team believes that the progress made in this quarter balances out the delays; the Land Commission appears more prepared, with resources and staff, than it was a year ago to move forward in collaboration with the fundamental activities of LCRP. For a reference on next steps, the Year 2 workplan is included in Annex III.

Activities Planned for Next Quarter (October 1 – December 31, 2012)

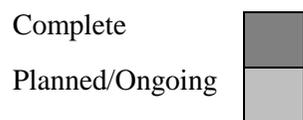
- Continue implementation of land ADR training workshops and Land Coordination Center operations workshops as appropriate
- Conduct research on implementation of land rights inventories on a comparative basis, in light of the Land Commission real property policy brief
- Monitor the mentoring/certification of trained ADR practitioners
- Complete drafting of ADR policy, legislation and regulatory framework
- Coordinate, with UN HABITAT, support to Land Coordination Centers
- Implementation of public information activities promoting the Land Commission, LCCs and ADR

ANNEX I: RESULTS FRAMEWORK

Strategic Objective:
**Land Conflicts Mitigated in 5 Counties- Lofa,
 Nimba, Bong, Margibi and Maryland**



ANNEX II: YEAR 1 ACTIVITY TIMELINE



Year 1 Work Plan Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Preliminary meetings for inception (PMP) and w/ USAID CO and COR	Complete	Complete	Complete	Complete								
Recruit onsite staff; establish office space	Complete	Complete	Complete	Complete								
Meetings with Land Commission and partners to agree on LCC structure/operations	Complete	Complete	Complete	Complete								
Field Visit(s) to current and planned LCCs				Complete	Complete		Complete					
Agreements with NRC and other partners for impact and baseline assessments	Complete	Complete	Complete	Complete				Complete				
Complete Project Management Plan, Work Plan and Activity Reports	Complete	Complete	Complete									
Agreement and workshops with LC EOC on media and public information strategy				Complete	Complete	Complete		Complete	Complete			Complete
Review NRC research plan for impact assessment and reports								Complete	Complete	Complete	Complete	Complete
Survey of Dispute Resolution Entities and Methodologies												Planned/Ongoing
Develop methodology for recording/mapping existing tenure							Complete	Complete	Complete	Complete	Complete	

Year 1 Work Plan Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
arrangements												
Visit Lofa LCC												
Develop RFPs for media/outreach partners												
Begin tenure recording/mapping assessment												
Visit Nimba County for LCC site selection												
Outline and circulate draft dispute resolution program manual												
Outline and circulate draft recording/mapping program manual												
Discussions with MoJ, Judiciary and Internal Affairs re recognition of ADR training, certification and agreements												
Ongoing message development with EOC												
Workshop on GIS mapping and tenure arrangements												
Preliminary results from impact assessment (baseline) due												
Pilot mapping/land tenure arrangement records exercise												
Pilot ADR operations training with LC and staff												
Observe police training sessions												
Create land-dispute based guidelines for resolution (regulations or legislation)												
Refine ADR operations manual and tenure arrangement recording manual												
Mid-year retreat												
LCC (Zorzor) dispute resolution and general operations training												

ANNEX III: LCRP YEAR 2 WORKPLAN



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LIBERIA LAND CONFLICT RESOLUTION PROJECT (LCRP) YEAR II WORKPLAN

OCTOBER 2012

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

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LIBERIA LAND CONFLICT RESOLUTION PROJECT (LCRP) YEAR II WORKPLAN

OCTOBER 2012

DISCLAIMER

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

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ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
CNDRA	Center for National Documentation/Records Agency
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
EOC	Land Commission Education and Outreach Committee
GIS	Geographic Information System
GPS	Global Positioning System
INL	Department of State Bureau of International Narcotics and Law Enforcement Affairs
LC	Land Commission
LCC	Land Coordination Center
LCP	Liberia Crusaders for Peace
LCRP	Land Conflict Resolution Project
LDR	Land Dispute Resolution
LDRTF	Land Dispute Resolution Task Force
LMEP	Liberia Monitoring and Evaluation Project
LPIS	Land Policy and Institutional Support Project (Tetra Tech ARD)
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MLDL	Mitigating Land Disputes in Liberia Project (Tetra Tech DPK)
MLME	Ministry of Lands, Mines and Energy
MoJ	Ministry of Justice
NRC	Norwegian Refugee Council
PIA	Project Impact Assessment
PCS	Public Communications Specialist
PMP	Performance Monitoring Plan

1.0 EXECUTIVE SUMMARY

Tetra Tech ARD presents the following *updated* workplan for Year 2 of the Land Conflict Resolution Project. LCRP submitted a Year II workplan in August 2012; it was approved with comments provided by USAID on August 27, 2012. A finished copy was submitted to USAID on September 12, 2012.

The Year II workplan referenced issues with the tenure inventory component of the LCRP activity, and outlined steps to be taken from September through August of 2013. In early October, as noted in the workplan, Mark Freudenberger, Tetra Tech ARD Senior Associate, traveled to Liberia for meetings with the Land Commission, USAID and the LCRP/LPIS team. The result of these meetings was a reorientation of the strategy LCRP will use in the fulfillment of this component; it focuses on expanding information available to the Land Commission in the short term, and setting the stage in the longer term for the field implementation of property rights inventories. The revised activities are encapsulated in this updated workplan. LCRP is also taking the opportunity to correct dates for other activities.

The Land Conflict Resolution Project Task Order was issued on August 31, 2011 and incorporated the following objectives in its approach:

1. Pilot dispute resolution methodologies in Lofa and Nimba County towns and villages.
2. Establish property rights inventories in Lofa and Nimba County towns and villages.
3. Develop clan-level LDR dispute resolution entities.
4. Promote the legal recognition of LDR and its practitioners, and of land dispute agreements.
5. Provide technical input and written content for public information activities to raise awareness of land rights and LDR as a method to manage land conflicts.
6. Develop and implement a Project Impact Assessment to measure the efficacy of different dispute resolution approaches, and to provide information about how such approaches affect stakeholder perceptions of land conflict risk and tenure security.
7. Cooperate with other 1207 partners in activity implementation.

The first year of operation of LCRP saw progress in each of the objectives. The pace of the progress was largely set by the Land Commission and its other international partners. In Year II, LCRP is prepared to scale up activities with its partners in the Land Commission. As the Land Commission's mandate enters its second half, there is more sense of shared purpose and galvanization.

In Year II, LCRP will expand operations beyond the original Lofa and Nimba counties as a result of a modification to the current agreement. The modification, signed on July 18, 2012, generated a revised list of objectives, as follows:

8. Pilot dispute resolution methodologies in Lofa and Nimba County towns and villages.
 - a. Provide advanced, culturally-appropriate land dispute resolution training for 25 additional third party intermediaries per county (Bong, Lofa, Margibi, Maryland, Nimba), to include customized modules for specific LCC partners or disputant groups.
 - b. Expand the land conflict LDR pilots to include all five counties that are now part of the Land Commission workplan to ensure standardization of LDR methodologies.
9. Establish Property Rights Inventories in Lofa and Nimba County towns and villages.
 - a. Increase the amount of land rights documentation captured and maintained in the Land Commission dataset that will support the mapping of conflicts for a more accurate baseline.

- b. Increase the area mapped for land conflict mitigation to include one additional district per county (Bong, Margibi, Maryland).
- 10. Develop clan-level LDR dispute resolution entities.
- 11. Promote the legal recognition of LDR and its practitioners, and of land dispute agreements.
 - a. Hire and train a dedicated coordinator to assist the Land Commission and the Judiciary; establish a liaison with county-level judicial entities to build pathways between customary and statutory land dispute methodologies.
- 12. Provide technical input and written content for public information activities to raise awareness of land rights and LDR as a method to manage land conflicts.
 - a. Create an enabling space for communities to discuss contentious land issues and resolve conflicts relating to land.
 - b. Develop and disseminate locally appropriate messages that will increase citizens' understanding and awareness of alternative dispute resolution mechanisms as a means of avoiding and resolving land disputes.
 - c. Broaden the reach of community radio and other community-based media, by establishing new stations and strengthening existing capacity to disseminate sensitive and accurate messages about LDR.
- 13. Develop and implement a Project Impact Assessment to measure the efficacy of different dispute resolution approaches, and to provide information about how such approaches affect stakeholder perceptions of land conflict risk and tenure security.
- 14. Cooperate with other 1207 partners in activity implementation.

Table 1 in Section 3.0, Timeline of Activities, presents the activities planned for LCRP Year II in summary form.

2.0 PLANNED ACTIVITIES THROUGH AUGUST 2013

2.1 PILOT DISPUTE RESOLUTION ACTIVITIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

Two activities under LCRP will contribute to the achievement of this objective in Year II. First, LCRP will prepare a study (one of the deliverables on the contract) on dispute resolution methodologies currently in use by local practitioners and by organizations promoting LDR. The study, which is desk-based, will be started in late August and completed by the second week of September. Section 2.3 contains an outline of the study.

Second, working with the LDRTF, LCRP will implement a program developed in Year I, including a draft LDR manual. The program will train and mentor over six hundred practitioners to implement traditional dispute resolution and international best practice processes. LCRP will work with the LCC staff and LDRTF to identify suitable training participants and mentors, and to test the materials in use. Training and mentoring in LDR practice will take place throughout Year II. As part of its cooperation with the Land Commission, LCRP will provide stipendiary support to the LCC staff and facilities during the training period. An outline of the topics to be covered in the training follows below.

Land Commission/Land Coordination Center LDR Training

- V. Background
 - d. Land Commission
 - e. Land Coordination Centers
 - f. Support for LDR
- VI. Objectives of Training: To familiarize participants with the Land Commission's approach to LDR and to learn or modify techniques that, implemented properly, reflect well on the Land Coordination Centers and the Land Commission, and which prepares the Land Commission to move forward in its recommendations for the formal recognition and endorsement of LDR in Liberia.
- VII. What will participants learn? LDR Methods and techniques – the continuum of dispute resolution – arbitration, private judging, joint finding of fact, negotiation, mediation, and Liberian equivalents of each. Processes, with special applications for land disputes.
- VIII. What are some important factors to consider in using LDR for land disputes?
 - i. Nature of the dispute – is it about facts or a deeper conflict?
 - j. Relationship of the parties – power balance, resources
 - k. Parties' settlement authority
 - l. Stage of the conflict – latent, emerging, manifest
 - m. Legal issues and protection for LDR practitioners
 - xiv. Process: Mediation
 - xv. Process: Arbitration
 - xvi. Process: Med-Arb
 - xvii. Process: Negotiation
 - xviii. Within interest-based LDR, how to obtain the necessary trust to ensure that complete information is available?
 - xix. Liberian context consideration – decision-making by consensus, the force of the majority, and potential consequences in terms of outcome and implementation
 - xx. Similarly, what happens to trust in the system when a group of elders goes into the bush and comes out with an agreement?
 - xxi. How to craft agreements that will endure
 - xxii. What should be the weight of an agreement reached through LDR methods as applied to land disputes?
 - xxiii. Can any institution prevent “forum shopping?” How can the Land Commission enforce agreements if even the courts cannot currently do it?
 - xxiv. The role of community leaders in coming to agreement (arbitration)
 - xxv. The Land Commission's role in contributing to legislation and regulations for LDR in Liberia
 - xxvi. Case Management
 - 1. Intake
 - 2. Reporting
 - 3. Data Entry and Analysis by LCCs
 - 4. Administrative support from LCCs
 - 5. Forms
 - n. How will they learn?
 - i. Preliminary Skills Assessment (quick quiz or pre-training survey, adapted for literacy rates)
 - ii. Group workshop format – lecture, small group discussions, activities
 - iii. Roleplays using examples of recent cases, adapted to protect confidentiality, developed for each LDR technique covered.
 - iv. Materials including training manual, reminder posters, forms, video
 - o. Profile of ideal LDR practitioner
 - i. Not dependent on LDR for income (potential bias)
 - ii. Member of local community and a recognized leader, either through family or other system
 - iii. “Land Owners” not necessarily chiefs or zoes, just trusted
 - p. Mentoring and Certification Process
 - i. Following training, monitors will work with training participants for approximately four months, observing and co-facilitating, before recommending them for certification.

LCRP will preview the training program with the Land Commission in a pre-pilot workshop, to be co-facilitated by the CoP and Dr. Chris Moore in mid-September 2012. The agenda for the workshop follows:

SEMINAR AGENDA

One-Day Agenda

Wednesday, September 19th

- 8:30 – 9:00 **Tea and Gathering**
- 9:00 – 10:30 **Welcome (Dr. Brandy)**
- Goals for the Seminar and Agenda Review**
- Understanding what LCCs are doing and processes that support collaborative land dispute resolution
 - Understanding practice issues and dilemmas
 - Promoting ethical resolution of land disputes
- Participants' Experiences with Successful Resolution of Disputes or Conflicts in which a Third Party Provided Help** (Exercise and discussions)
- 10:30 – 10:45 **Tea Break**
- 10:45 – 12:15 **Introduction to Approaches and Procedures for Dispute Resolution: A Comparison of Two Assisted Dispute Resolution Procedures – Third-Party Decision Making [Arbitration] and Voluntary Agreement Making [Mediation]** (Exercise and discussion)
- 12:45 – 1:00 **A Continuum of Dispute Resolution Approaches and Procedures** (Presentation and discussion)
- 1:00 – 2:00 **Lunch and Break**
- 2:00 – 3:00 **Dilemmas of Voluntary Non-governmental Dispute Resolution** (Exercises and discussion)
- 3:00 – 3:30 **Negotiation: An Approach and Procedure for Unassisted Problem-Solving** (Presentation, simulation and debrief)
- 3:30 – 3:45 **Tea Break**
- 3:45 – 4:15 **Negotiation** (continued)
- 4:15 – 5:15 **Promoting the Ethical Practice of Dispute Resolution** (Presentation and discussion)

LCRP is working closely with its partners and the Land Commission to ensure a smooth rollout of the program. The dispute resolution workshops are designed to complement operations training proposed by UN HABITAT. LCRP has agreed to provide support for the operations training, including facilitating the instruction manual prepared by UN HABITAT.

2.1.1 PROVIDE ADVANCED, CULTURALLY-APPROPRIATE LAND DISPUTE RESOLUTION TRAINING FOR THIRD PARTY INTERMEDIARIES (BONG, LOFA, MARGIBI, MARYLAND, NIMBA), TO INCLUDE CUSTOMIZED MODULES FOR SPECIFIC LCC PARTNERS OR DISPUTANT GROUPS

LCRP has committed to involving the current and future LCC staff in LDR training to build their capacity in promoting LDR and in so doing, provide local practitioners with appropriate support. As such, LCRP will, in cooperation with the LDRT, conclude the drafting of LDR training manuals and organize training sessions for 100 participants through the end of December 2012. Based on the initial LCC Needs Assessment conducted in Zorzor in June 2012, the LCC has already identified and interviewed some local dispute resolution practitioners, whose names and contact information are in the appendix assessment. LCRP will liaise with the LCCs to invite those practitioners to the training. In addition, LCRP will contact local and regional organizations that may have been involved in dispute resolution practice in the past, and whose members would benefit from a refresher training with a better grounding in land issues. Finally, LCRP will reach out to international organizations such as The Carter Center and NRC to identify practitioners with whom they have worked, and ask for recommendations for potential new participants.

The activity schedule is as follows:

September. The LCRP Chief of Party/Conflict Resolution Specialist will work with the LDRTF and Dr. Chris Moore to begin drafting the LDR training manuals.

October. Complete draft of training materials. Work with NRC and Carter Center to recruit facilitators.

November. Pilot training sessions 1 and 2 (25 persons per training) at Zorzor LCC facility, approximately 7 days.

December. Set up mentoring mechanism for newly-trained LDR practitioners, including schedule for visits and interventions by monitors for the coming six months. Pilot training session 3 and 4 (25 persons per training) at Zorzor LCC facility, approximately 7 days. (2 weeks)

January. Training for trainers and operations for new LCC staff (2 weeks); identify participants for subsequent sessions. Training site to be determined in cooperation with the Land Commission/LDRTF.

February. Pilot training sessions 5 and 6 (25 persons per training); location TBD (to include participants from Bong, Margibi, and/or Maryland County). Approximately 7 days.

March. Pilot training sessions 7 and 8 (25 persons per training); location TBD (to include participants from Bong, Margibi, and/or Maryland County). Approximately 7 days.

April. Review training materials against experience; make modifications as necessary in preparation for Year III training. Set up mentoring mechanism for newly-trained LDR practitioners, including schedule for visits and interventions by monitors for the coming six months. (2 weeks)

May. Mentoring begins for groups 3 and 4.

June. Mentoring concludes for groups 1 and 2.

July. Mentoring continues for groups 3 and 4.

August. Mentoring continues for groups 3 and 4.

2.1.2 EXPAND THE LAND CONFLICT LDR PILOTS TO INCLUDE ALL FIVE COUNTIES THAT ARE NOW PART OF THE LAND COMMISSION WORKPLAN TO ENSURE STANDARDIZATION OF LDR METHODOLOGIES

In December 2011, the Land Commission announced its intent to construct LCCs in a total of five counties. As of August 2012, only the Zorzor (Lofa County) LCC exists as a functioning building. Sites in Bong and Margibi have been identified; locations are still under discussion for Maryland and Nimba Counties. Coordinators for the LCCs were recruited in July and August, and will be placed on contract with the Land Commission pending the availability of funds.

October. LCC staff recruited as of October 2012 from Bong, Margibi, Maryland and/or Nimba Counties will form part of the training sessions.

January. LCC staff recruited as of December 2012 from Bong, Margibi, Maryland and/or Nimba Counties will form part of the training sessions. As appropriate, the LCC staff will participate in similar needs assessment exercises as the Zorzor LCC staff. LCRP will facilitate these efforts, which were spearheaded in Year I by the NRC. Dates of the assessments to be determined in cooperation with LDRTF.

April. Review September 2012 study and determine whether updates are required for specific county issues.

2.2 ESTABLISH PROPERTY RIGHTS INVENTORIES IN LOFA AND NIMBA COUNTY TOWNS AND VILLAGES

During Year I of the project, Dr. Adarkwah Antwi, the Land Tenure Specialist, worked with Land Commission staff and advisors to develop a program for the mapping of customary tenure arrangements in a pilot project, in accordance with the LCRP scope of work (Annex 1). Based on his consultations, the design of the program evolved from a community-driven boundary identification process to a house-to-house (but still community-focused) identification of tenure claims. The program included equipment procurement, community entry and sensitization (local leaders would speak at town hall meetings announcing the pilot and its purpose, and assist LCRP to identify individuals who would be acceptable to the community as they traveled to different locations to record tenure claims) and the design of a training program to combine the use of equipment with the survey instrument. The program would feature local community members in the development of the inventory, to contribute to the sustainability of the process. After several months of delays, it became apparent late in Year I that the LCRP mapping program would conflict with the Land Commission's intent to register customary tenure from a central authority in Monrovia by creating a system for customary landholders to acquire deeds for their property. At the end of Year I, LCRP was still working with its counterparts at the Land Commission to enable it to move ahead with the pilot, even if the underlying intent is different than at the outset.

In early October (Year II), Mark Freudenberger traveled to Liberia to facilitate meetings among LCRP's key stakeholders in an effort to develop an activity that responded to the needs of the Land Commission while substantively fulfilling the objective of establishing property rights inventories. All of the stakeholders agreed that the proposed processes of mapping tenure arrangements provided by Dr. Antwi were premature, particularly in the wake of the Land Commission's preparation of a policy brief on land rights. Dr. Freudenberger recommended a reorientation of technical approach in a memorandum for LCRP, as summarized below:

The initial conception of this activity was centered on carrying out land inventories and mapping of customary tenure arrangements in 16 communities in Lofa and Nimba counties (later expanded to 25 communities). Two drafts of an approach for land inventories and community mapping were developed by the project, but consensus has not yet been reached on how to launch the activity. With the launching of the "Policy Brief on Land and Property Rights", momentum will grow for some type of land rights inventory and community mapping exercise leading to acquisition of "community deeds" over customary lands. The activity 2.2 of the LCRP project thus needs to be adjusted to take account of the many policy, legal, and administrative issues that will arise over the next two years around the new land policy. Initial propositions are the following:

Strategic Reorientations for Activity 2.2: Property Rights Inventories in Lofa and Nimba County Towns and Villages

Piloting a land rights registration and community mapping process requires harmonization with the Land Commission's plans to first present for public consultation the "Policy Brief on Land Rights: Public Land, Government Land, Customary Land, and Private Land." After this public review, and hopefully followed by revisions and final approbation, the policy context will then be much more appropriate for testing land rights inventories at different scales – the town, clan, District, or Regional levels. It seems inevitable that at some point stakeholders are going to want to know the status of the distribution of "Government Land," "Public Land," "Customary Land," and "Private Land." Since the sequencing of the mapping activity is not lined up with the current Land Commission priorities of the moment, LCRP should carry out a range of activities to prepare itself and various stakeholders for the eventual need to launch a rights inventory process linked to community mapping of land.

September. Continue conversations between LCRP, Land Commission, LPIS, and Land Commission advisors until a workable solution is found.

October. Mark Freudenberger will travel to Liberia as part of the Land Tenure short course for USAID officials; during his visit, he will contribute to the ongoing discussions at the Land Commission to help move the mapping process forward. Dr. Antwi will participate in all consultations related to the policy brief on land rights; he will also play an active role in the Land Administration Task Force, which has the responsibility to manage the consultations and revision of the policy brief. The adjusted activities appear below:

2.2.1 INCREASE THE AMOUNT OF LAND RIGHTS DOCUMENTATION CAPTURED AND MAINTAINED IN THE LAND COMMISSION DATABASE THAT WILL SUPPORT THE MAPPING OF LAND CONFLICTS FOR A MORE ACCURATE DATABASE

Activity 1: Prepare bibliography of international experiences in land rights inventories and community mapping for Land Commission. The GIS Unit of Tetra Tech ARD will prepare a bibliography and examples of rights inventories and community land rights maps from its own experiences (Burkina Faso, Kenya, Liberia, Sierra Leone, South Sudan, etc.) and from those tried by USAID through other contractors and international NGO's. Tetra Tech ARD Senior GIS Specialist Nick Thomas will identify

the different ways in which land rights registries have been set up (i.e.: Timor Leste) through both open source and proprietary software.

Timing:

➤ 4th quarter 2012

Activity 2: Prepare reader of selected bibliographic materials on community land rights mapping and rights inventories. Prepare a reader (both printed and electronic) of key literature for presentation to the Land Commission and other interested parties. Print off selected maps with an attachment describing how rights mapping was carried out.

Timing:

➤ 4th quarter 2012

Activity 3: Workshop for Land Commission on lessons learned from Liberian previous land rights recognition and community mapping. With the prior approval of the Land Commission, initiate a comprehensive review of different cases of community land rights recognition in Liberia by communicating with representatives of projects implementing these initiatives. From this internal review carried out by Dr. Adarkwah Antwi, prepare with the approval of the Land Commission a workshop at the appropriate moment to share experiences and lessons learned from these Liberia examples.

Timing:

➤ 2nd quarter 2013

Activity 4: Workshop for Land Commission on international lessons learned from land rights recognition and community mapping. International specialists on rights inventories and community mapping will present best practices and lessons learned (i.e. Rachael Knight, IDLO/Namati; Paul de Wit (Mozambique and other); Yazon Gnoumou on Burkina Faso and Benin community rights inventories and mapping; Landesa on integration of gender and social equity concerns into community rights inventories). Study tour may also be an option.

Timing:

➤ 2nd quarter 2013

Activity 5: Prepare synthesis of key findings emerging out of the two workshops. Develop a policy paper that spells out the different options available for carrying out tenure inventories and community mapping. Use the two workshops above as the opportunities for learning and dialogue to modify, adapt, or expand the community rights approach used by IDLO/Namati in River Cess County to new sites in Liberia determined by the Land Commission and USAID.

Timing:

➤ 2nd quarter 2013

Activity 6: Pending agreement with the Land Commission on the general approach for land inventories and community mapping, sub-contract IDLO/Namati to carry out a modified form of the community titling initiative launched in River Cess County.¹

Tetra Tech ARD can offer the technical services of its own GIS Unit and GIS equipment and software skills to increase the rapidity and efficacy of tenure inventories and community mapping. At present, the

¹ See methodology and lessons learned from Rachael Knight, Silas Siakor, and Ali Kaba, "Protecting Community Lands and Resources: Evidence from Liberia." IDLO/SDI/Namati. <http://www.namati.org/work/community-land-protection/phse-one-findings-and-reports>

Land Commission has expressed interest in this type of partnership between LCRP and IDLO/Namati. In light of the public consultations around the draft land policy, it may turn out that one significant change in the community land rights mapping approach would center around identifying, mapping, and registering the other land categories found in the spatial unit chosen – town or clan. This could become a politically contentious issue in light of current national debates about concessions, PUPs, and Tribal Certificates.

Timing:

- 2nd quarter 2013 at earliest. Timing depends on demand generated from the Land Commission and identification of sites. Ideally, earlier. Activity would go through the end of the project.

Activity 7: Engage the Tetra Tech ARD GIS Unit to work with the Land Commission and the LPIS project to determine an institutional home and software system for registering community land data. At this time, no clarity has emerged around this issue, but the current debate around the housing of the Tribal Certificates may lead to some clarification. Community land rights inventories and mapping must lead to some kind of registration or institutional home for information gathered; otherwise, the exercise is a waste of time for local communities.

Timing:

- 2nd quarter 2013 at earliest. Timing depends on demand generated from the Land Commission and identification of sites.

Activity 8. The Land Commission continues to rely on gathered field experience as well as desk and comparative studies to aid in policy development. One of the central bases for collecting information is a database reflecting existing disputes and conflicts resolved. To date, while the Commission has collected forms and some general information from its partners, and while it has recorded the cases it manages directly, there does not yet exist a comprehensive database that not only holds information, but permits it to be presented in such a way that sound policy may be elaborated. LCRP will support the development or improvement of a database for the Land Commission, and develop a training program to facilitate data entry and reporting. The database will include provision for scanned documents, maps, and case forms. The following is a schedule for LCRP support to the Land Commission database:

October. Pending the outcome of discussions with the Land Commission, the LCRP IT/GIS Specialist will work with the IT staff of the Land Commission to review and modify the existing database such that it can accommodate additional information. The Specialist will review current equipment in use at the Land Commission, as well as what would be required to make the necessary improvements.

November. The Specialist will travel to the current and potential LCC sites to review equipment in stock and assess what is needed for the LCC staff to record and rapidly transmit data to and from the Land Commission.

December. The Specialist will develop a procurement schedule for review with the Land Commission for the LCCs, and LCRP will provide the necessary equipment/software.

January. Based on the LDR training programs, the Specialist will create and integrate a database for each LCC to manage its caseload and general operations. He will design a 3-day training program for Land Commission program officers and LCC staff.

February. The specialist will oversee the installation of equipment/software at the existing LCCs.

March. The IT/GIS Specialist will facilitate a data entry and reporting training session for each group of LCC staff that has been recruited by the LCC, and the program officers in Monrovia. As additional staff members are recruited, he will schedule data entry and reporting sessions for the new groups.

April - July. The IT/GIS Specialist will devote the remainder of his time to regular travel between LCCs and the Land Commission to observe and support the dispute resolution data entry and reporting

processes. Management of the project will have the IT/GIS Specialist spending approximately three days per month with each LCC, and scheduling refresher training sessions with LCC and additional locally-recruited staff as necessary. In addition, if the IT/GIS Specialist will provide research and technical support to the land rights inventory workshops as appropriate.

2.2.2 INCREASE THE AREA MAPPED FOR LAND CONFLICT MITIGATION TO INCLUDE ONE ADDITIONAL DISTRICT PER COUNTY

The approach to activities under this objective will depend upon an assessment of where the Land Commission and its stakeholders have arrived following the consultations. This assessment should take place no earlier than the third quarter of 2013.

2.3 DEVELOP CLAN-LEVEL LDR ENTITIES

The deliverable study, outlined below, provides information on the development of clan-level LDR entities. The outline and methodology was completed at the end of Year I; the study is due to be drafted during the first quarter of program Year II. Laurie Cooper and a consultant will draft a study focusing on the design of a land-based dispute resolution methodology and a reference to methodology for establishment of property rights. They will review existing documents to extract common themes of effective land dispute resolution methodology, or cataloguing of observed effective processes into methodological categories. Similarly, they will use existing documents to highlight the challenges of establishing property rights inventories. Using extracts, experiences and case studies, they will develop a set of operating principles and techniques to implement methodologies/processes. The report will list recommendations for ongoing activities, sustainability, and processes for conflict management during the course of inventory and verify observations with key stakeholders.

Report Outline:

- I. Summary
 - a. Purpose of Study
 - b. Activities conducted
 - c. Conclusions and Recommendations
- II. Literature Review
 - a. 2011 Landesa Study
 - b. 2011 and 2012 Chris Moore Reports
 - c. Land Coordination Center/NRC Zorzor District Assessment
 - d. Tribal Governors' Report
 - e. Notes from LDRTF meetings
 - f. Notes and reports from Land Tenure Specialist
 - g. 2010 Report on Traditional Justice Mechanisms
 - h. Other documents deemed relevant by authors (NRC pubs, Land Commission reports)
- III. Elements of ADR Methodology
 - a. Processes suited to land issues
 - i. Of the processes in practice in Liberia, which best lend themselves to dealing with land issues?
 1. How can improved consultative processes contribute to durable solutions?
 - ii. How can ADR processes gain the same respect for (compliance with) agreements as, for example, a court ruling (bearing in mind that a weak judicial system cannot always enforce judgments)

- iii. Are there comparative examples from other countries?
 - b. Existing capacity
 - i. Who are the current and potential practitioners?
 - 1. How can new practitioners be identified?
 - 2. What are their strengths and weaknesses?
 - 3. What institution will support the practitioners?
 - c. Implications for training
 - i. Keeping in mind the Land Commission's interest in institutionalizing ADR practice, what elements contribute to sustainable processes?
 - ii. Who is responsible for providing those elements?
 - iii. What are the ongoing or continuing education requirements?
- IV. Elements of Property Rights Inventory Methodology
 - a. LCRP experience with Land Commission – philosophy and direction
 - b. Existing capacity
 - c. Implications for training
- V. Conclusions and recommendations
 - a. Delivering capable, trained individuals who can rise to level of land dispute resolution
 - i. What capacity exists now, and what is needed, in order to make the above statement true?
 - b. Delivering capable, trained individuals who can support the development of a land rights inventory
 - i. What capacity exists now, and what is needed, in order to make the above statement true?
 - c. Needed supports from Judiciary, MoJ, MIA, MLME/DLSC, LNBA, and Law School?
 - i. Approval (or at least not opposition and undermining)
 - ii. Concurrence with certification process
 - iii. Ongoing advice to ADR practitioners in general (similar to NRC and Carter Center)
 - d. Sustainability of Land Commission's efforts
 - i. Practical terms
 - 1. Mandate
 - 2. Resources
 - 3. Political will
 - 4. Response to inevitable challenges

Year II of LCRP features the training, mentoring and certification of LDR practitioners in local communities and at clan level. Clan leaders who fit the profile of ideal LDR practitioners noted in the training outline (see Section 2.1) will be invited to participate in the training and mentoring program. Successful completion of the training will result in clan-level LDR practitioners partnered with a mentor for four to six months. Following the mentoring period, LCRP will, in cooperation with the Land Commission, compile a list of persons recommended for certification in LDR. LCRP will support a formal ceremony hosted by the Land Commission, in which the LDR practitioners to receive certificates will be presented to the Judiciary, the Ministry of Justice and the Ministry of Internal Affairs as persons to whom the Land Commission will refer disputes. The certification will serve two purposes: 1) acknowledge the leadership role that such practitioners have played in their communities; and, 2) provide

the Land Commission with human resources as needed to manage land disputes within the context of its current mandate (which excludes direct intervention in dispute resolution).

With the first mentoring period complete by June 2013, LCRP will prepare a list of LDR practitioners recommended for certification as LDR entities by the Land Commission. For practitioners it is unable to recommend at that time, LCRP will note whether additional and what type of training would prepare them for future certification.

2.4 PROMOTE THE LEGAL RECOGNITION OF LDR AND ITS PRACTITIONERS, AND OF LAND DISPUTE AGREEMENTS

During Year I of LCRP, the Land Commission formed a technical committee on LDR to develop a policy brief recommending its use in land disputes. The Committee met approximately four times during the project year, including a high-level meeting at the Temple of Justice. There is guarded support for the use of LDR in land disputes from the Ministry of Justice and the Judiciary; both institutions have made it clear that the initiative must come from the Land Commission. The most recent LDR technical committee meeting was at the end of March 2012. At present, the Land Commission does not include an appointed member with sufficient legal qualifications to carry this initiative forward, and has no program officers to devote to the task.

In fulfillment of the activities below, LCRP will provide resources in the form of a Liberian legal professional with experience in land disputes and the benefits of LDR to support the activities of the technical committee, as directed by the Land Commission. This will include the review of existing draft legislation and regulations produced by the Land Commission, as well as the validity of agreements reached by LDR practitioners trained through LCRP. LCRP will draft new implementing regulations for localized dispute resolution entities. LCRP will further support the advocacy of LDR with the Land Commission's legal, judicial, and legislative counterparts through workshops and conferences as appropriate.

2.4.1 HIRE AND TRAIN A DEDICATED COORDINATOR TO ASSIST THE JUDICIARY AND THE LAND COMMISSION; ESTABLISH A JUDICIAL LIAISON WITH COUNTY-LEVEL ENTITIES TO BUILD PATHWAYS BETWEEN CUSTOMARY AND STATUTORY LAND DISPUTE RESOLUTION METHODOLOGIES

The Chairman of the Land Commission responded with interest during Year I to the idea of a dedicated LDR/legal specialist within the context of LCRP and the Commission. The LCRP CoP drafted a terms of reference for the specialist and shared it with the Land Commission.

September 2012 – August 2013. Recruit specialist as described in the terms of reference. The ideal candidate will have experience working on land issues with the Land Commission, as well as an active interest and experience in promoting LDR. Once onboard, the LDR Specialist will observe LDR pilot training of practitioner groups, possibly facilitating discussions on the development of agreements that can endure/foster compliance, and noting areas for possible contributions to the Year III training sessions. The LDR Specialist will draft new principles, policy briefs, regulations and legislation in light of observation of LDR practice in the counties. Specialists from Landesa may assist in the development of a program of drafting, review and advocacy sessions for the remainder of Year II. In cooperation with the Land Commission, the LDR Specialist will develop a schedule for resumption of the LDR technical committee meetings.

In cooperation with the LCCs, the LDR Specialist will facilitate discussions between LCC staff and county-level judicial officers (County Attorney, Defense Counsel, Magistrates) on the promotion of LDR and the criteria for durable agreements. In cooperation with the Land Commission, the LDR Specialist

will organize a stakeholders' meeting to review progress in drafting of policy, regulations, and/or legislation. Reports from the field will be presented, and any additional criteria for certification noted for inclusion in the mentoring program. Finally, as described in Section 2.3, the LDR Specialist will guide the Land Commission's advocacy efforts with line ministries and key stakeholders to organize a ceremony for the certification of LDR practitioners.

2.5 PROVIDE TECHNICAL INPUT AND WRITTEN CONTENT FOR A LAND DISPUTE RESOLUTION INFORMATION CAMPAIGN AND COORDINATE PUBLIC AWARENESS CAMPAIGN

The Land Commission identified education and outreach as an area for improvement early in 2012, particularly in terms of inconsistent preparation by Land Commission members and staff for public appearances, which occasionally led to damage control and outright bans by the Chairman. To respond to this problem, LCRP successfully organized a workshop in Voinjama, Lofa County in late February, to discuss the Land Commission's previous and future public information activities. The workshop provided a chance for the Commission to interact with representatives of Liberia's prominent media organizations, and to review their internal media guidelines. In addition, LCRP subcontracted with the Liberia Crusaders for Peace (LCP) in March to develop awareness-raising messages and scripted skits promoting the Land Commission, the Land Coordination Centers, and the use of LDR for land disputes. Year II will be devoted to regular support to the Land Commission's outreach activities, in accordance with the July 2012 modification. Early in Year II, the Liberia Crusaders for Peace will implement a high-level awareness-raising campaign. The following month-by-month activity descriptions include the activities of LCP as outlined in the deliverables section of their subagreement with LCRP. The LCP activity will be the feature program for the first quarter of Year II.

October-November. LCRP will recruit a Public Communications Specialist to work directly with the Outreach and Education program staff. The summarized scope of work for the PCS is as follows:

1. Review and comment on Education and Outreach communications strategy, work plan and media guide and make the necessary recommendations to the Land Commission for their full implementation.
2. Develop a style book for each type of publication that defines the purpose, identifies the intended audience, and lists all requirements for format, length (including those applied to photographs/pictorials/photo essays), content and research as appropriate.
3. Develop a proposal framework for potential implementing partners for the communications activities.
4. Develop a monitoring and evaluation system for measuring the impact of education and outreach activities.
5. Ensure that the E&O program staff develop and sustain public communications skills beyond the tenure of the PCS.

In September, October and November, LCP will conduct visits to Bong, Lofa and Margibi Counties for performances and awareness-raising activities with the Land Commission members and program staff as part of the activity. They will continue to air the radio songs and dramas produced in Year I on local radio stations.

LCRP is working with LPIS to support the outreach portion of the public consultations planned by the Land Commission to gather feedback on its policy brief on land rights at the regional and county level. These activities are scheduled to begin in early November 2012 and continue through February 2013. However, as of the writing of this workplan, the communications strategy was still in draft form.

December – February 2013. The Public Communications Specialist will, in cooperation with the Land Commission, organize a writing workshop for members and program staff. The workshop will feature a style manual created for the Commission, and exercises to enhance the Commission’s written and audiovisual presentation.

January – August 2013. In cooperation with the Land Commission Education and Outreach program, the PCS will support the development of specifications and the management of local subcontracts implementing Land Commission awareness-raising activities, including support to the LCCs in disseminating Land Commission messages and circulating feedback from local communities to the Land Commission.

2.5.1 CREATE AN ENABLING SPACE FOR COMMUNITIES TO DISCUSS CONTENTIOUS ISSUES AND RESOLVE CONFLICTS RELATING TO LAND

Activity 1. During 2010 and early 2011, the Land Commission hosted several consultative meetings with support from the Peace Building Fund. The meetings reached out to groups disproportionately affected by land disputes, including women, youth, and returnees. No additional consultative meetings were conducted after mid-2011; there were some awareness-raising activities organized around the tribal certificate scanning exercise in March and July 2012. In Year II, LCRP will work with its fellow implementing partners to support consultative meetings on land dispute resolution at a level and on a schedule coordinated by the Land Commission. In addition, LCRP will provide support to the LCCs to host and facilitate quarterly community meetings in the counties.

March. First LCC quarterly meeting, one per county or LCC group as appropriate.

June. Second LCC quarterly meeting.

September. Third quarterly meeting.

Activity 2. Participation in the Land Commission Task Forces. These task forces enable LCRP to remain engaged in what certainly will be a key policy issue around a “mega dispute” – how to resolve the emerging disputes around the overlapping tenurial claims between “Government Land,” “Public Land,” “Customary Land,” and “Private Land.” While government policy makers, civil society, international donors, and local communities increasingly note with alarm that 75% or so of lands may have already been committed by the Liberian state to some type of deed, Tribal Certificate, concession, or Private Use Agreement², conflicting and overlapping claims will need at some point – perhaps not in the very distant future – to be resolved during a time of increasing pressure from rural communities to respect customary claims. LCRP can play an important part in launching dialogue around the options available by the Liberian state to extricate itself from this contentious issue.

2.5.2 DEVELOP AND DISSEMINATE LOCALLY APPROPRIATE MESSAGES THAT WILL INCREASE CITIZENS’ UNDERSTANDING AND AWARENESS OF ALTERNATIVE DISPUTE RESOLUTION MECHANISMS AS A MEANS OF AVOIDING AND RESOLVING LAND DISPUTES

As noted in Activity 2.5, LCRP supported the Land Commission’s development of appropriate messages promoting the practice of LDR, some of which were incorporated into the LCP program during Year I. In Year II, LCRP will continue to support the development of such messages, to be disseminated through radio, TV and SMS/Twitter messages, written materials such as bumper stickers, posters and newspaper

² Ibid, p. 1.

inserts, and public information sites such as a “Daily Talk”-style message board placed at each Land Coordination Center. In coordination with the Land Commission, the Public Communications Specialist will assist in reviewing and updating the messages of each medium. Subcontracts will be issued for this purpose.

2.5.3 BROADEN THE REACH OF COMMUNITY RADIO AND OTHER COMMUNITY-BASED MEDIA BY ESTABLISHING NEW STATIONS AND STRENGTHENING EXISTING CAPACITY TO DISSEMINATE SENSITIVE AND ACCURATE MESSAGES ABOUT LDR

The LCP program has identified community radio stations as part of its program to raise awareness of the Land Commission and LDR. After the conclusion of the LCP program in November, LCRP will continue its Year II work with the LCC staff in the counties, and the local radio stations, to facilitate regular appearances by LCC staff or local LDR practitioners to talk about their work. The Public Communications Specialist will work with the Land Commission to incorporate local community radio feedback on previously-developed messages in the continued flow of information between both entities.

January. Following the LCP program and the December workshop, the Public Communications Specialist will travel to the counties with a member of the Education and Outreach team. The purpose of the visits will be consultation with LCCs and local radio stations to assess equipment needs that, if met, would facilitate local stations’ continuous promotion of messages from the Land Commission regarding the importance of LDR and other important related policy developments. The Specialist will develop a list of recommendations for consideration by the LCRP Chief of Party. If approved, LCRP will begin the procurement of equipment.

February. Installation and testing of equipment for radio and other community-based media. This will be accomplished through subcontracts.

March - August. The Public Communications Specialist will work with designated LCC outreach staff in all five target counties to monitor the performance of the community radio stations and other media, collecting listenership and feedback data on a monthly basis and making recommendations for continued support.

2.6 DEVELOP AND IMPLEMENT A PROJECT IMPACT ASSESSMENT TO MEASURE THE EFFICACY OF DIFFERENT DISPUTE RESOLUTION APPROACHES, AND TO PROVIDE INFORMATION ABOUT HOW SUCH APPROACHES AFFECT STAKEHOLDER PERCEPTIONS OF LAND CONFLICT RISK AND TENURE SECURITY

During Year I, LCRP successfully negotiated an agreement with the NRC to implement a PIA in Lofa County. NRC prepared a research methodology in June, and drafted a baseline assessment at the end of August. During Year II, NRC will refine the baseline and create parameters for 1) expansion of the baseline to extend into the additional four target counties (as a result of the modification), and 2) the endline study, to be scheduled and contracted by LCRP at the appropriate project period.

In September LCRP provided feedback on the draft PIA to NRC. In November, NRC will deliver a revised report to LCRP, including completed baseline, and parameters for mid and endline assessment. The LCRP M&E Officer will work with NRC and all program staff to design tools that supplement the work of the PIA, and serve as a lead on the midline assessment activity.

2.7 COOPERATE WITH OTHER 1207 PARTNERS IN ACTIVITY IMPLEMENTATION

Approximately two months into project implementation, LCRP was notified that one of the three putative 1207 partners responsible for public information on behalf of the Land Commission had withdrawn its proposal to the Department of State's Public Affairs Office. Simultaneously, the Public Affairs Officer met with representatives from USAID, indicating concerns with its own capacity to manage the funds envisioned for a second partner (late in November 2011, INL selected Tetra Tech DPK as the third 1207 partner, for the Mitigating Land Disputes in Liberia (MLDL) project). In the absence of an implementing partner and the capacity to manage that partner's activity, INL transferred approximately \$650,000 to USAID. Tetra Tech ARD successfully provided a sole-source justification to manage the public information funds. The justification was incorporated into a modification of the LCRP contract on July 18, 2012. Upon the arrival of the Tetra Tech DPK team in Liberia, LCRP provided technical and logistics information to support the MLDL project establishment in Voinjama (Lofa County) and Ganta (Nimba County).

LCRP will continue to cooperate with the MLDL staff, integrating this county-based project with the ongoing activities of the Land Commission, and inviting the participation of the Tetra Tech DPK Chief of Team in Tetra Tech ARD's monthly Chief of Party meetings.

3.0 TIMELINE OF ACTIVITIES

TABLE 1: SUMMARY OF YEAR II WORKPLAN ACTIVITIES

Year II Workplan Activities	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013
Study on Dispute Resolution Methodologies					X							
LDR Training Program and Materials Development		X										
LDR Training Sessions Conducted			X	X		X	X					
LDR Mentoring Program Implemented				X	X	X	X	X	X	X	X	X
LDR Practitioner/Entity Certification										X		
LDR Promotion via Policy Briefs, Draft Regulations and/or Legislation		X	X		X	X		X		X		X
Database/ IT Development, Training, Support and Monitoring	X	X	X	X	X	X	X	X	X	X	X	X
Discussions and Agreement with Land Commission and advisors on Information Sharing regarding Land Rights		X										
Bibliography and Readers on land rights inventories			X	X	X							
Preparation for, implementation and report out from land rights inventory workshops					X	X	X	X				
Public Information Campaign Activities	X	X	X	X	X	X	X	X	X	X	X	X
Radio/Media support in counties		X			X	X	X	X	X	X	X	X
Project Impact Assessment Baseline/Midline	X		X							X		
Cooperation with 1207 Partner	X	X	X	X	X	X	X	X	X	X	X	X

X = Planned month of activity

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