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LIBERIA LAND CONFLICT RESOLUTION PROJECT (LCRP) YEAR II WORKPLAN

AUGUST 2012

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ACRONYMS AND ABBREVIATIONS

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

1.0 EXECUTIVE SUMMARY

Tetra Tech ARD presents the following workplan for Year 2 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:

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

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

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

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

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

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

2.0 PLANNED ACTIVITIES THROUGH AUGUST 2013

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

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

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

Land Commission/Land Coordination Center LDR Training

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

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

September 18-19, 2012	
10:00 AM – 4:00 PM	
Draft Agenda	
Day I - Tuesday, September 18th	
8:30 – 9:00	Tea and Gathering
9:00 – 9:45	Welcome (Dr. Brandy) and Participants' Experiences with Successful Resolution of Disputes or Conflicts in which a Third Party provided Help (Exercise and discussions)
10:45 – 10:50	Goals for the Seminar and Agenda Review <ul style="list-style-type: none"> ▪ Discussion of what it means for the Land Commission (LC) to promote the collaborative resolution of land disputes and messages the Commission wants to convey ▪ Clarification of how LCCs will carry out the LC's commitment to collaboratively resolve land disputes ▪ Presentation of a spectrum of approaches and procedures that LCCs are being trained to promote and support ▪ Discussion of actual or potential future roles of the Land Commission and Commissioners in promoting land dispute resolution and providing assistance and support services
10:50 – 11:30	A Continuum of Dispute Resolution Approaches and Procedures (Presentation and discussion) <ul style="list-style-type: none"> ▪ Un-assisted and assisted ▪ Degree of disputants' control of process and outcomes ▪ Spectrum of authorities and direction by third parties
11:30 – 1:00	A Comparison of Two Assisted Dispute Resolution Procedures: Third Party Decision Making [Arbitration] and Voluntary Agreement Making [Mediation] (Exercise and discussion)
1:00 – 2:00	Lunch
2:00 – 4:00	Roles of the LC in Promoting and Implementing Land Dispute Resolution (Presentation and discussion) <ul style="list-style-type: none"> ▪ Where is the LC on promoting and implementing land dispute resolution? <ul style="list-style-type: none"> ○ What are the messages the LC wants to send to the public, potential disputants and third-parties about the LC and collaborative dispute resolution? (Brainstorm and discussion) ○ How will the LC and staff explain and promote the LC's views on land dispute resolution? (Brainstorm and discussion) 30 minutes ○ What are the functions of the Land Coordination Centers (LCCs) as part of the LC' broader strategy– Goals, functions, training of LCC staff, training dispute resolution practitioners, mentoring, monitoring certification and appointment to rosters (Presentation and questions and answers) 20 minutes ○ LC' role in creating an enabling policy and regulatory environment that helps resolve disputes (Discussion) 30 minutes ○ What is the potential or actual role of Commissioners in promoting and supporting dispute resolution and potentially providing assistance and services – Provider of information on dispute resolution procedural options, helping disputants to choose procedures, referral sources, conveners, witnesses process and outcome, information providers or securers of information, resource providers, others? 40 minutes

Day II - Tuesday, September 19th

8:30 – 9:00	Tea and Gathering
9:00 – 9:20	Questions and answers about Day 1 and Agenda Review for Day 2)
9:20 – 10:00	The LC and integrating Customary Processes and other Dispute Resolution Procedures: Promoting Good Practice (Presentation on the range of types of interventions that customary dispute resolvers may make, and how they might be enhanced by the work of the LC and LCCs)
10:00 – 10:30	Interest-based Negotiation: The foundation of Collaborative Dispute Resolution and the Process that the LC is Promoting (Presentation, simulation and debrief) <ul style="list-style-type: none">▪ Understanding interests (substantive, procedural and relationship/psychological)▪ The interest-based negotiation process – Steps for effective problem solving▪ Kinds of settlements (Acknowledgements, apologies, substantive agreements and future relationships)
10:30 – 10:45	Tea Break
10:45 – 11:45	Interest-Based Negotiations (continued)
1:00 – 2:00	Lunch
2:00 – 3:15	Dilemmas of Voluntary Non-governmental Dispute Resolution (Quick decision problems or roleplays to illustrate dilemmas and discussions to identify potential solutions) <ul style="list-style-type: none">▪ Handling power imbalances between parties▪ Transparency and confidentiality▪ When customary law, community values and common practices are not congruent with statutory law▪ Strengths and legal/customary recognition and standing of voluntary agreements or those made by third parties▪ Promoting compliance and enforcement▪ Other dilemmas identified by participants
3:15 – 3:45	Promoting Ethical Practice of Dispute Resolution: Principles, certification and the Roster, referrals and monitoring (Presentation and discussion)
3:45 – 4:00	Seminar Evaluation and Closing (Commissioner Kandakai)

LCRP is working closely with its partners and the Land Commission to ensure a smooth rollout of the program. The dispute resolution workshops are designed to complement operations training proposed by UN HABITAT. At the time of the writing of this workplan, UN HABITAT prepared a manual but was yet to organize a program for operations training. If, in the process of implementing the workshops, LCRP recognizes an opportunity to support operations training, the Chief of Party will discuss available options with the Land Commission Chairman.

2.1.1 Provide advanced, culturally-appropriate land dispute resolution training for third party intermediaries (Bong, Lofa, Margibi, Maryland, Nimba), to include customized modules for specific LCC partners or disputant groups

LCRP has committed to involving the current and future LCC staff in LDR training to build their capacity in promoting LDR and in so doing, provide local practitioners with appropriate support. As such, LCRP will, in cooperation with the LDRT, conclude the drafting of LDR training manuals and organize training sessions for 100 participants through the end of December 2012. Based on the initial LCC Needs Assessment conducted in Zorzor in June 2012, the LCC has already identified and interviewed some local dispute resolution practitioners, whose names and contact information are in the appendix assessment. LCRP will liaise with the LCCs to invite those practitioners to the training. In addition, LCRP will contact local and regional organizations that may have been involved in dispute resolution practice in the past, and whose

members would benefit from a refresher training with a better grounding in land issues. Finally, LCRP will reach out to international organizations such as The Carter Center and NRC to identify practitioners with whom they have worked, and ask for recommendations for potential new participants.

The activity schedule is as follows:

September. The LCRP Chief of Party/Conflict Resolution Specialist will work with the LDRTF and Dr. Chris Moore to finish drafting the LDR training manuals. With its LDRTF partners, LCRP will recruit and train a core group of facilitators, and then assist the LCC to identify participants for subsequent sessions. (2 weeks)

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

November. Pilot training session 3 and 4 (25 persons per training) at Zorzor LCC facility, approximately 7 days.

December. Set up mentoring mechanism for newly-trained LDR practitioners, including schedule for visits and interventions by monitors for the coming six months. (2 weeks)

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

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

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

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

May. Mentoring begins for groups 3 and 4.

June. Mentoring concludes for groups 1 and 2.

July. Mentoring continues for groups 3 and 4.

August. Mentoring continues for groups 3 and 4.

2.1.2 Expand the land conflict LDR pilots to include all five counties that are now part of the Land Commission workplan to ensure standardization of LDR methodologies

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

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

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

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

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

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

September. Continue conversations between LCRP, Land Commission, LPIS, and Land Commission advisors until a workable solution is found. It may be that the inventory will be developed with an understanding of customary tenure; however, the full-scale recognition of customary rights on a par with statutory rights is unlikely during the current mandate of the Land Commission.

October. Assuming that an agreement is reached, GIS Specialist Nick Thomas will return to Liberia to complete the development of a training program to pilot community mapping of tenure arrangements, and to return to communities following the mapping for continued dialogue and integration of maps into dispute resolution practice. Mark Freudenberger will come to Liberia as part of the Land Tenure short course for USAID officials; during his visit, he will contribute to the ongoing discussions at the Land Commission to help move the mapping process forward. These discussions may create an opportunity for community entry and sensitization in Lofa County: If the opportunity does exist, the community entry will be coordinated to follow the LDR training that will be implemented through the LCC facilities during October, November and December. If the LCC staff are unavailable during that period, LCRP will plan to begin the community entry early in 2013.

November. Site pre-selection in Bong, Maryland and Nimba Counties.

December. Site pre-selection in Margibi County.

January. Discussions with Land Commission regarding site selection. If accepted, images are purchased for the four county sites.

February. Fieldwork (sensitization, training, town hall meetings, and implementation) begins in Fissibu, Lofa County.

March. Lofa fieldwork is complete for the period.

April. LCRP reports on pilot exercise, including recording public reactions to initial process and recommendations regarding further mapping. Assuming the recommendations are accepted, fieldwork resumes, in Maryland County.

May. Maryland fieldwork is complete for the period.

June. Fieldwork continues in Nimba County.

July. Nimba fieldwork is complete.

August. Fieldwork continues in Margibi County.

2.2.1 Increase the amount of land rights documentation captured and maintained in the Land Commission database that will support the mapping of land conflicts for a more accurate database

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

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

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

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

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

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

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

March. The IT/GIS Specialist will support the fieldwork of the mapping exercises in Lofa County, and, assuming that fieldwork takes place as scheduled following the late 2012 site selection, will continue supporting the exercises in Bong, Margibi, Maryland and Nimba Counties throughout 2013.

April. The IT/GIS Specialist will devote the remainder of his time to regular travel between LCCs and the Land Commission to observe and support the dispute resolution data entry and reporting processes. As the fieldwork for the tenure mapping exercise also includes working with LCC staff, the IT/GIS Specialist will

ensure that the data entry and reporting on mapping proceeds on schedule. Management of the two projects will have the IT/GIS Specialist spending approximately three days per month with each LCC, and scheduling refresher training sessions with LCC and additional locally-recruited staff as necessary.

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

As a result of the delay in implementation of mapping during Year I, Year II will be devoted to pilots and mapping in one district of each of the five counties where there will be an LCC. As appropriate, additional districts may be added following the first round of mapping (see Annex 1 for the draft methodology).

2.3 DEVELOP CLAN-LEVEL LDR ENTITIES

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

Report Outline:

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

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

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

With the first mentoring period complete by June 2013, LCRP will prepare a list of LDR practitioners recommended for certification as LDR entities by the Land Commission. For practitioners it is unable to

recommend at that time, LCRP will note whether additional and what type of training would prepare them for future certification.

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

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

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

2.4.1 Hire and train a dedicated coordinator to assist the Judiciary and the Land Commission; establish a judicial liaison with county-level entities to build pathways between customary and statutory land dispute resolution methodologies

The Chairman of the Land Commission responded with interest during Year I to the idea of a dedicated LDR/legal specialist within the context of LCRP and the Commission. The LCRP CoP drafted a terms of reference for the specialist, currently under review by the Chairman. Approval is expected before the end of August.

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

In cooperation with LCCs, the LDR Specialist will facilitate discussions between LCC staff and county-level judicial officers (County Attorney, Defense Counsel, Magistrates) on the promotion of LDR and the criteria for durable agreements. In cooperation with the Land Commission, the LDR Specialist will organize a stakeholders' meeting to review progress in drafting of policy, regulations, and/or legislation. Reports from the field will be presented, and any additional criteria for certification noted for inclusion in the mentoring program. Finally, as described in Section 2.3, the LDR Specialist will guide the Land Commission's advocacy efforts with line ministries and key stakeholders to organize a ceremony for the certification of LDR practitioners.

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

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

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

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

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

October. LCP will conduct visits to Maryland and Nimba Counties, and air the songs and dramas on local radio stations. In addition, LCP will conduct return visits to Bong, Lofa and Margibi Counties. The Specialist will be joined by Tetra Tech ARD's Public Communication Specialist to assist the Land Commission in implementing its strategy, including the management of subcontracts. Both specialists will observe the Land Commission members and staff on at least one LCP county visit.

November. LCP will conduct return visits to Maryland and Nimba Counties, airing the songs and dramas on local radio stations.

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

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

2.5.1 Create an enabling space for communities to discuss contentious issues and resolve conflicts relating to land

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

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

May. Second LCC quarterly meeting.

August. Third quarterly meeting.

2.5.2 Develop and disseminate locally appropriate messages that will increase citizens’ understanding and awareness of alternative dispute resolution mechanisms as a means of avoiding and resolving land disputes

As noted in Activity 2.5, LCRP supported the Land Commission’s development of appropriate messages promoting the practice of LDR, some of which were incorporated into the LCP program during Year I. In Year II, LCRP will continue to support the development of such messages, to disseminated through radio, TV and SMS/Twitter messages, written materials such as bumper stickers, posters and newspaper inserts, and public information sites such as a “Daily Talk”-style message board placed at each Land Coordination Center. In coordination with the Land Commission, the Public Communications Specialist will assist in reviewing and updating the messages of each medium. Subcontracts will be issued for this purpose.

2.5.3 Broaden the reach of community radio and other community-based media by establishing new stations and strengthening existing capacity to disseminate sensitive and accurate messages about LDR

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

January. Following the LCP program and the December workshop, the Public Communications Specialist will travel to the counties, with a member of the Education and Outreach team. The purpose of the visits will be consultation with LCCs and local radio stations to assess equipment needs that, if met, would facilitate

local stations' continuous promotion of messages from the Land Commission regarding the importance of LDR and other important related policy developments. The Specialist will develop a list of recommendations for consideration by the LCRP Chief of Party. If approved, LCRP will begin the procurement of equipment.

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

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

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

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

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

2.7 COOPERATE WITH OTHER 1207 PARTNERS IN ACTIVITY IMPLEMENTATION

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

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

3.0 TIMELINE OF ACTIVITIES

TABLE 1: SUMMARY OF YEAR II WORKPLAN ACTIVITIES

Year II Workplan Activities	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013
Study on Dispute Resolution Methodologies	X											
LDR Training Program and Materials Development	X											
LDR Training Sessions Conducted		X	X			X	X					
LDR Mentoring Program Implemented				X	X	X	X	X	X	X	X	X
LDR Practitioner/Entity Certification										X		
LDR Promotion via Policy Briefs, Draft Regulations and/or Legislation	X	X	X		X	X		X		X		
Database/ IT Development, Training, Support and Monitoring	X	X	X	X	X	X	X	X	X	X	X	X
Community Mapping Discussions and Agreement with Land Commission and advisors		X										
Community Mapping Site Selection			X	X	X							
Community Mapping Fieldwork/Reporting (by county)						X	X	X	X	X	X	X
Public Information Campaign Activities	X	X	X	X	X	X	X	X	X	X	X	X
Radio/Media support in counties					X	X	X	X	X	X	X	X
Project Impact Assessment Baseline/Midline	X		X							X		
Cooperation with 1207 Partner	X	X	X	X	X	X	X	X	X	X	X	X

X = Planned month of activity

ANNEX 1: PROGRAM FOR TENURE MAPPING EXERCISE

This program was presented to the Land Commission following discussions with various Land Commission staff and advisors. It is adapted from a PowerPoint presentation and other related documents.

TENURE INVENTORY OBJECTIVES

1. To provide an easily visualized spatial context to overlapping land claims that will assist the Land Coordination Center and its dispute resolution practitioner counterparts in developing land conflict mediation strategies.
2. To provide a backdrop of land claims against which the Land Commission tribal certificate exercise can be verified and/or proceed.
3. To assist the Land Commission to test cost-efficient tools for documenting land claims that can aid in the development of appropriate policy towards documentation of customary land rights.
4. To provide the Land Commission a comprehensive map of all (statutory as well as customary) land claims in target communities.
5. To contribute to a land claim database that enables LC and CNDRA to explore potential future options for decentralization of (statutory and customary) land administration in Liberia.
6. To facilitate a deeper understanding of contemporary tenure arrangements; their histories, hierarchies, and structure.
7. To understand land use patterns/trends, and their relations to mode of access to land and land tenure arrangements in the target areas, and to assist the Land Commission to develop testable hypotheses for similar arrangements in other areas within Liberia.

APPROACH TO THE EXERCISE

Three Main Parts

- Sensitization to ensure tenure inventory objectives and outcomes are explained
- Technical field work to compile spatial data of land claims and verification by community
- Processing of data for hosting (OpenTitle compatible)

Sensitization and Fieldwork Scope of Work

The Land Conflict Resolution Project (LCRP) is a USAID funded project. It is designed to support the Land Commission of Liberia to strengthen the systems and processes of dispute resolution through the Land Coordination Centers (LCCs).

An aspect of this support is to design, with the full concurrence of the Land Commission, a *process* that leads progressively to community mapping and recording of statutory and customary tenure arrangements through community-led land claims. LCRP plans to pilot an approach to the mapping exercise, dubbed tenure inventory, in Lofa County between the months of June and July (2012). The technical aspects of the inventory exercise needs to be preceded by a comprehensive sensitization of the target communities to provide information and education that will prepare them to participate in activities to be conducted. A local team of experienced community entry and sensitization professionals are to be recruited and sub-contracted to undertake the sensitization work.

This part of the field work is to be undertaken by teams with proven record of community engagement skills. In this regard teams embedded with field workers drawn from community engagement and advocacy professionals would be essential. This is to gain initial community confidence and buy-in to the process.

SKILL SET OF COMMUNITY ENGAGEMENT TEAM (LEADER)

- University qualification essential for lead team member(s)
- Relevant Local Language Skills
- Experience in rural community engagement work
- Proven record of sensitivity to cultural differences and diversity
- Some knowledge of target community histories, institutional set-ups and other social-economic contexts.

OBJECTIVES OF THE ENGAGEMENT

The sensitization phase aims to engage the community to fully appreciate the tenure inventory exercise. It is also to help the community to organize themselves so as to be available and provide the information on land rights and other household attributes needed to be captured in the exercise.

THE MAIN JOB OF THE SENSITIZATION TEAM

The sensitization team's main work therefore is to use their experience and skills of community engagement, as well as their understanding of the LCRP tenure inventory process and relevant associated Land Commission information, to aid the community to achieve the following objectives:

1. To ensure the community has comprehensive understanding of the tenure inventory process
2. To help community organize appropriately to meet the requirements and responsibilities for the tenure inventory exercise
3. To clarify concerns and interests of all stakeholders in the community's lands.
4. To assist to undertake community land tenure & resource rights inventory
5. To serve as field coordinator that mobilizes and coordinates community members to support the execution of the technical field activities.

To do this effectively the team should liaise with;

1. The LCRP COP
2. The LCRP Land Tenure Expert

SCOPE OF WORK OF THE ENGAGEMENT

It is expected that the tasks listed below should guide and help the sensitization team to accomplish the objectives. Please take note that the list of tasks is a guide only and cannot be a substitute for common sense, experience and skill of the team. The team is therefore expected to bring all its experience and skills to bear in order to handle situations and circumstances they encounter in a professional manner so as to produce the outputs (see outputs below) of this part of the customary land recognition process

TASKS

1. Liaise with key community members to agree and set date for sensitization workshop
2. Liaise to identify and prepare venue for workshop
3. Organize and provide logistical support – PA system, generator etc. -- for sensitization workshop
4. Ensure that information of sensitization meeting is disseminated effectually.
5. Ensure attendance of as many members of community as possible.
6. Ensure attendance of elders and key representatives from village clusters in the community.
7. Prepare sketch maps of the community land area detailing Quarter lands
8. Assist the LCRP team to select qualified personnel from community to form technical field team.
9. Prepare and submit to LCRP a report on the logistics, sensitization and community mobilization aspects to feed into a broader report on the inventory exercise.

For the technical aspect of the inventory

10. Provide field coordinating and community mobilization functions to support the technical aspect of the inventory exercise.
11. Serve as the link between the field team and LCRP office in Monrovia, ensuring the conveyance of field data and other logistics between the Monrovia office and field teams.

When all tasks are executed diligently, the team is expected to achieve the outputs listed below and lodge copies, where relevant, with the Land Tenure Expert of LCRP.

EXPECTED OUTPUTS

1. Equipment and logistics delivered to support workshop
2. Venue secured and ready for workshop
3. Community members mobilized to attend workshop
4. List of Public meeting participants with signatures/thumb prints.
5. Sketch map of Community Land Area.
6. Minutes/record of the workshop/public community meeting.
7. Report on the logistics, sensitization and community mobilization aspects submitted to LCRP.
8. Community mobilized to support technical inventory
9. Effective link between LCRP Monrovia office and field teams established and maintained.
10. Conveyance of field data and logistics between field teams and LCRP Monrovia office effected.

Some Helpful Information on Technical Approach to Inventory Exercise

The following provides a very brief summary of the intended approach to the technical aspect of the inventory exercise. The sensitization team is expected to acquaint themselves with a general understanding of the process so that they can deal with general queries that the community members might raise.

GENERAL STEPS

In general terms the approach to the technical part of the inventory exercise can be represented schematically as in **Error! Reference source not found..** In this approach, a quarter is identified in a target town/village, say Quarter 1A in Village A in **Error! Reference source not found..** All households within the quarter are systematically surveyed to obtain socio-economic information on households. A spatial inventory of farms as well as farmland attribute information (land use type, farming practices, histories and hierarchies of access to land etc.) of all farmlands of each individual household in the given quarter, are then undertaken. This ensures that each household in the Quarter are linked to all their farm lands. This exercise would eventually lead us to the periphery of the target Quarter's actual land claims and ultimately to the limit where they meet with land claims of adjacent Quarter (s) from an adjacent village (Village B in **Error! Reference source not**

found.) For the LCRP, one major objective of the inventory exercise is to pilot the use of the resulting data as a tool for supporting land dispute resolution. Hence an inventory of households and their associated farmlands as described above is conducted for Quarter 1B in Village B so as to establish limits of actual farmlands of the adjacent quarters in the adjacent villages. In the end information on actual (as against perceived) boundaries of the adjacent quarters are captured and this can be used to help mediate between the villages regarding any perceived boundary conflicts. The approach may comprise of the following steps:

1. Identify quarters from adjacent villages in close proximity to LCC centers.
2. Commence from built-up area (village/town) and conduct systematic inventory of households in selected quarter(s) recoding spatial information of houses/huts as well. Household attribute data is obtained at this stage.
3. Conduct systematic inventory of farm lands for each household identified in stage 2 above.
4. Link household attribute data with farmland data to create a layered spatially based inventory (map) of household profile and associated land use/ownership within selected quarter.
5. Perform the exercise for adjacent quarter from adjacent village. This will systematically lead to establishing boundaries where quarters of adjacent villages' farm lands meet.
6. Repeat Steps 1-5 for all quarters of target community (between Village A and C etc. see **Error! Reference source not found.**)
7. Build a multipurpose, spatially-based database of quarters in target community and adjacent neighbors (farmlands, land use types, structures for land management, histories of disputes and their resolution etc.,) that can be used to investigate and understand dynamics of the communities, land rights, and related livelihood issues.

Proposed Pilot Towns

LOFA COUNTY

- Fissibu
- Borkeza
- Wakesu
- Zelimai
- Zuwulor
- Kornia
- Wozi

NIMBA COUNTY:

- Loyee
- Gbanquoi
- Nyansin
- Nyao

Available Methods

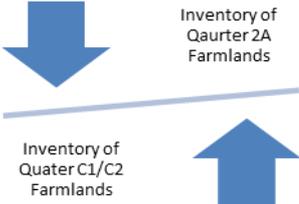
- Handheld GPS Survey
- Satellite imagery
- Tablet device i.e. iPad

Recommended combination of all three but with main focus being the satellite imagery.

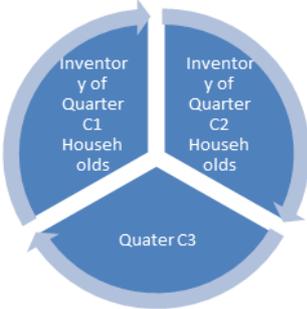
Village A



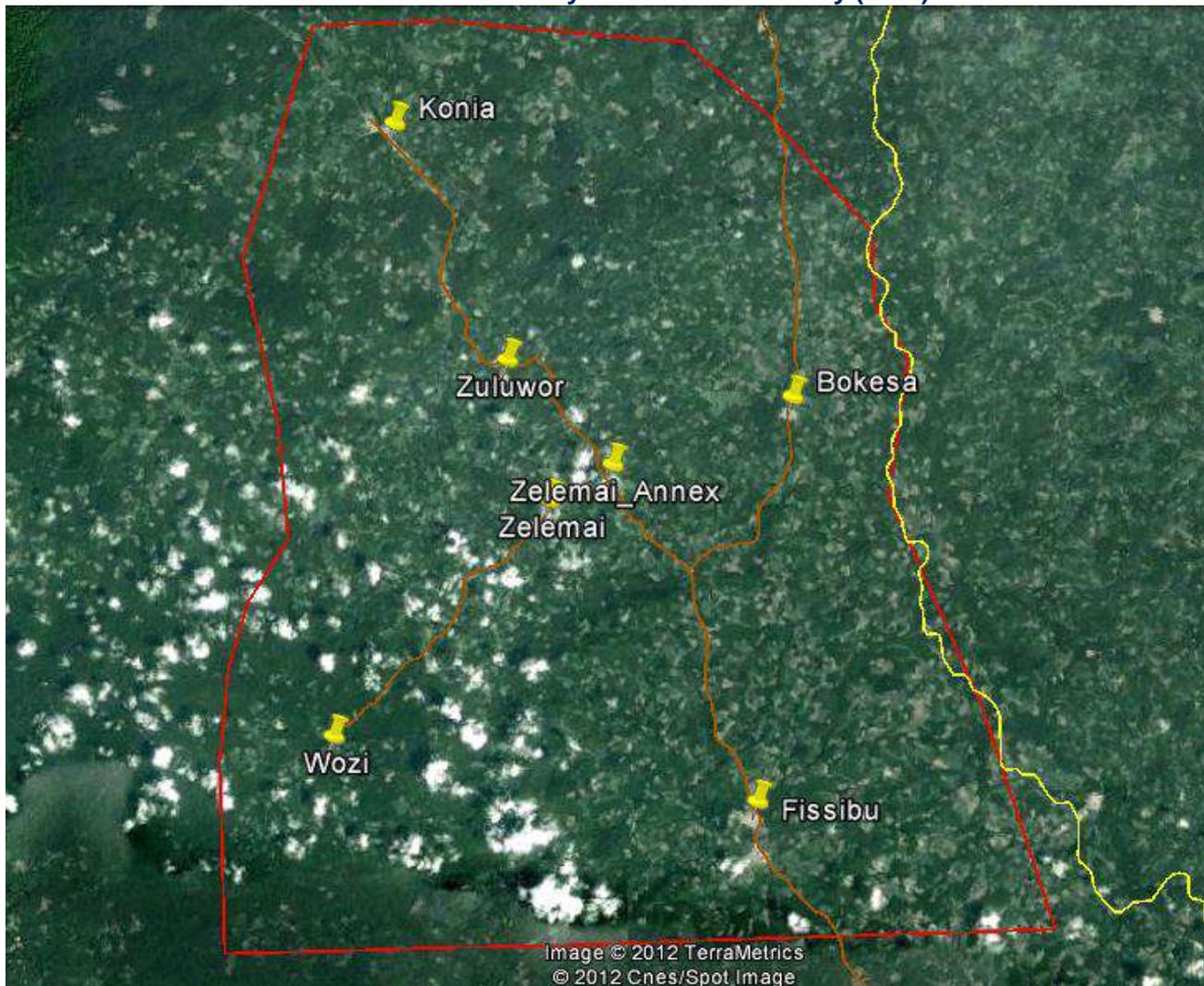
Village B



Village C



Land Area Enclosed by Towns for Inventory (Lofa)



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