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LIBERIA LAND CONFLICT RESOLUTION PROJECT (LCRP) YEAR I WORKPLAN

DECEMBER 2011

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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 and Archives
CO	Contracting Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
EOC	Land Commission Education and Outreach Committee
GIS	Geographic Information System
GPS	Global Positioning System
INL	Bureau of International Narcotics and Law Enforcement Affairs
LC	Land Commission
LCC	Land Coordination Center
LCRP	Land Conflict Resolution Project
LDRTF	Land Dispute Resolution Task Force
LMEP	Liberia Monitoring and Evaluation Project
LPIS	Land and Property Institutional Support Project
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MLME	Ministry of Lands, Mines and Energy
MoJ	Ministry of Justice
NRC	Norwegian Refugee Council
PMP	Performance Monitoring Plan
STA/M	Senior Technical Advisor/Manager

I.0 SUMMARY

Tetra Tech ARD presents the following work plan for Year 1 of the Land Conflict Resolution Project. The Land Conflict Resolution Project Task Order was issued on August 31, 2011 and incorporated the following objectives in its approach:

- I. Pilot dispute resolution methodologies in Lofa and Nimba County towns and villages
- II. Establish Property Rights Inventories in Lofa and Nimba County towns and villages
- III. Develop clan-level ADR dispute resolution entities
- IV. Promote the legal recognition of ADR and its practitioners, and of land dispute agreements
- V. 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
- VI. 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.
- VII. Cooperate with other 1207 partners in activity implementation.

The LCRP officially began in September as Tetra Tech ARD (TTARD) participated in meetings with the Liberia Monitoring and Evaluation Program (LMEP), a project developed by and for the use of USAID in the establishment of evaluation parameters for its implementing partners. In mid-October, TTARD staff arrived in Liberia for project startup. The project team spent the first several weeks of project implementation working with the Land Commission to clarify the roles and proposed activities of its partners. By late November, the Land Commission publicly confirmed its understanding, support and endorsement of the Land Conflict Resolution Program (LCRP). This confirmation opens a door that, had it remained closed, would have required a significant reorganization of the project.

2.0 ACTIVITIES COMPLETED TO DATE

QUARTER 1:

2.1 SEPTEMBER 2011

As noted above, LCRP began its implementation activities within two weeks of receipt of the task order. TTARD engaged the services of Isaac Gorvego, the project's proposed monitoring and evaluation specialist, and Robert Merritt, a TTARD Start-up Specialist, to cover LCRP's participation in preliminary meetings. Mr. Gorvego, in particular, met with the Liberia Monitoring and Evaluation (LMEP) project staff and with Julie Childs, the Contracting Officer's Technical Representative (COTR) to discuss the formulation of the performance management plan. The rest of the project team, including Laurie Cooper, Chief of Party/Conflict Resolution Specialist and Dr. Yaw Adarkwah Antwi, Land Tenure Specialist, were prepared for deployment in early October 2011.

QUARTER 2:

2.2 OCTOBER 2011

The LCRP project startup team, composed of Laurie Cooper and Megan Huth, the TTARD Senior Technical Advisor/Manager, arrived in Liberia on October 9. They set up a temporary office within the building currently used by three TTARD Projects and completed the establishment of project bank accounts. They also reviewed the options available for long-term office space. Due to the size of LCRP and evolving space needs of the other TTARD projects, LCRP determined that a new facility would be required.

LCRP local staff members Isaac Gorvego and Edward Paye, Finance Manager, started work during the second week of October, following the first round of presidential and legislative elections in Liberia. As most of the Land Commission members and staff were traveling for election activities, LCRP used this time to meet with representatives of the Norwegian Refugee Council (NRC) to discuss the NRC's role as an implementing partner in the training of ADR specialists and in the coordination of the LCRP's Project Impact Assessment. LCRP met with Julie Childs, the USAID COTR; Brian Aaron, the Contracting Officer (CO); John Ellis, Program Manager; Bill McCulla, Political Officer and Sally Schlagel, INL Program Specialist at the US Embassy. Finally, the LCRP team met briefly with one of the putative 1207 partners, the Liberian Media Initiative, for briefing on their implementation schedule. These meetings were essential in understanding the developments that took place within the Land Commission between the review of the LCRP proposal and onsite implementation. Dr. Yaw Adarkwah Antwi, the Land Tenure Specialist, arrived in Liberia on October 16, 2011.

As noted in the Summary, LCRP's first post-award meetings with the Land Commission on October 18, 19, and 23 revealed significant gaps in understanding and agreement among the main stakeholders. The Land Commission Chairman firmly and repeatedly expressed concern that the LCRP align its goals immediately and explicitly with those of the Land Commission, the Land Dispute Resolution Task Force, and the Outreach and Education Committee of the Land Commission Secretariat. Ms. Cooper met with the Chairman and the Land Commissioners on October 23 and again on October 27 to respond to the Land Commission's concerns and to reiterate the project's commitment both to implement activities jointly with

the Land Commission, and to ensure that the Land Commission's members and secretariat, particularly LDRTF members, benefited from the LCRP's capacity enhancement capability. She reviewed the LDRTF draft work schedule, pointing out the areas where the LCRP support dovetailed with the Commission's objectives. She also explained how some of the proposed LCRP activities that did not appear in the LDRTF or Education/Outreach draft plan nonetheless contributed to the Land Commission's achievement of its objectives. This meeting, which formed the basis for the LCRP inception report, was one in a series of agreements between LCRP, USAID, the Land Commission, and the Land Commission's major implementing partners (UN Habitat, UNMIL, NRC, and the Carter Center).

Despite these complications, TTARD was able to draft an Inception Report, work with LMED to draft a Project Management Plan, and draft the 90-day activities tracker, all part of the deliverables schedule laid out in the project document. The work plan remained on hold pending the successful outcome of negotiations between USAID, the Land Commission, TTARD, and the other stakeholders.

2.3 NOVEMBER 2011

During the first two weeks of November, the Land Commission, USAID and other members of the Land Commission Donor Group met repeatedly to achieve consensus regarding the implementing partners' roles and responsibilities. Julie Childs, the LCRP COTR, kept Ms. Cooper apprised of the progress of these meetings. Ultimately, an agreement in principle was reached: The Land Commission would chair a steering committee comprised of implementing partners, who would openly share current and proposed activities, and discuss activities with the committee prior to implementation. The Land Commission Chairman announced this agreement during the meeting of the Land Dispute Resolution Task Force on November 22, 2011. At this meeting, LCRP was not only announced commendably as a part of the steering committee, but also joined three other groupings: coordination of the Land Commission's baseline assessment, development of the dispute resolution methodology, and joint meetings with the Judiciary on the recognition of ADR.

LCRP's relationship with its 1207 partners was fundamentally altered when the Liberian Media Initiative withdrew its proposal to carry out a public information campaign on behalf of the Land Commission. The Land Commission, after initially welcoming the idea in July and August, expressed increasing concern about LMI's ability to meet its project objectives. Simultaneously, as the US Embassy expressed concern about its own capacity to supervise the media partner, the Public Affairs Office initiated a transfer of its 1207 funds to USAID. It is anticipated that TTARD will ultimately coordinate the media program, in cooperation with the Land Commission.

LCRP focused on developing its infrastructure, having settled on a suitable office space in October and begun negotiations for a move on December 15. A project start-up specialist traveled to Liberia on November 9 and assisted with urgent procurement needs. Ms. Cooper conducted interviews for two of the three remaining project staff members, who began work on December 1. She also reviewed the draft PMP, which was delivered to USAID (still in draft form) during the first week of December.

Dr. Antwi and Ms. Cooper continued discussions on project activities and the pace of negotiations with the Land Commission. Dr. Antwi provided input into the Inception Report, and made a presentation on customary land tenure at the Land and Property Institutional Support (LPIS) workshop for the Land Commission at the end of November. During the third week of November, TTARD was able to secure the necessary TCN waiver for Dr. Antwi to move to permanent lodging in Monrovia.

Dr. Antwi, who made a brief appearance at the Land Commission in mid-October, has used his time in-country to review existing tenure arrangements and related documentation. As a result of the LPIS workshop, Dr. Antwi was able to make key connections with the members and the Chairman of the Land Commission in preparation for the implementation of the mapping and recording of land tenure agreements in early 2012.

3.0 PLANNED ACTIVITIES THROUGH AUGUST 2012

QUARTER 2:

3.1 DECEMBER 2011

1. Participate in LC-led activity steering committee and other meetings

LCRP's Chief of Party and Land Tenure Specialist will attend the meetings of the Land Dispute Resolution Steering Committee, chaired by the Land Commission. The Steering Committee will include all of the partners supporting the Land Commission's efforts; its purpose is to ensure that activities are complementary, timed correctly and reflect consensus among all partners. At least one such meeting will take place before the end of December. The Land Commission is also convening meetings on the recruitment of staff for the LCCs; Ms. Cooper will assist in proposing an operations structure for the LCC to be shared with other members of the LDRTF during upcoming meetings.

2. Co-Chair meetings on dispute resolution assessment methodology development; plan, identify assessment team members

Laurie Cooper was invited by Land Commission member Lworpu Kandakai to co-chair a meeting to develop the methodology for the LCRP and Land Commission's initial assessment. The purpose of the assessment is to definitively identify the available dispute resolution methodologies in practice and applicable at the Land Coordination Center in Lofa County, with further application to other LCCs as they are brought online. The assessment will also allow the Land Commission to identify potential local support for the LCCs including staff and onsite mediators. On December 5, the assembled group discussed but ultimately has yet to approve the methodology, agree on team size and lead partner, and schedule the dates for the assessment. At this time, LCRP will identify the villages and towns to be included in the pilot exercise.

3. Work with Land Tenure Specialist to plan tenure arrangement exercise

Ms. Cooper will discuss the initial activities and requirements of preparing for the land agreement (property rights inventory) and mapping exercise to take place in 2012. Dr. Antwi circulated a strategy paper for review by LCRP and the Land Commission on December 19, 2011.

4. Move into LCRP office and establish regular presence at Land Commission Office

The LCRP office, located near Spriggs-Payne Airfield in Sinkor, is expected to be available for relocation on or about December 15, 2011. We are making arrangements to have the building ready and all furniture delivered and assembled on or before this date.

In addition, the Land Commission has requested funds from LCRP to properly outfit an office space on its premises. We received a statement from the Land Commission on November 29 with the approximate price,

and expect to conclude that negotiation so that work can begin before the end of December. As soon as this space is available, Ms. Cooper and Dr. Antwi will use it for regular communication, including meetings, with members and staff of the Land Commission. (We expect to share space with LPIS staff so as to ensure regular communication among TTARD projects.) LCRP short-term technical assistance providers will also have space reserved within the Land Commission offices.

5. Conclude negotiations with NRC and other partners

LCRP STA/M Megan Huth traveled to Liberia for a meeting with Astrid Sletten, Country Director of the NRC, to discuss NRC's potential role in the project. We discussed with NRC their role in the conduct of the impact assessment at base and endline phases. Shortly after the discussion, NRC presented a modified proposal to LCRP for the impact assessment. Ms. Cooper and the TTARD home office reviewed the proposal and expect to hear from Ms. Sletten as soon as the final approval from the NRC home office is complete.

6. Participate in Outreach and Education Committee in meetings to develop messages and prepare for input from 1207 partner(s)

While the process of modification of the ARD Task order continues, LCRP will work with the Outreach and Education Committee to identify a communications advisor, who will assist the OEC with the development and refinement of its communications strategy. The strategy will include radio-friendly drama, newspapers, and brochures, among other media. LCRP will help the Land Commission to set the terms of reference, invite proposals, carefully review proposals from potential outreach/education partners, and recommend the partner whose proposal most closely aligns with the objectives of the OEC. Ms. Cooper met with the OEC on December 20 and 21 to clarify the LCRP objectives with this key partner. LCRP will also coordinate with the other 1207 partner Tetra Tech DPK on outreach activities as they begin to start-up their program.

7. Complete Project Management Plan

Isaac Gorvego, the LCRP M&E specialist, incorporated final comments from LMED on the draft PMP on December 5 for submission to USAID. The LCRP COTR, Ms. Childs, reviewed the draft PMP and provided comments to LCRP on December 15 with the final deadline of December 31. The targets will be identified though they may be adjusted based on the outcome of further meetings with the Land Commission.

8. Visit Lofa County Land Coordination Center with members of LDRTF

On November 28, the Chairman of the Land Commission charged its members with the responsibility of visiting their assigned counties to remind local land conflict resolution stakeholders about the upcoming tribal certificate inventory, and to further sensitize them regarding the activation of the Land Coordination Center. To ensure that this message is carried fully to local landholders, the Land Commission intended to host a gathering of paramount chiefs and town chiefs at each county seat and in the process solicit continued information from chiefs regarding the existing conflict and potential dispute resolution practitioners who may be more effective if affiliated with the Land Coordination Centers. Lworpu Kandakai is the Land Commissioner responsible for Lofa County and Margibi County. Following her discussions with the COP, they agreed that LCRP and one to two members of the LDRTF would travel to Lofa and Margibi Counties to host meetings of the chiefs in one-day sessions on December 16 and December 20 respectively. On December 5, however, Commissioner Kandakai notified Ms. Cooper that the Chairman had suspended these

meetings until each commissioner was more fully prepared to deliver the two messages. It is hoped that these meetings will be rescheduled before the end of January 2012.

A small group of LDRTF members made a spontaneous visit to Zorzor from December 6-8 at the request of UN Habitat; Dr. Antwi traveled to Lofa County with the group and participated in meetings with paramount chiefs and others in the area to better understand the customary perspective on land dispute resolution. The final report on the visit is expected to be complete before the end of the year.

QUARTER 3:

3.2 JANUARY 2012

1. Participate in ongoing LDRTF regular meetings, methodology/work plan discussions, ADR discussions, and steering committee meetings, as well as partner/donor meetings

The holiday season ends in Liberia shortly after the first week of January. However, the preparations for the inauguration of the President, combined with continued uncertainty regarding the cabinet and senior staff appointments, are likely to push serious work back to the third or fourth week of January. The LCRP office will reopen on Tuesday, January 3, 2012 and continue preparations for the assessment, mapping exercise, and related administrative duties.

2. Prepare research plan for Impact Assessment

LCRP will work with the Norwegian Refugee Council on the research plan for the project's baseline and endline Impact Assessment, which will be incorporated into the Land Commission's own plan for assessment. LCRP will present a work plan for the baseline assessment to the LC and LDRTF for approval and as well as a community outreach plan that will need to precede the assessment.

3. Begin survey of dispute resolution entities and methodologies in target towns and villages (based on existing information available to researchers)

The assessment will likely be scheduled to take place on or about January 23, and continue for approximately four weeks, including the preparation of the final report. The recruited assessment team will include a member of the LDRTF and a staff member of the Land Commission; the team will spend one to three days reviewing existing documentation and drawing upon that information to prepare the first portion of the assessment report.

4. Develop methodology for recording existing tenure arrangements in target villages and towns

Dr. Antwi will take the lead, jointly with a designated staff member of the Land Commission, in the creation of a methodology to record existing tenure arrangements (customary or formal) in the targeted villages and towns, in preparation for the mapping exercise. He will clarify the equipment, technology, personnel and training needs with the LCRP COP and home office GIS/Mapping Specialist. LCRP will issue requests for quotations for equipment and services, and recruit local technical specialists who can participate in the research, data collection and entry, and mapping tasks.

As with the advice and information on the activation of the LCCs, Dr. Antwi will work with the Outreach and Education Committee to plan community mapping and dialogue sessions in Lofa County ahead of the onsite arrival of the mapping teams. Finally, LCRP will draft a MOU clarifying the records sharing relationship with CNDRA/MLME.

Through continued dialogue with the Land Commission, LCRP will conclude the drafting of an agreement defining the nature and extent of LCRP support for the Land Coordination Centers in Lofa and Nimba County. This MOU will include a general agreement on the furnishing of training staff, curriculum, materials and workshops for LCC staff. LCRP will continue to work with the Steering Committee to ensure that each one of the Land Coordination Centers which are established during the LCRP period benefits, at a minimum, from the operational and training support LCRP provides in Lofa and Nimba.

5. Visit Lofa LCC

LCRP staff (COP, Land Tenure Specialist, and IT/Logistics Supervisor) will travel to the Lofa County LCC at least once during the month of January to gather information regarding equipment needs, and as appropriate, to prepare for the training of the first LCC staff cohort.

6. Prepare to issue requests for proposal for potential new 1207 partner(s)

As appropriate, TTARD will develop, jointly with the LCRP COP and M&E Specialist, terms of reference for the issuance of a request for proposals to assist the Land Commission Education and Outreach section. The Land Commission staff members will contribute to the scope of work to be included in the request for proposal, including training, message development and overall communication strategy.

In addition, the LCRP will coordinate with its 1207 police training partner, Tetra Tech DPK, on program development, interactions with Land Commission's committees, MoJ, and the Judiciary, and strategy for work in Lofa County. A mid-to-late January meeting of all the partners will be scheduled during the first week of January.

3.3 FEBRUARY 2012

1. Continue meetings of steering committee, donor group, and other subcommittees as requested by the LC including ADR, outreach/education

The LCRP COP and/or Land Tenure Specialist will attend and, as appropriate, convene meetings at the Land Commission to ensure that communications are ongoing and that all stakeholders are properly informed about new initiatives, field experiences, issues and problem-solving methods taken.

2. Assist LDRTF in planning for replication at LCC level

Based on a request from the Land Commission, Ms. Cooper will travel to the Zorzor LCC for the inaugural monthly local LDRT meeting.

3. Tenure arrangement recording methodology, planning and MOU

Dr. Antwi will conclude the development of the methodology for recording tenure arrangements, oversee the training of recruited staff, and schedule a kickoff workshop for the Land Commission to start the exercise in the first two weeks of February. The GIS mapping component, including recruitment and training on existing equipment will begin at the same time, with Dr. Antwi/LCRP including a Land-Commission designated mentee to ensure that the institutional memory of the exercise is maintained.

Dr. Antwi and the tenure records team will remain in the field during March, as part of the mapping and customary agreement assessment. The data collection will focus on the LCRP/LC-identified villages and towns, and as appropriate, will expand to surrounding clan-level administrative areas in Lofa County. As

mapping data is collected, the project staff will arrange to relay the information back to Monrovia for the production of physical maps, which can then be reviewed by the onsite team. It is expected that this process will continue for approximately five weeks.

4. Dispute Resolution Methodology Assessment Report

Ms. Cooper will assist the assessment team to conclude its report on dispute resolution methodologies and available resources by the end of February 2012. The report will be circulated to the Land Commission and the Task Force, and shared with the Steering Committee and Donor Group for comments.

5. Conclude plan for 1207 outreach partner funds

As appropriate, Ms. Cooper and the LCRP M&E Specialist will participate in the review of proposals received for the Land Commission outreach and communications program, and will determine the level of project office support required to manage the project implementation.

6. Conclude planning for baseline impact assessment

Based on the results of the dispute resolution methodology assessment, Ms. Cooper and the impact assessment partner will finish the logistics planning for the impact assessment. With input from the LDRTF, they will begin recruitment and training of data collection personnel for the assessment, and for the development of a system to enter and report the data, including the design of the appropriate instrument. At least one research team member will come from the Land Commission office in Monrovia; the rest will be based in Zorzor. It is anticipated that the Land Coordination Center office will be used as an operations base for the assessment.

7. Ongoing monitoring of police training program

LCRP began discussions with Tetra Tech DPK in early December to set out parameters for cooperation, particularly with logistics assistance. We will continue to work with our 1207 partner including sharing of Land Commission/LCRP office space, to ensure that the police training methodology, schedule, and follow-up are conducted in accordance with Land Commission priorities as well as line ministry requirements.

3.4 MARCH 2012

1. 1207 Media Outreach Program Partner

Following the award of the outreach project contract, LCRP will recruit a program supervisor to provide technical support and administrative oversight of the partner's project budget. In addition, LCRP will identify a counterpart at the Land Commission who will be informed about the implementation of this project. LCRP will ensure that the Land Commission's media outreach includes regularly scheduled briefings and program updates in Monrovia and in Lofa County (and, eventually, Nimba County).

2. Deploy data collectors for baseline impact assessment

Following the training on the data collection instrument, LCRP and its partner will deploy researchers in the selected villages and towns to gather the baseline data. The exercise will take place during a six-week period

to ensure complete collection of data in each of the villages and towns. The researchers will be supported with logistics and office space to facilitate rapid data entry and plan for second visits as necessary.

3. Preliminary field visit to Nimba County

As the Land Coordination Center in Lofa County is brought up to operating standard, Ms. Cooper, the 1207 partners, and the Land Commissioner/Land Commission staff responsible for Nimba County will travel to Ganta, Saclepea and Sanniquellie, as part of the identification of the main district and surrounding villages and towns which will be part of the LCRP pilot and dispute resolution entity establishment. This field visit will be informed by short-term technical specialists, who will review the progress of the functioning of the Lofa County LCC and assist with the planning for the Nimba County operation.

QUARTER 4:

3.5 APRIL 2012

1. Dispute resolution program manual

Building on the recommendations from the dispute resolution methodology assessment, Ms. Cooper will assist the LDRTF members in the outline of a training and certification program manual. The LDRTF will jointly identify trainers and clan-based training participants for year 1. In addition, the LDRTF will agree on the number of training sessions and develop a schedule. Ms. Cooper and the LDRTF will then develop a plan to engage local and regional mentors for the training participants after the training is complete.

2. Program manual for recording/mapping existing land tenure arrangements

Dr. Antwi and the land tenure arrangement team will outline an operations manual based on the results of the team's assessment. The team will identify appropriate personnel to commit to conducting investigations of land claims, updating maps, and reporting agreements as and when they are reached. The local LCC will be the site for copies of land tenure arrangement records. Work will continue on the draft MOU regarding record sharing and storage.

3. Ongoing discussions with MoJ, Judiciary and Internal Affairs

Ms. Cooper and the Land Commission's joint ADR committee will develop an agreement to report regularly to the line ministries and the Judiciary on the training, mentoring, certification and referral of ADR practitioners in Lofa. This agreement will serve as a model for other counties.

4. Ongoing message development

The communications and outreach program supervisor will continue to work with the Outreach and Education Committee, assisting the staff to add new or modified messages, planning for their dissemination, and evaluating the performance of the 1207 program partners. Messages might include a synopsis of LC and LCC activities for the month, success stories, and ensuring that the Land Commission's media archives are up to date.

5. Workshop by/with LC on GIS mapping and understanding tenure arrangements

Dr. Antwi will schedule a workshop for the Land Commission and relevant secretariat staff, as well as line ministry staff, to review and modify the operations manual. The workshop will provide updates on record sharing agreements with line ministries, and will review the publication of the first LCRP agreement/conflict maps.

3.6 MAY 2012

1. Preliminary results from data collection for baseline impact assessment

The Land Commission, joint Steering Committee, and the LDRTF will review preliminary results of the impact assessment, which will focus on understanding the baseline data. This review may take place at a regularly scheduled LDRTF meeting, with a similar presentation at the LCC in Zorzor. Initial preparations and scheduling the next data collection exercise will be discussed following the review.

2. Pilot mapping/land tenure arrangement information gathering exercise

After revising the operations manual and incorporating relevant information gathered in the April workshop, Dr. Antwi will lead a pilot exercise in the targeted villages and towns in Lofa County, to be based out of the LCC. The pilot will include consultations with town chiefs, clan chiefs and disputants over a two-week period. The tenure arrangement team will present findings on the results of the pilot approximately two weeks following the conclusion of the exercise, with recommendations for full-scale implementation and replication of the exercise in Nimba County, with implications for the remaining three counties designated for Land Commission involvement.

3. Pilot ADR operations training with Land Commissioners and staff

Ms. Cooper will coordinate a pilot of the ADR operations training program with members and staff of the Land Commission, LDRTF and selected LCC members. The pilot training will take place in Zorzor, to facilitate ongoing discussions with clan chiefs and other potential members of the formal training cohort. The mentors identified as part of the training program may be invited to participate in the pilot and offer their comments in preparation for the final pre-rollout program adjustments.

4. Observe police training sessions

LCRP staff will cooperate with the 1207 police training program partner, observing scheduled training sessions, and ensuring ongoing coordination with the LDRTF, Education and Outreach and the LCC.

5. Creating land-dispute based/generally applicable regulations or legislation

Ms. Cooper will continue to work with the ADR/line ministry committee responsible for the Land Commission's agreements for the practice and certification of ADR for land disputes, determining whether this practice can and should be supported by new legislation or regulations for existing legislation. The Law Reform Commission should also form part of this discussion group. As appropriate, LCRP may plan a two-day workshop for July, reviewing progress made since December/January and confirming next steps.

3.7 JUNE 2012

1. Refine operations manual for ADR training and tenure arrangement mapping programs

The LDRTF will use the experience of the pilot dispute resolution exercise to refine the operations manual, and prepare for the official rollout of the training program. At the same time, Dr. Antwi will work on the completion of the operations manual for the tenure arrangement recording and mapping program. Dr. Antwi may be supported in this effort by short-term technical experts.

2. Mid-Year retreat

In coordination with the Land Commission, the Steering Committee, and the secretariat, LCRP will host (or significantly contribute to) a midyear retreat for the LC to review progress made in 2011-2012, and to begin the process of setting objectives and evaluation criteria for the remainder of the year. Stakeholders such as traditional leaders and the main line ministry representatives (MoJ, Internal Affairs, Lands Mines and Energy, CNDRA) will be invited to participate for part of the retreat. To facilitate local participation and to ensure active engagement in Nimba as well as Lofa County, LCRP will recommend that the meeting take place in Saniquellie. This exercise will inform LCRP's own interim monitoring and evaluation.

QUARTER 5:

3.8 JULY – AUGUST 2012

1. LCC dispute resolution and general operations training in Lofa County

The first session of the refined dispute resolution program operation will take place in Zorzor; participants will be drawn from those who were involved in consultations in the meetings and assessments between January and May. Approximately 100 practitioners will be trained in two-week sessions of approximately 25 persons each. A portion of the training session will include the functional responsibilities of LCC staff. At the conclusion of the sessions, participants will be paired with mentors to “shadow” them for a minimum of two months before attempting to apply the techniques on their own.

4.0 DETAILED TIMELINE OF ACTIVITIES

Year I 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); meetings with USAID CO and COTR	█	█	█	█								
Recruit onsite staff; establish office space	█	█	█	█								
Meetings with Land Commission and partners to agree on LCC structure/operations	█	█	█	█								
Field Visit(s)				█								
Agreements with NRC and other partners for impact and baseline assessments	█	█	█	█								
Complete Project Management Plan, Work Plan and Activity Reports	█	█	█	█								
Agreement and workshops with LC EOC on media and public information strategy				█	█							
Review NRC research plan for impact assessment					█							
Survey of Dispute Resolution Entities and Methodologies						█						
Develop methodology for recording/mapping existing tenure arrangements					█							
Visit Lofa LCC						█						
Develop RFPs for media/outreach partners						█	█					

Year I Work Plan Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
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												

Complete	Planned or Ongoing
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