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LAND CONFLICT RESOLUTION PROJECT (LCRP)

YEAR 3 (AUGUST 31, 2013 –AUGUST 30, 2014) WORK PLAN

AUGUST 2013

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DISCLAIMER

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ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
CDR	Collaborative Dispute Resolution
COP	Chief of Party
COR	Contracting Officer’s Representative
E3	USAID Bureau of Economic Growth, Education and Environment
GIS	Geographic Information System
GoL	Government of Liberia
ICT	Information and Communications Technology
INL	Department of State Bureau of International Narcotics and Law Enforcement Affairs
IT	Information Technology
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
LNBA	Liberian National Bar Association
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MLDL	Mitigating Land Disputes in Liberia Project (Tetra Tech DPK)
MoJ	Ministry of Justice
NRC	Norwegian Refugee Council
PIA	Project Impact Assessment
PCS	Public Communications Specialist
PLACE	Prosperity, Livelihood, and Conserving Ecosystems Indefinite Quantity Contract
UN HABITAT	United Nations Human Settlements Programme

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I.0 INTRODUCTION

The Liberia Land Conflict Resolution Project (LCRP) is implemented by the United States Agency for International Development (USAID). This Task Order was awarded to Tetra Tech ARD on August 30, 2011 under the Prosperity, Livelihood, and Conserving Ecosystems (PLACE) Indefinite Quantity Contract, and managed by the Land Tenure Division in the USAID Bureau of Economic Growth, Education and Environment (E3).

The LCRP team is headed by Tetra Tech ARD. The institutional partner is the Land Commission (LC). Tetra Tech ARD is responsible for the overall implementation of LCRP with the assistance of local and international subcontractors, including the Norwegian Refugee Council (NRC).

The objectives of the LCRP are to:

- Pilot dispute resolution methodologies in Bong, Lofa, Margibi, Maryland, and Nimba Counties' towns and villages;
- Establish property rights inventories in multiple towns and villages within the five counties;
- Develop clan-level Land Dispute Resolution (LDR) entities;
- Promote the legal recognition of LDR and its practitioners, and of land dispute agreements;
- 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;
- Develop and implement a Project Impact Assessment (PIA) 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; and
- Cooperate with other 1207 partners in activity implementation.

I.1 PRINCIPLES AND PRACTICES OF PROJECT IMPLEMENTATION

The basic principles and practices of project implementation center on:

- 1) Ensuring counterpart participation to encourage a sense of ownership in project activities and outcomes;
- 2) Building on the collaborative relationships of donor initiatives in the land sector; and
- 3) Incorporating gender concerns wherever appropriate.

I.2 CHALLENGES OF PROJECT IMPLEMENTATION

A number of challenges to project implementation were identified in the first and second annual work plans. Two primary ongoing challenges are:

- 1) Reaching agreement with the Land Commission on conducting property rights mapping/inventories; and
- 2) Coordinating activities with international partners and the Land Commission at the necessary pace to produce timely project deliverables.

I.3 WORK PLAN DEVELOPMENT

This work plan, covering Year 3 of LCRP, was developed between April and June 2013 by the Chief of Party, the Land Tenure Expert, Monitoring & Evaluation (M&E) Specialist, the Public Communications Specialist (PCS), Alternative Dispute Resolution (ADR) Specialist, the Information Technology (IT)/Acting Geographic Information System (GIS) Specialist, as well as the Project Manager and the Senior Technical Advisor/Manager, with input from the USAID Contracting Officer's Representative (COR).

2.0 LCRP WORK PLAN OBJECTIVES AND ACTIVITIES

2.1 ACTIVITY 1: PILOT DISPUTE RESOLUTION ACTIVITIES IN BONG, LOFA, MARGIBI, MARYLAND, AND NIMBA, COUNTIES

2.1.1 Background

The Land Commission’s mandate includes the facilitation of collaborative land dispute resolution processes. To support that facilitation, the Land Commission created five Land Coordination Centers (LCCs) whose staff would work with local community and administrative leaders on land dispute settlement, education, and regular meetings, among other topics. Several activities under LCRP will contribute to the achievement of this objective in Year 3. In December 2011, the Land Commission announced its intent to construct and operate LCCs in a total of five counties. This intention was fulfilled by July 2013.

2.1.2 Purpose

LCRP is supporting LCC staff from the five centers with training, basic building materials, communications tools, and a reporting framework in order to strengthen their capacity to coordinate and deliver dispute resolution services.

2.1.3 Year 2 Achievements

LCRP has trained more than 250 LC members, LCC staff, and dispute resolution practitioners in Bong, Lofa, Margibi, and Maryland Counties. The four-day course was coordinated by LCRP, with substantial input from the Land Commission and Dr. Chris Moore of CDR Associates. LCRP designed a data collection form for case intake and management to monitor the application, benefits, and impacts of dispute resolution techniques. LCRP is finalizing the development of a case management database to make this information readily available to the Land Commission.

2.1.4 Challenges

As outlined below, LCRP faced challenges in the timely implementation of activities due to delays in the establishment and staffing of the LCCs and the subsequent frequent negotiation necessary to gain buy-in from the Land Commission.

- Technical support to LCCs was delayed in all counties throughout Year 1 and most of Year 2 of LCRP.
- LCC buildings were yet to be completed, so no cases were registered through most of Year 2.
- Staff for all five LCCs were not on contract until July 2013, which has necessitated “back-and-fill” technical assistance.

- LCRP’s level of LCC support—whether training, technical, or material—requires weekly negotiation with multiple actors at the Land Commission.

2.1.5 Activities

1.1. Complete a study to pilot dispute resolution methodologies

LCRP will consolidate the findings of its two studies on dispute resolution methodologies, one of which was prepared by Laurie Cooper and Saah N’Tow, the second of which was prepared by Michael Diggs. The studies, which were desk-based and supplemented by field visits, will be completed by August 2013. LCRP will share the completed documents with the Land Commission as part of the record of the pilot program.

1.2. Develop detailed designs for land dispute resolution methods

LCRP will add modules on legal issues and case management to its existing dispute resolution curriculum.

1.3. Review and add to existing operations manual

The training modules will be provided to the Land Commission to include in the Commission’s land dispute resolution operations manual.

1.4. Implement methodology for resolution of disputes at community level

The program will train and mentor approximately 400 practitioners in Year 3. LCRP will work with LCC staff and the Land Dispute Resolution Task Force (LDRTF) to select participants. Training and mentoring in LDR practice will take place between August of Year 2 and April of Year 3. As part of its cooperation with the LC, LCRP will include the LCC staff as participants, who will receive transportation, accommodation, and meals during their participation in the workshops. Where possible, LCRP will use LCC facilities during each training session.

Summary of Deliverables

- Study to pilot dispute resolution methodologies (August 2013).
- Detailed designs for land dispute resolution methodologies (August 2013).
- Operational manual for testing and applying the dispute resolution methodologies (September 2013).

2.2 ACTIVITY 2: ESTABLISH PROPERTY RIGHTS INVENTORIES IN FIVE COUNTIES

2.2.1 Background

During the first two years of the project, Dr. Adarkwah Antwi, LCRP’s 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. Progress on this initiative was stalled for a year due to the Land Commission’s desire to predicate any inventorying exercise on a clear land rights policy. Consequently, LCRP shifted its focus to supporting the Land Commission in the development of this policy as a way of laying the groundwork for an eventual property rights inventory exercise.

2.2.2 Purpose

The purpose of this set of activities is to clarify and strengthen property rights in five counties through a participatory mapping process.

2.2.3 Year 2 Achievements

In early October (Year 2), Mark Freudenberger traveled to Liberia to facilitate meetings among LCRP's key stakeholders and reorient the LCRP approach in light of the Land Commission's resistance to a property rights inventory. LCRP contributed substantively to the draft of a land rights policy between July and October 2012. The feedback from the consultations was incorporated into a final draft, which was reviewed and accepted by the President in May 2013. The Land Commission is now prepared to undertake a thoughtful consideration of effective means to pilot and gather data from inventory exercises. While the discussion of the land rights policy continued, Tetra Tech technical experts prepared a bibliography and a position paper outlining options for land rights inventory in customary areas, based on its experience in Liberia and other countries in comparable stages of land reform.

Dr. Antwi persuaded the Land Commission to pilot land rights inventories in recognition of customary rights. The Land Commission signified its agreement by appointing LCRP as co-chair of a task force on customary rights. It is anticipated that LCRP's significant role on the task force will facilitate progress on the pilot inventories covering at least 21 towns and villages.

2.2.4 Challenges

This set of activities is entirely contingent upon Land Commission concurrence and cooperation. Negotiations are ongoing; there is the possibility that the Land Commission may continue to stall or block progress on the inventory. The property rights inventory activity may be overshadowed by the Commission's preoccupation with its fate following the expiration of its mandate in November 2014.

2.2.5 Activities

2.1. Gather land rights data for the LC to support conflict mapping

LCRP will co-lead discussions with the Land Commission's Technical Committee on methods for capturing community boundaries and claims. Assuming approval of the methodology, LCRP will design and implement the pilot land rights inventory as envisioned in the project's Technical Approach, noting the changes made in response to concerns raised by the Land Commission.

2.2. Develop detailed methodology for the establishment of an inventory of property rights

LCRP will seek to ensure that a total of 21 areas with adjacent community boundaries, which may cover more than one district in the target county, are properly mapped. Among other points, the inventory will highlight overlapping claims and point to current and potential land-related conflicts.

2.3. Develop operational manual for testing property rights inventories

LCRP will update its existing "Land Rights Inventory Methodology Report" (completed, but not packaged as a deliverable) developed in 2012 to refine the manual in line with ongoing discussions regarding inventory options.

2.4. Conduct a study to investigate and analyze options for establishing legal entities within communities that will be authorized to make land-related transactions, as per the draft land policy

As part of the workshop preparations, Dr. Antwi will work with the LCRP ADR Advisor to outline the study, recruit a team to conduct the research, and supervise the preparation of the draft and final documents.

2.5. Conduct a study to investigate potential benefits and challenges associated with community self-identification for the purpose of making authorized land transactions

As part of the workshop preparations, Dr. Antwi will work with the LCRP ADR Advisor to outline the study, recruit a team to conduct the research and supervise the preparation of the draft and final documents.

2.6. Facilitate a LC and Ministry of Internal Affairs (MIA) meeting to come to consensus on definitions of community and to discuss inventory options

LCRP will organize an international workshop for the Land Commission on lessons learned from previous land rights recognition and community mapping in Liberia. The workshop agenda will provide a comprehensive review of different cases of community land rights recognition in Liberia. International specialists on rights inventories and community mapping will present best practices and lessons learned.

2.7. Prepare a synthesis of findings of the workshop and circulate to the participants

A draft report will be shared first with the Land Commission/MIA and, pending inclusion of comments from both institutions, a final report will be circulated among the participants.

2.8. Debrief with the Land Commission to agree on a way forward

LCRP will conclude discussions on methodology and develop a logistical plan for the identification of a target county in which LCRP can implement its pilot mapping exercise no later than December 2013. In cooperation with the Land Commission, the LCRP team will determine a territory that includes a minimum of 21 adjacent known distinct areas (according to the MIA's definition of village or town).

2.9. Produce community maps that include at least 21 towns, in cooperation with at least 28 LCC staff

LCC staff will further take part in the community-based implementation of the inventory exercise, from the community entry point through the reporting stages, as part of LCRP's continued contribution to LCC professional development. In cooperation with the LC, the LCRP IT/Acting GIS Specialist will determine whether the existing LCRP LCC case management database can and should be expanded to integrate data from the inventory exercise for the purpose of conflict mapping.

2.10. Distribute maps to the LC and selected communities that include at least 21 towns

LCRP will deploy and initiate inventory exercises in the target county, collecting data and performing periodic reports necessary to generate a preliminary area map that identifies community land claims. With the LCCs, LCRP will conduct regular focus group discussions in the mapped communities to confirm interest and ensure compliance with exercise. In Monrovia, LCRP will organize a post-exercise workshop to showcase the experience and outcome of the inventory exercises undertaken by LCRP and partner organizations. LCRP will then provide final recommendations, including sample maps, to the Land Commission, for onward distribution to the selected communities.

2.11. Train at least 20 community members in mapping

As noted above, LCRP will train local community members as peer educators and as implementers for the mapping exercise in the target county. As part of the inventory process, LCRP will, in cooperation with the LC, recruit and train researchers and data entry personnel, sourcing them as much as possible from the target or neighboring communities. LCRP/Tetra Tech will acquire necessary imageries and confirm deployment plans.

2.3 ACTIVITY 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

2.3.1 Background

At present, the Land Commission maintains files with information on tribal certificates, related land documentation, and an archive of reports, some of which are accessible via its website. The Land Commission does not currently possess a comprehensive or searchable system that researchers can easily access or use. The LCC case intake and management database developed by LCRP may prove to be a useful model for such a system.

2.3.2 Purpose

This set of activities is expected to enable the Land Commission to accurately analyze land-related conflict.

2.3.3 Year 2 Achievements

LCRP completed two rounds of ICT training for the LCC staff during Year 2, as part of the commitment the project made to the LC and United Nations Human Settlements Programme (UN HABITAT). Each training session runs for approximately 10 business days and covers basic hardware maintenance, sharing files over a network, creating files in the Microsoft Office Suite, and web research. LCRP provides certificates of completion and copies of each curriculum to the Land Commission.

In conjunction with the piloting of dispute resolution methodologies, LCRP worked with LCC staff in early February 2013 to create case intake and case management forms. These forms are the foundation for a database, a prototype of which was used in a training session for the Land Commission in May 2013. The final database for the LCC case management will be complete by the end of September 2013.

2.3.4 Challenges

- Accurate data collection and entry for conflict mapping in the LCRP-designed database relies on full compliance by the Land Commission and LCC staff in terms of data collection and reporting.
- Effective monitoring of data collection may require additional time, training, and transportation resources to be provided by LCRP staff or by local contractors.

2.3.5 Activities

2.1.1. ICT training of LCC staff

LCRP expects to continue refresher training through Year 3. When appropriate, geospatial data collection tools will be integrated into the ICT training program.

2.1.2. Develop, test, finalize, and launch land conflict database

LCRP is training multiple LCC staff in the management of land dispute cases, including intake, meeting facilitation, reporting, and data entry. The reporting and data entry aspects of the training are essential to the successful measurement of the implementation of LDR methodologies and the rates at which land disputes are resolved. The LCRP Database Specialist will visit LCCs to complete the database and monitor data entry. To capture this information, LCRP developed a prototype database that will host not only dispute resolution data, but other information the Land Commission must collect systematically. The database will be hosted in

a cloud-based server, so that an Internet connection is all that is needed to upload information and generate reports. In exchange for the provision of the database, LCRP will have access to all of the raw data generated by the LCC staff, and will also be able to assure data quality at the standard necessary for USAID-funded projects.

The current web database will be aligned with the finalized database and inputs will be sought from LCC staff before the launch in September 2013. The LCC staff—specifically the database officer, and a designated alternate—and the case intake clerks will be trained in the use of the database. The database will be routinely monitored and maintained through Year 3 of LCRP. The LCC’s networks will enable sharing of printers and other IT equipment. LCRP staff will ensure data quality through training of LCC staff and regular visits.

2.1.3 Increase the area mapped for land conflict mitigation to include one additional district per county

The timing and approach to activities under this objective (addressed above) will depend upon an assessment of the readiness of the Land Commission and its stakeholders to confirm the areas targeted for the land rights inventory, following the consultations and workshop in the first quarter of Year 3.

Summary of Deliverables

- Detailed methodology for establishment of an inventory of property rights (October 2013).
- Operational manual for establishing property rights inventories (December 2013).
- Community land maps covering at least 21 towns¹ (June 2014).
- Increased documentation in Land Commission dataset (September 2013).

2.4 ACTIVITY 3: DEVELOP CLAN-LEVEL LDR ENTITIES²

The establishment of the LCCs in Bong, Lofa, Margibi, Maryland, and Nimba Counties in 2013 paved the way for LCRP to assist in the guidance and professional development of LCC staff, as well as local practitioners. The LCCs in particular are essential to LCRP’s successful contribution to the piloting and institutionalization of dispute resolution methodologies, and to the Land Commission’s support of Collaborative Dispute Resolution (CDR) beyond its Monrovia base.

The LCRP Task Order refers to the training *and certification* of dispute resolution practitioners as part of its deliverables schedule. LCRP is working with the Land Commission to provide the type of facilitation and leadership necessary to bring the relevant Government of Liberia (GoL) actors (the Ministry of Justice [MoJ], Judiciary, and Liberian National Bar Association [LNBA]) together to achieve consensus on the benefits of

¹ The quoted provision and related footnote indicate that the primary focus of the Task Order is on “community land claims;” while in an optimum situation, the project may have the opportunity to document individual land claims within a community, such activities could only take place “depending on demand.” As noted in the following paragraph in the Task Order, LCRP must coordinate its efforts with a variety of national and local GoL entities as well as customary authorities. While the contractor’s technical proposal optimistically expressed a desire to engage in documenting and mapping individual land claims within communities (T.O. p. 46), the Task Order does not categorically require such detailed mapping activities. The intent of the Task Order is to create community land maps as an activity deliverable; it does not require that those maps include detailed property rights inventories. Documentation of community land claims will promote the local land rights clarity and land security the Task Order seeks. Note also that the Task Order does not preclude the creation of maps that include individual land claims should GoL partners and local communities request them.

² The COR Daniel Terrell clarified clarification on the meaning of “clan level LDR entities” on April 29, 2013 “to mean entities that operate at the local level and are not primarily associated with a major GOL ministry located in Monrovia. For example, chiefs, women leaders, clan elders, Quarter Landlords and prominent youth leaders as well as members of local Land Dispute Resolution Task Forces or Community Security Committees would fall into this category. The term also includes Land Coordination Center staff and other local GOL officials who may be involved in dispute resolution activities directly or through facilitation...the only exception to the ‘local’ focus is for the Land Commissioners and the Land Commission staff, whose numbers are small and who are integral to extending collaborative land dispute resolution into rural areas.”

practitioners achieving a professional certification status. The practice of dispute resolution in the Liberian rule of law context, across the spectrum between litigation and non-assisted processes, is not constantly regulated, but it is subject to gatekeeping/barriers to market entry by members of the established judicial infrastructure. GoL buy-in and acceptance of its authority to certify practitioners, therefore, while not guaranteed, represents an essential contribution to the long-term sustainability of the program. Given its status outside the GoL structure, USAID (through LCRP) is best-placed to recommend individuals for certification, rather than confer a status that might be discredited as irrelevant, having been imposed from outside, or result in stigmatization rather than enhancement of the professional capacity of practitioners.

To strengthen the LCCs, LCRP provides training, institutional support, and infrastructure support. For Year 3, LCRP will work with NRC on two activities that will contribute to the consolidation of the LCCs in their communities: 1) in cooperation with the LC, design, train, and implement a baseline assessment for each LCC; and 2) to provide mentoring and coaching services to local dispute resolution practitioner. The mentors will meet regularly with the practitioners in each of the five counties, working in cooperation with the LCCs, to observe the application of dispute resolution processes by LCRP-trained resolvers.

2.4.1 Background

NRC's mediation program in Liberia is well recognized for establishing a cadre of capable mediators. One key to their success is the ongoing coaching and mentoring they offer to their mediators. This type of sustained, focused support has been shown to help increase the confidence and capacity of dispute resolution practitioners. LCRP will benefit from NRC's well-established and tested LDR program through a targeted mentoring and coaching program.

2.4.2 Purpose

This set of activities aims to strengthen LCCs and individual practitioners in their delivery of dispute resolution services.

2.4.3 Year 2 Achievements

Year 2 of LCRP featured the training 273 LDR practitioners in local communities and at the clan level. Workshops were conducted consecutively and concurrently, depending on the availability of experienced facilitators. To ensure the training of the remaining individuals in the LCRP target, LCRP contracted with Dr. Chris Moore to provide facilitation training for the LCC coordinators in May 2013. The ADR Advisor has begun work on an advanced-level module that informs practitioners of the legal issues surround land and property acquisition and transfer. LCRP has incorporated lessons learned since late 2012 into the updated training manual.

Since early 2013, LCRP has provided building materials, directional signs, and light construction support to the LCCs. In addition, LCRP provides cell phones and talk time to facilitate communication among the LCCs, LC, and local dispute resolvers; logs of phone calls will be kept by each LCC staff member. LCRP has lent motorbikes to the LCCs to facilitate transportation between LCCs and the local dispute resolvers. All staff participated in training for safe motorbike operation; in addition, LCRP reviews the monthly logs of vehicle use, incident reports, and maintenance requests.

Working with the Land Commission and NRC, LCRP designed a scope of work, including a draft analysis instrument, to facilitate the implementation of baseline studies in each of the five LCCs. LCRP issued a Request for Proposals, to which NRC has responded. Subcontract negotiations are ongoing.

2.4.4 Challenges

- The Land Commission has made it clear that that LCC baseline assessments must be completed before dispute resolution training resumes. LCRP is currently in negotiations with NRC to complete the assessments.
- Continued cooperation by the LC is essential but not guaranteed.

2.4.5 Activities

3.1. Conduct study providing recommendations and justifications for local dispute resolution entities

Based on consultations in the field, the ADR Advisor will draft a report including recommendations for LDR entities to ensure they are utilizing best practices.

3.2. Establish training and certification program for land dispute entities

The current workshop covers 32 hours and may be expanded to 48, with the legal issues module either as a standalone or 16-hour add-on to the existing LDR workshop. LCRP continues to work with the Land Commission in each of the five target counties to refine the methods used to identify and train local practitioners. LCRP will enter contracts with NRC and other organizations with experienced facilitators to carry out the workshops simultaneously in multiple locations.

3.3. Train 625 individuals from the clan-level dispute resolution entities

LCRP will, in cooperation with the LDRTF, conclude the drafting of LDR training manuals and organize training sessions for a minimum of 352 participants through the end of April 2014, to reach the target of 625.

3.4. Provide mentoring and coaching to a subset of the dispute resolution practitioners & LCC staff

Experienced mediators will serve as mentors and coaches at LCCs in Bong, Lofa, Margibi, Maryland, and Nimba Counties, observing mediated sessions and sharing observations and discussing the strengths and challenges faced by the mediator in terms of mediating cases and in terms of managing the related tasks (e.g., drafting effective agreements). The mentors will recommend actions for strengthening skills, which could include such strategies as pairing experienced/strong mediators with nascent mediators, suggested readings, and structured de-briefing sessions among mediators.

3.5. Train individuals from at least 10 different entities in dispute resolution

LCRP will train members of the LCC's Mediation and Arbitration Committees.

3.6. Train at least 25 LCC staff in dispute resolution

Specific LCC partners include to-be-formed Mediation and Arbitration Committees; these partners will take part in the updated training program. LCRP will continue to cooperate with 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.

LCRP will coordinate dispute resolution workshops in each county. Once the minimum target of trained individuals is achieved, and as resources permit, LCRP may extend the training program to include practitioners in Montserrado County. If these conditions are not met, LCRP will provide sufficient training to LC and LCC staff in the target counties so that they can conduct workshops for the eventual Montserrado LCC.

3.7. Conduct an analysis of options for mediator professionalization/certification

The LCRP ADR Advisor will, based upon standards of practice for attorneys and judicial officers, support the Land Commission's ADR Technical Committee with a study regarding the options for CDR certification, specifically on the processes by which trained dispute resolution practitioners gain experience that qualifies them for professional-level service, based on local demand and international best practice. The study will also provide information about the formation of associations, codes of conduct, and sanctions for noncompliant association members.

3.8. Organize 17 community-based meetings

LCRP will support each of the five LCCs to convene a minimum of three meetings at the LCCs. LCRP will also support at least two meetings in the capitals of the target counties. The meetings will bring together local dispute resolvers, other local organizations providing dispute resolution services, and administrative/judicial officers who deal with land-related conflict, and will provide an opportunity for the practitioners to share experiences, solutions, and early warning signs of the development or escalation of conflict.

3.9. Provide operational supplies to clan-level dispute resolution entities

LCRP, in cooperation with UN HABITAT, will continue to provide operational supplies to the LCCs and Mediation and Arbitration Committees as appropriate and as necessary to ensure that LCRP maintains access to case intake, management, and data entry systems. LCRP and the LC will continue to meet regularly to confirm operating costs, identify supply needs that LCRP can fulfill, and facilitate the delivery of these resources to the LCCs. In early 2014, LCRP and the LC will meet to review the achievements and challenges encountered in the establishment and operation of the pilot LCCs.

In January 2014, President Sirleaf is expected to announce the creation of a new, permanent land institution. It is unclear at the time of this writing whether and how the LCCs will continue to operate beyond the Land Commission's mandate, which expires in November 2014. By May 2014, LCRP will convene a final meeting with the LC and its other international partners to discuss the way forward with the LCCs, including providing assistance in strategic planning for the months between the end of LCRP and the end of the Land Commission

3.10. Facilitate at least five sessions on ADR with line ministries

The Land Commission has identified the Ministries of Justice and Internal Affairs, as well as the Judiciary, as the key GoL institutions that can promote and establish a regulatory framework guiding CDR for land matters. The LC will also engage in advocacy activities with relevant legislators/subcommittees in the House and Senate in the event that enabling legislation is developed. LCRP's support of the LC advocacy activities may include (but are not limited to) preparation of presentations, development of session agendas (overview of ADR, benefits, reports from the field, the need for regulatory and legislative oversight, and review of draft legislation and regulations), identification and support of speakers/facilitators, printing and distribution of educational materials, the scheduling of radio/newspaper coverage, and the development of an event calendar timed to coincide with the legislative sessions.

Summary of Deliverables

- Study that provides technical recommendations and justifications for local dispute resolution entities (September 2013).
- Established training and certification program for localized dispute resolution entities, including curriculum and trainers³ (December 2012).
- 625 individuals trained from the clan-level dispute resolution entities (March 2014).
- A sub-set of practitioners receive targeted follow-up mentoring and coaching using the NRC model⁴ (October 2013).
- Provision of basic operational supplies to the clan-level dispute resolution entities (ongoing through June 2014).

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

2.5.1 Background

The Land Commission mandate excludes adjudication of land disputes, but does require the Land Commission to facilitate the speedy and peaceful resolution of land disputes. Soon after its establishment in 2010, the Land Commission began to explore options for creating a dispute resolution system and collecting information on agreements. Dr. Chris Moore's report of 2011 explored the options for establishing a dispute resolution program, including the creation of LCCs.

2.5.2 Purpose

The practice of non-court-based dispute resolution is well established in Liberia. While the practice is recognized, the quality of the process and durability of agreements has been called into question. These activities will help institutionalize the practice of LDR.

2.5.3 Challenges

- Guarded support for the use of LDR in land disputes from the Ministry of Justice and the Judiciary; they are waiting for more input from the Land Commission, and the Land Commission continues to seek guidance from the MoJ and Judiciary.
- Land Commission has recently appointed a staff member with sufficient legal qualifications to carry this initiative forward, but has only one program officer to devote to the task.

³ Clarification on the meaning of "certification" was provided by the COTR on April 29, 2013: "My understanding is that the Land Commission has approved a training program for local land dispute practitioners, and that anyone who successfully completes the training program receives a certificate from LCRP that is signed by the Land Commission. My experience in Liberia has been that it is not uncommon for one or more participants to a multi-day training to drop out and not complete the training. Within the framework established by LCRP and the Land Commission, it is my interpretation that persons who attend a training activity, even partially, have been 'trained.' However, only those persons who the Land Commission are willing to sign a certificate for, can be considered 'certified' under the contract deliverable. Consequently, participants who may have attended one or more, but not all of the days of the multi-day collaborative land dispute resolution training may have been 'trained' but, if the Land Commission does not issue a certificate to those trainees, they will not be considered 'certified.'"

⁴ This mentoring activity is not a contract deliverable. It is listed here as an output of this set of activities. As noted by the COTR on April 29, 2013: "While the additional mentoring activity may be informative for project impact assessment and development of an ADR law in the future, that additional mentoring activity is not required as part of the 'trained and certified' requirement of Contract Deliverable 2.4."

2.5.4 Activities

4.1. Participate in Technical Committee on ADR meetings

LCRP serves as an advisory member of this committee, participating in discussions and sharing experiences.

4.2. Workshop on legislation and/or regulatory framework for LDR practice

The ADR Advisor will organize a stakeholders' meeting to review progress in drafting of LDR policy, regulations, and/or legislation. Reports from the field will be presented, highlighting successes. This event will conclude with a joint resolution from the Land Commission, Judiciary, MoJ, and LNBA, that clearly endorses the use of CDR processes and allows for judicial recognition of agreements reached outside the court. LCRP will support the Land Commission's inclusion of draft legislation on the CDR process in the bundle of proposed legislative changes. To ensure participation of all judicial officers, the workshop will take place during one of Liberia's court recess periods.

4.3. Hold a series of meetings to develop the regulatory framework for the practice of ADR at the national level

LCRP will contribute to the Land Commission's convening of meetings with the MoJ, Judiciary, MIA, and LNBA to discuss regulations regarding the practice of CDR at the national level.

4.4. Draft clan-level dispute resolution implementing regulations

The ADR Advisor will serve as a resource to the Land Commission's committees to draft new principles, regulations, and legislation in light of observation of LDR practice in the counties. Specialists from Landesa will assist in drafting, review, and advocacy sessions.

2.6 ACTIVITY 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

In March 2013, LCRP recruited Michael Diggs as its ADR Advisor; he has worked with the Land Commission Chairman and members to establish positive relationships with local judicial officers, including the arrangement of meetings and briefings on land issues. Mr. Diggs will continue to liaise with the Land Commission members, secretariat and Land Coordination Centers to coordinate the Land Commission's dispute resolution support, linking customary and statutory methodologies. 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.

Summary of Deliverables

- Draft implementing regulations that define the dispute resolution entities and their functions (October 2013).
- Produce an analysis of options and recommendations for certification of mediators (June 2014).

2.7 ACTIVITY 5: PROVIDE TECHNICAL INPUT AND WRITTEN CONTENT FOR A LAND DISPUTE RESOLUTION INFORMATION CAMPAIGN AND COORDINATE PUBLIC AWARENESS CAMPAIGN

2.7.1 Background

The LCRP scope of work requires the Project to “work with USAID partners under the 1207 funding to develop public information campaigns to inform public authorities...of all steps in the processes described above.”⁵

2.7.2 Purpose

LCRP thus provides technical assistance and implementation support to the Land Commission’s education and outreach strategy to increase the awareness and use of alternative dispute resolution.

2.7.3 Year 2 Achievements

LCRP, in partnership with the Liberia Crusaders for Peace (LCP), undertook a massive awareness-raising campaign, assisting local communities in the three counties to understand the role and function of the Land Commission, and prepare them to engage with the Land Coordination Centers. From November 2012 through May 2013, LCRP’s public information activities were devoted to regular support to the Land Commission’s draft land rights policy. In addition to participating on the drafting committee, LCRP printed thousands of copies of the draft policy, as well as banners, posters, flyers, bumper stickers, scarves, and agendas for six regional and five interest-group consultative meetings. The theme, “Know Your Land Rights,” was developed jointly by the LC and LCRP technical team. LCRP purchased radio and television air time for LC appearance on talk shows, and arranged for print press coverage in Monrovia and at the regional consultation sites. LCRP’s contributions to the land rights policy discussions in 2012 and 2013 were essential, and recognized with gratitude by the Land Commission, to providing Liberian citizens an opportunity to speak openly about their hopes, confusion and fears regarding the protection and abuse of their land rights.

Morgan Hillenbrand, Tetra Tech Public Communications Specialist, facilitated several behavior change communication capacity-building activities with LCRP from April 21–May 3, 2013. These activities included:

- 1) Land Commission/LCRP Behavior Change Communication Workshop;
- 2) Youth ADR Flyer Production and Pretest Training; and
- 3) Focus Groups and Intercept Interviews in Margibi County.

LCRP coordinated public awareness activities to publicize the launch the LCCs in two counties, merging the skills of the LCP with local organizations. As the Land Commission moves to the reporting, evaluation, and advocacy stages of its mandate, significant technical assistance from LCRP will be required to ensure that community-level peer-to-peer education, the most effective tool for behavior change, is included in ongoing outreach efforts.

2.7.4 Challenges

- Bong and Margibi LCCs and staff were not in place during 2012 awareness raising activities (the buildings were identified). Some refresher activities may be required.
- Maryland and Nimba LCCs and staff were not included in 2012 awareness-raising activities.

⁵ LCRP Task Order, p.48

- Land Commission decision-making (process, content) regarding implementation of PIA is inconsistent.
- The Land Commission remains concerned about maintaining its branding authority over public information materials and events, even as it recognizes the contributions made by donors.

2.7.5 Activities

5.1. LDR Promotion via at least 13 publications (e.g., policy briefs, draft regulations, and/or legislation) and 5 documents at the LCCs

The PCS will provide information on written content for all LCRP-printed publications for the LC/LCCs including but not limited to: directional signs, hotlines, flyers, wall posters, public service spots, jingles, SMS text messages, reference documents including laws, operations, and CDR manuals.

5.2. Implement public awareness campaign on the land rights policy

LCRP will continue to produce printed materials and provide support for air time to highlight ongoing discussions on the land rights policy. LCRP will also support education of local communities in the pilot inventory mapping exercise. LCRP is in the process of producing a video documentary titled “This Is My Land” on the development of the land rights policy. The documentary is to serve as an informational and galvanizing tool both for communities that did and did not participate in the consultative process. Using interviews with a broad range of stakeholders, the documentary will highlight the significance of Liberia’s first-ever land rights policy statement; the ongoing reform efforts; and the responsibilities (understanding and compliance) that Liberian citizens, both within the territorial boundary and particularly in the diaspora, must assume in order to implement the policy. Once completed, the documentary will be premiered at the Land Commission in Monrovia, and then screened at meetings convened for diaspora Liberians, at which members of the Land Commission (particularly the Chairman) are invited to speak. LCCs will receive copies of the documentary that can be played at the LCC offices and at local “video clubs” in the five counties. An excerpt of the documentary will be made available on the Land Commission’s website.

5.3. Implement public awareness on land coordination centers, radio, drama, jingles, and printing

The PCS will review and comment on the Land Commission’s Education and Outreach communications strategy, work plan, and media guide, and make the necessary recommendations to the Land Commission for their full implementation. She will coordinate with the project’s M&E Specialist to implement tools to regularly measure the reach of messages. In addition, LCRP will collaboratively develop the Land Commission’s education/behavior change communication strategy regarding proposed land administration legislation, land dispute resolution legislation, and other important instruments. Finally, LCRP will organize training sessions for the LCC outreach staff in message delivery, communications strategies, and reporting.

5.4. Train at least 32 journalists on the coverage of land issues and to disseminate sensitive and accurate messages about LDR

LCRP and the LC will organize a workshop for local journalists on strategies to promote sensitive, informed coverage of land issues, in light of ongoing policy papers and discussions.

5.5. Broaden the reach of community radio and other community-based media for at least 25 stations

The PCS will create a small-grants mechanism that will provide funds to local performance groups and radio stations for them to transmit Land Commission messages. In addition to describing the role and functions of the LC and LCCs, the local groups will provide information on CDR, land tenure, and property rights. Working with the Education and Outreach staff, the PCS will create work plans for LCC outreach staff including monthly event calendars and for identifying target populations.

5.6. Support community radio stations in coverage of the Land Commission’s activities and policy initiatives

The PCS will ensure that local radio stations are supplied—via the purchase of airtime or, in limited cases, radio receivers—in order for them to regularly cover LC-/LCC-sponsored events.

5.7. Hold at least 16 public forums on land tenure and land conflict resolution

In addition to the LCC quarterly meetings of dispute resolvers and local administrative officials, LCRP will coordinate with the LC to support LCC-level meetings on land tenure and land conflict resolution, timed to coincide with policy or regulatory initiatives.

5.8. Cooperate with other 1207 partners in activity implementation

LCRP will continue to advise the Mitigating Land Disputes in Liberia Project (MLDL) (implemented by Tetra Tech DPK) of upcoming public information activities as well as land dispute resolution training workshops. LCRP will share materials with MLDL and seek to implement joint activities where appropriate.

Summary of Deliverables

- A total of 32 journalists trained on the coverage of land issues (October 2013).
- A total of 25 local community radio stations supported (October 2013).
- A total of 16 public forums on land tenure and land conflict resolution conducted (May 2014).
- LDR promotion via at least 13 publications (e.g., policy briefs, draft regulations and/or legislation) and five documents at the LCCs (May 2014).

2.8 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

2.8.1 Background

During Year 1, LCRP successfully negotiated an agreement with the NRC to gather baseline data in Lofa County. NRC prepared a research methodology in June and drafted a baseline assessment at the end of August. For Year 3, 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 date.

In September 2012, LCRP provided feedback on the draft PIA to NRC. In December, NRC delivered a revised report to LCRP, including completed baseline, and parameters for mid and endline assessment. The Land Commission also asked LCRP in March 2013 to facilitate the implementation of baseline assessments for each of the five LCC counties, to enable a useful measurement of the effect of the LCC presence. LCRP intends to collaborate with the Land Commission dispute resolution staff, NRC, and LCC staff to develop a methodology for conducting interviews regarding disputes, the parties involved, the steps taken to resolve the disputes, and the key practitioners. LCRP will have access to the raw data generated from the key informant interviews, and will use the data to fill in the information missing from the NRC December 2012 report.

LCRP designed its initial PIA on the basis of a strict interpretation of the project Technical Approach, immediately following project inception. The inception period extended well into Year 1 of the project period (October 2011–August 2012) for several reasons:

1. The Land Commission, LCRP's primary interlocutor, effectively made successful cooperation conditional upon LCRP support of the Land Commission's own dispute resolution program (to be implemented through LCCs), rather than an autonomous parallel effort on the Land Commission's behalf.
2. Notwithstanding point 1, four of the eventual five Land Commission's LCCs did not exist at the time of LCRP inception; LCRP was unable to fully engage LCC staff or local communities in land dispute resolution practice until December 2012.
3. The Land Commission has yet to integrate LCRP's property rights inventory successfully into its policy framework, despite numerous documented attempts by LCRP throughout Year 1 and Year 2.

LCRP's response to these three factors has been a re-orientation of specific activities, keeping in mind the activity objectives in the contract's Statement of Work. The change in activities necessitated a review of the existing PIA to determine whether the same instrument could effectively measure the effect of LCRP's work.

2.8.2 Purpose

The PIA will analyze the relative impacts of different degrees of capacity building on the effectiveness of dispute resolution.

2.8.3 Year 2 Achievements

Baseline assessments have been completed for three counties.

2.8.4 Challenges

- Cooperation from the LC/LCCs is essential for the success of the mentoring and coaching to take place; coaches/mentors need the attention and good offices of the LCC prior to community entry.
- Clear messaging and support from the LC/LCCs is essential for trained dispute resolvers to understand and practice their role.

2.8.5 Activities

6.1. Prepare for and conduct Project Impact Assessment

The PIA will employ a quasi-experimental design to compare three different groups (potentially): 1) Training only, 2) Training and Mentoring/Coaching, and 3) No training or mentoring/coaching (e.g., control group). The results of this analysis would help the GoL and donors better understand how much work is appropriate and necessary in training those who resolve disputes.

Summary of Deliverables

- Report on final data collection results and analysis (July 2014).

3.0 LCRP PROGRAM STAFFING

3.1 SUMMARY YEARS 1 AND 2

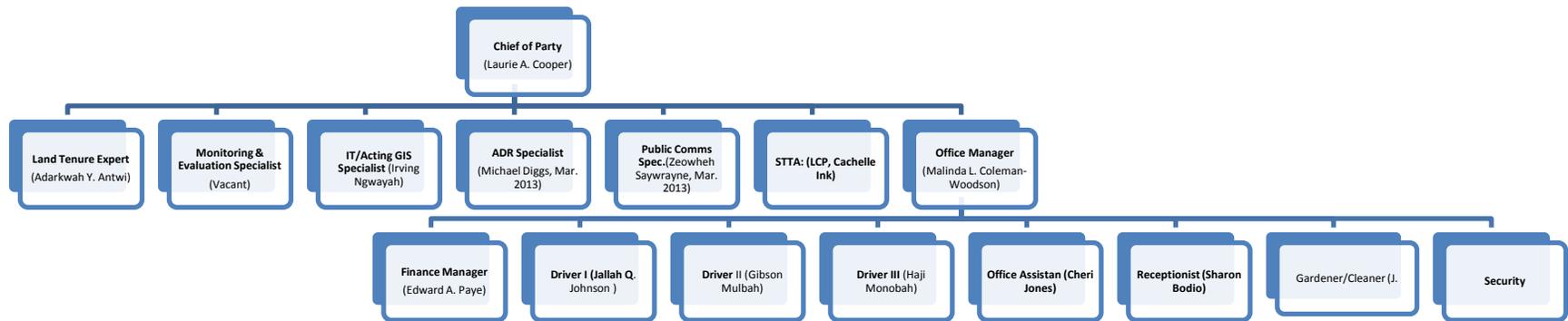
LCRP has maintained a nearly complete cohort of program staff since inception. In Year 1, the project's M&E Specialist resigned and was replaced in May 2012. The IT Specialist also resigned in Year 1, and was replaced in July 2012. LCRP was unsuccessful in recruiting a suitably qualified GIS Specialist during the first six months of 2012; given the resistance at the Land Commission to the LCRP original and adjusted methodology and plans for property rights inventory, the Chief of Party (COP) thought it prudent to designate the IT Specialist as Acting GIS Specialist to provide short-term GIS support in the event of substantial progress made towards implementation of the land rights inventory. The land rights inventory was delayed through all of 2012 and three-fourths of 2013; as a result, LCRP has not renewed its GIS Specialist recruitment efforts. In Year 2, LCRP's Task Order was modified to include the hiring of an ADR Specialist and Public Communications Specialist. Because of the sensitive nature of these appointments vis-à-vis the importance of providing technical support while not overshadowing the Land Commission, LCRP brought the Land Commission in on the interview process for both positions. PCS candidates were interviewed beginning in September, with the position open until filled. The top candidate declined an offer in November 2012 and LCRP re-advertised the position in November, simultaneously starting recruitment of the ADR Specialist. In early November 2012, the M&E Specialist resigned; this position was also advertised in November. A new M&E Specialist began work with LCRP in January 2013 and resigned in July of the same year. The ADR Specialist and PCS joined LCRP in March 2013.

3.2 YEAR 3 OUTLOOK

LCRP will recruit a new M&E Specialist as early as possible in Year 3. She/he will receive technical training from the Tetra Tech home office staff as soon as is practical following recruitment. In addition, given an anticipated scaling-up and likely concurrent implementation of activities in all three project areas (CDR and LCC practice/training/support, public information support, and community boundary mapping) in the time remaining for the achievement of the project targets, LCRP may recommend additional staff to support its onsite logistics, contracts, and reporting functions.

The current staff chart follows as Table 1:

Table 1. LCRP Staff Chart – August 2013



4.0 PROGRAM REPORTING

4.1 QUARTERLY PROGRESS REPORTS

Tetra Tech ARD will submit a quarterly report no later than 15 days after the end of each quarter.

Report # 7: Due no later than November 15, 2013.

Report # 8: Due no later than January 15, 2014.

Report # 9: Due no later than April 15, 2014.

4.2 FINAL REPORT

Tetra Tech ARD will submit the final report 30 days after the end of LCRP(September 30, 2014).

ANNEX A. YEAR THREE ACTIVITIES TIMELINE

Activity	Lead & Support	Indicator/ Deliverable	2013				2014								
			S	O	N	D	J	F	M	A	M	J	J	A	
1. Pilot dispute resolution methodologies in 5 counties															
1. Complete a study to pilot dispute resolution methodologies.	Laurie	Study to pilot dispute resolution methodologies.													
2. Develop detailed designs for land dispute resolution methods	Michael Laurie	Detailed designs for land dispute resolution methodologies													
3. Convene a drafting committee to review & add to existing op manual	Michael Laurie	Operational manual for testing and applying the dispute resolution methodologies													
4. Implement methodology for resolution of disputes at community level		# of disputes resolved through ADR through the support of LCRP													
2.0 Establish Property Rights Inventories in 5 counties															
1. Gather land rights data for the LC to support conflict mapping	Adarkwah Irving														
2. Develop detailed methodology for the establishment of an inventory of property rights	Adarkwah Laurie Nick	Detailed methodology for establishment of an inventory of property rights													
3. Develop operational manuals for testing establishing property rights inventories	Laurie Adarkwah Nick	Operational manual for establishing property rights inventories													
4. Conduct a study to investigate and analyze options for establishing communities (legal entities) as per the draft land policy.	Adarkwah														
5. Conduct a study to investigate the point of community self-identification	Adarkwah														
6. Facilitate a LC & MIA meeting to come to consensus on definitions of community and to discuss inventory options	Adarkwah														

Activity	Lead & Support	Indicator/ Deliverable	2013				2014							
			S	O	N	D	J	F	M	A	M	J	J	A
7. Prepare a synthesis of findings of the above workshop and circulate to the participants	Adarkwah													
8. Debrief with the Land Commission to agree on a way forward	Laurie													
9. Produce and distribute community maps that include at least 21 towns in cooperation with at least 28 LCC staff	Adarkwah	Community land maps covering at least 21 towns # of LCC staff who participated in the mapping												
10. Distribute maps to the LC and affected communities that include at least 21 towns	Adarkwah	# of tenure maps distributed (to the communities and LC) through the support of LCRP												
11. Train at least 20 community members in mapping	Adarkwah	# of community members trained in mapping through LCRP support												
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	Irving M&E Spec.	# of 'at-risk' groups reached through USG supported conflict mitigation activities # of women reached by the LCC's through the support of the LCRP # of individuals from marginalized groups whose disputes are resolved by USG assistance through ADR												
1. ICT training of LCC staff (increase capacity to use Microsoft Office and basics internet/email as well as computer maintenance)	Irving													
2. Approval of case management database by LC	Irving													
3. Database Specialist to visit LCCs to complete database and monitor data entry	DB Specialist Irving													
4. Finalized structure of database	Irving													
5. Alignment of the current web database with the finalized database	Irving													

Activity	Lead & Support	Indicator/ Deliverable	2013				2014							
			S	O	N	D	J	F	M	A	M	J	J	A
6. Presentation(by database Specialist) of final web database for final inputs from LCC staff	Irving													
7. Database launch	Irving													
8. LCC staff (specifically the database officer, and a designated alternate – and the case intakers) trained	Irving													
9. Routine monitoring, maintenance, and reporting of LRCP of database	Irving													
10. Networking within the LCCs operational (e.g. share printers and other IT equipment)	Irving													
11. Assessment of data quality to ensure validity of LCC data	M&E Spec.													
12. Data Quality Assessment training for LCCs staff	M&E Spec.													
3. Develop clan-level LDR entities														
1. Conduct study providing recommendations and justifications for local dispute resolution entities	Michael	Study that provides technical recommendations and justifications for local dispute resolution entities # of land ADR regulations proposed through LCRP support												
2. Establish training and certification program for land dispute entities	Laurie	Established training and certification program for localized dispute resolution entities, including curriculum and trainers.												
3. Train 625 individuals from the clan level dispute resolution entities	Laurie	625 individuals trained from the clan-level dispute resolution entities												
4. Provide mentoring and coaching to a subset of the dispute resolution practitioners	Sub-contract Michael	A sub-set of practitioners receive targeted follow-up mentoring and coaching using the NRC model												
5. Train individuals from at least 10 different entities in dispute resolution	Laurie	# of entities with personnel trained in negotiation, conflict mitigation and mediation through the support of LCRP												
6. Train at least 25 LCC staff in dispute resolution	Laurie	# of LCC Staff trained through LCRP support												

Activity	Lead & Support	Indicator/ Deliverable	2013				2014							
			S	O	N	D	J	F	M	A	M	J	J	A
7. Conduct an analysis of options for mediator professionalization/certification	Michael													
8. Organize 17 community based meetings		# of community based meetings facilitated												
9. Provide operational supplies to clan-level dispute resolution entities	Laurie	Provision of basic operational supplies to the clan-level dispute resolution entities.												
10. Facilitate at least 5 sessions on ADR with line ministries		# of LCRP facilitated sessions held by line ministries on ADR												
4. Promote the legal recognition of LDR and its practitioners, and of land dispute agreements.														
1. Participate in Technical Committee on ADR meetings	Laurie													
2. Workshop on legislation and/or regulatory framework for LDR practice	Michael													
3. Hold a series of meetings that deal with the regulatory framework for the practice of ADR at the national level	Michael Laurie													
4. Gather info on dispute resolution regulations through a workshop with key stakeholders	Michael													
5. Draft dispute resolution implementing regulations	Michael	Draft implementing regulations that define the dispute resolution entities and their functions.												
6. Conduct an analysis of options for certification of mediators	TBD Michael	Produce an analysis and recommendations for certification of mediators												
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.														
1. LDR Promotion via at least 13 publications (e.g., Policy Briefs, Draft Regulations and/or Legislation) and 5 documents at the LCC's	Zeowheh Laurie	# of LCRP supported publications on ADR # of documents at LCC prepared through the support of LCRP												

Activity	Lead & Support	Indicator/ Deliverable	2013				2014								
			S	O	N	D	J	F	M	A	M	J	J	A	
2. Implement Public Awareness Campaign on the Land Rights Policy Brief	Zeowheh Laurie	# of LCRP supported public information activities completed													
3. Implement public awareness on land coordination centers, radio, drama, jingles, printing	Zeowheh Laurie	# of LCRP supported public information activities completed													
4. Train at least 32 journalists on the coverage of land issues	Zeowheh Morgan	# of journalists trained in coverage of land issues													
5. Broaden the reach of community radio and other community-based media for at least 25 stations	Zeowheh Morgan	# of local community radio stations supported													
6. Strengthen capacity of the LC and journalists to disseminate sensitive and accurate messages about LDR.	Zeowheh Morgan	Behavioral Change Communication workshops													
7. Support community radio stations in coverage of the Land Commission's activities and policy initiatives	Zeowheh Morgan	Message development. Outreach around the task force meetings.													
8. Hold at least 16 public forums on land tenure and land conflict resolution	Whole Team	# of public forums on land tenure and land conflict resolution conducted													
6. Develop and implement a PIA															
Prepare for and conduct Project Impact Assessment	NRC M&E Spec.	Report on final data collection results and analysis													
7. Cooperate with other 1207 partners in activity implementation.															
Share calendars for training and outreach activities with MLDL to harmonize approaches	Laurie														

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