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# LIBERIA LAND CONFLICT RESOLUTION PROJECT (LCRP) INCEPTION REPORT

OCTOBER 2011

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## **DISCLAIMER**

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



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# ACRONYMS AND ABBREVIATIONS

BIP	Branding Implementation Plan
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
G&VG	Gender and Vulnerable Groups
GPS	Global Positioning System
IDP	Internally Displaced Person
LCRP	Land Conflict Resolution Project
M&E	Monitoring and Evaluation
MIS	Management Information System
MP	Marking Plan
NGO	Nongovernmental Organization
NRC	Norwegian Refugee Council
PAO	Public Affairs Officer
PIA	Project Impact Assessment
PM	Project Manager
PMP	Performance Monitoring Plan
PR	Public Relations
PSA	Public Service Announcement
STA/M	Senior Technical Advisor/Manager



# 1.0 DEPLOYMENT PLAN

## 1.1 DEPLOYMENT SCHEDULE

Upon LCRP contract signing, Tetra Tech ARD contacted the three key personnel outlined in the contract. Chief of Party (COP) Ms. Laurie Cooper, Land Tenure Specialist Dr. Yaw Adarkwah Antwi and Monitoring and Evaluation (M&E) Specialist, Mr. Isaac Gorvego, mobilized within 45 days of contract signing.

Tetra Tech ARD Senior Technical Advisor/Manager (STA/M) Ms. Megan Huth also arrived in Monrovia from the home office within 45 days of contract signing to assist the COP and team members with inception report drafting, administrative staff recruitment and equipment and vehicle purchasing.

A Finance Manager, Mr. Edward Paye, and a driver, Mr. Jallah Johnson, were identified from Tetra Tech ARD's previous Land Rights and Community Forestry Project (LRCFP). Additional project administrative staff (Office Manager, administrative program assistant, and another driver) will be hired on a rolling basis. Other professional staff, such as the County Coordinators and the GIS/Mapping Specialist, will be identified once the project has a need for their services.

## 1.2 STAFFING PLAN

See Annex A for the LCRP staffing chart.

### 1.2.1 LCRP Key Personnel

1. **Chief of Party:** Ms. Laurie Cooper will support the Land Commission in their work at the national and county levels on policy and capacity building. Ms. Cooper will provide oversight for the entire LCRP project, delegating the technical oversight of project activities to other key personnel as appropriate.
2. **Land Tenure Specialist:** Dr. Yaw Adarkwah Antwi will work with national and county land conflict resolution entities, as well as with traditional authorities on land administration and land use planning issues.
3. **Monitoring and Evaluation Specialist:** Mr. Isaac Gorvego will establish and oversee the M&E systems, policies, formats and procedures for the project to accurately and effectively capture program performance data.

### 1.2.2 LCRP National Management and Advisory Team

LCRP is in the process of identifying and hiring staff. The following staff positions were included in the budget:

1. **Finance Manager:** Mr. Edward Paye was identified as the LCRP Finance Manager. He will maintain the project accounting system in compliance with USAID and Tetra Tech ARD requirements and regulations.
2. **Office Manager:** An Office Manager will be identified and approved and will begin in October 2011. The Office Manager will be responsible for the day-to-day management of the LCRP office.
3. **Administrative /Logistics Assistant:** An Administrative/Logistics Assistant will join LCRP in October and, with the Office Manager, will carry out project administrative and logistical tasks.
4. **GIS/Mapping Specialist:** A GIS/Mapping Specialist will be identified to assist with overall LCRP inventory needs, as well as with mapping for the project activities.

5. **County Coordinators:** Two County Coordinators will be identified to assist with project activities in Lofa and Nimba Counties. They will work with the COP, Land Tenure Specialist, and other team members to coordinate activities and liaise with county land authorities and traditional leaders. Both of the County Coordinators will be employed by NRC.
6. **Impact Assessment Specialist:** NRC will provide a short-term Impact Assessment Specialist to guide the LCRP baseline and impact assessment throughout the life of the project.
7. **Drivers:** Mr. Jallah Johnson will join LCRP in October as a driver and a second driver will be identified after the project purchases vehicles.

### 1.2.3 Tetra Tech Home Office Backstopping Team

The LCRP home office management team will consist of the following people.

1. **STA/M:** Ms. Megan Huth provides overall technical and management supervision and coordination for the LCRP project. The STA/M works directly with the COP to assure smooth functioning of the project but also liaises directly with the USAID clients.
2. **Project Manager (PM):** Mr. Dimitri Obolensky provides daily home office administration and project support to LCRP and works directly with the project's Office Manager and Finance Manager.
3. **Technical Assistance:** Tetra Tech ARD Senior Associate Dr. Mark Freudenberger will provide technical assistance to carry out the training in participatory tenure assessments for the two counties. Tetra Tech ARD Associate Nick Thomas will support the LCRP team on GIS and mapping activities.
4. **M&E Specialist.** Mr. Joe Le Clair will provide periodic technical support as needed to design and implement the M&E Plan and Performance Monitoring Plan.

# 2.0 DETAILED METHODOLOGY AND ANNUAL WORK PLAN

The Land Commission's Dispute Resolution Task Force (LDRT) has dedicated nearly two years to the study of land-related conflict, through consultations with local communities and with organizations devoted to conflict resolution. As the most visible operational arm of the Land Commission, the LDRT is responsible for setting the course for community-based land dispute resolution, based on principles encompassed in traditional and contemporary ADR practices. The LDRT members include representatives from the line ministries including Justice, Lands, Mines and Energy, Agriculture, and Internal Affairs, as well as organizations including the Slumdwellers' Association, Community Peace Committees, the Center for Democratic Empowerment, and international NGOs such as the Carter Center and the Norwegian Refugee Council. Following extensive conversations with the Chairman and several members of the Land Commission, the LCRP indicative activities are and remain aligned with the Task Force and Commission's workplans for the current and coming years.

In addition to regular briefings and participation in community consultations (notably, meetings with women and youth in Grand Bassa and Lofa Counties), LDRT members share information on the techniques each contributing organization uses, including training manuals and recording of proceedings or agreements. Visiting conflict resolution practitioners and land tenure specialists have provided recommendations to the Land Commission and particularly the LDRT on effective ways to institutionalize the practice of ADR in land disputes. The Ministry of Justice and the Judiciary, taking note of the Land Commission's mandate and objectives, implicitly support the addition of ADR practice to the available solutions for land disputes in Liberia. However, the Land Commission's research, methodology and practice activities remain dynamic and should take into account the need to evaluate the implementation of dispute resolution techniques. In particular, the LDRT needs to demonstrate the efficacy of its approach by tracking the incidence of repeat disputes (forum shopping by dissatisfied disputants) and apparently intractable disputes. Using ongoing assessment mechanisms, the successful piloting of land conflict mapping, early warning, dispute resolution and agreement recording systems, the Land Commission will be in a strong position to influence the largest GOL institutions tasked with the resolution of land disputes.

The Land Commission opened the first of several planned Land Coordination Centers (LCCs) in Zorzor, Lofa County in July 2011. The purposes of the Land Coordination Center are: to serve as a repository of support to resolve land disputes in the area, using conflict and GIS mapping as a method to understand the current and potential threats to peace in the county; to educate local communities on the importance of nonviolent dispute resolution and the resources available to assist the process; to provide a neutral space for dispute resolution; and to train local practitioners in advanced techniques of dispute resolution. Following the opening of the LCC, the LDRT is actively recruiting staff to carry out the research, training and public education tasks. Each LCC is intended to house a staff of up to six persons. The Lofa County Land Coordination Center will serve as a model for future Land Coordination Centers, and therefore, the model approach by the Land Commission in the resolution of land disputes elsewhere in the country.

The Land Conflict Resolution Project supports the objectives of the LDRT, and the Land Commission, in the following areas:

## **2.1 ACTIVITY 1: PILOT LAND DISPUTE RESOLUTION METHODOLOGIES**

### **2.1.1. Land Coordination Center Staff Recruitment, Training and Equipment**

LCRP will support the development of LCC staff Terms of Reference (some already completed) through review and comment on items prepared by the Land Commission. Once the LCC staff members are recruited by the Land Commission, LCRP will provide the staff with specialized training in the areas broadly described in the LCC framework: conflict mapping (to include assessment of customary and/or traditional tenure arrangements, the nature of area-specific land disputes, GIS-based and community-based conflict area identification/early warning factors, data entry/database management, office intake/reporting procedures, and monitoring and evaluation skills). In this manner, LCRP will enhance the capacity of individuals who will be able to contribute to the successful replication of the Lofa County LCC model in other counties. LCRP will further support the LCCs in Lofa and Nimba with furniture, equipment and supplies required to carry out the activities named above.

LCRP will also participate in LDRT monthly meetings and LC-organized workshops to exchange information with the Land Commission and other LDRT members. In addition, LCRP will, on a case-by-case basis agreed to by the Land Commission, assist other LDRT members to visit the Land Coordination Center(s), first in Lofa and then in forthcoming Centers as they are established. In particular, as the LDRT assists the local LCC in the convening of a local LDRT, LCRP will attend the periodic meetings, accompanied by at least one Monrovia-based LDRT member who might otherwise be unable to afford the cost of the trip (transport, lodging, meals). In keeping with the Land Commission's experience and goals, priority will be given to women and/or youth task force members who have historically not been fully engaged in land dispute resolution.

### **2.1.2 Prepare Operational Manuals for Dispute Resolution Methodologies and Understanding Local Land Tenure Arrangements**

LCRP will, along with a person designated by the LDRT/Land Commission, review existing operational manuals on ADR practice in Liberia, as well as other relevant information emanating from the baseline impact assessment (to be jointly implemented with LDRT member NRC) and consultations on existing tenure arrangements. Together, they will create two operations manuals: the first, a consolidated manual that establishes LCC practice in dispute resolution, and the second, which will assist LCCs in providing information on existing tenure arrangements.

### **2.1.3 Prepare and Validate Community Land Maps for Lofa and Nimba Towns/Villages**

Following the LCRP training with the LCC staff members, the Land Commission will assist local communities in the creation of community land maps. Combined with additional background information (including records of agreements and existing tenure arrangements), the Land Coordination Centers will support the local communities in their relationships with line ministries in the management of communally-held land. The Land Commission will choose the number and location of villages in which the LCC staff will work as part of this aspect of LCRP training.

## **2.2 ACTIVITY 2: SUPPORT CLAN-LEVEL DISPUTE RESOLUTION ENTITIES**

### **2.2.1 Conduct Study on Local Dispute Resolution Entities**

Much of the work of compilation has been completed by the LDRT. The LCRP will therefore support the LC's ongoing information-gathering on ADR practice in Liberia, particularly in terms of identification of organizations (formal and traditional, including clan-level) practicing ADR in and near the LCCs. The information will include neutral profiles of disputes, disputants, successful dispute resolution practices and resultant agreements.

### **2.2.2 Draft Implementing Regulations on Dispute Resolution Entities**

Building on the principles adopted and regulations considered by the LDRT in 2010 and 2011, the LCRP will support the LDRT's convening of a drafting committee composed of members of the Liberian National Bar Association, the Judiciary, and other key stakeholders to complete a set of regulations for dispute resolution in Liberia. These regulations will formalize the relationship between the Land Commission's approved dispute resolution processes and the Liberian judicial system; this relationship would include the recognition of agreements reached through ADR processes as valid and binding on the parties, provided that such agreements are consonant with Liberian law. The regulations will include a definition of terms, and an overview of the procedures to be used. In addition, the regulations will affirm the training, certification processes and code of ethics that guide the dispute resolution specialists.

As requested by the Land Commission, LCRP will contribute to the LDRT's goal of building trust and understanding among members of the Judiciary and the wider legal community in ADR processes, particularly in terms of the opportunities that ADR practice provides for woman and youth, whose land rights may be overlooked in formal legal processes.

### **2.2.3 Develop Training and Certification Program for Localized Dispute Resolution Entities, Including Curriculum and Trainers**

The LCRP will develop and implement a Land Commission-based training program that covers the multiple ADR methods in practice in Liberia and enhances the most successful and effective practices in land dispute resolution. The LCRP, jointly with the LDRT and LCC, will schedule the implementation of the training sessions. LCRP will be responsible for the location, logistics and materials preparation for the sessions. Local leaders including clan and town chiefs will be invited to participate in the training; LDRT member organizations will also identify other traditional leaders who are currently involved in dispute resolution. The Land Commission will further designate secretariat staff to participate in the training sessions, to ensure that both practice and training skills are retained within its personnel. As part of the training, as well as education and outreach by the LCC, combined with the impact assessments, LCRP will note and assist the LDRT's tracking of the participation of women and youth in all aspects of the ADR pilot.

As the LDRT and LCRP track the employment of dispute resolution techniques by former training participants, the LCRP and LDRT will jointly recommend and support the certification of dispute resolution practitioners, through a qualifying process that takes experience and technical application of the technique into account. The LDRT will maintain a list of certified dispute resolution practitioners, with support from LCRP. This activity will further strengthen the Land Commission's strong position with the Ministry of Justice and the Judiciary as it formalizes its recommendations for the institutionalization of ADR practice in Liberia.

### **2.2.4 Support Training and Operational Supplies to Dispute Resolution Entities**

LCRP will schedule both initial and in-service training sessions, including specialized training for the designated trainers. Trainees will be partnered with active, experienced dispute resolution specialists for a

period of at least six months for observation and supervision before operating on their own. The objective is for the LDRT, with support from the LCRP, to test its own methodologies in the field, including the tracking of agreements reached, and to measure the results of its own practice against results obtained with dispute resolution methods historically used in Liberia. The impact assessment and its ongoing data collection will be synchronized with the LDRT's tracking of dispute resolution implementation and results.

## **2.3 ACTIVITY 3: LCRP SUPPORT OF LAND DISPUTE RESOLUTION INFORMATION CAMPAIGN**

### **2.3.1 Provide Advice for Communication and Outreach on Land Conflict Resolution Activities**

LCRP will support the training of the Land Commission's media officers as these officers prepare to guide the organizations involved in the information dissemination campaigns for the LCC and for the wider activities of the Land Commission (including collaboration with other 1207 partners). This training may be done onsite in Monrovia, but may also take place in part at the local LCCs in Lofa and Nimba as appropriate. The training will encompass the development of media strategies, preparation of materials, targeting of particular groups with particular messages, developing specifications for recommended activities like music jingles or theater group performances/recordings, and ensuring that the good work of the Land Commission is regularly publicized.

At the recommendation of the Land Commission Chairman, the LCRP will support a conference convened by the LDRT to showcase the success of the LCC model and the LDRT, thereby building recognition of the use of ADR as well as the LCC's overall resource offerings (mapping of existing arrangements, record of agreements, etc.) which themselves are supported by the LDRT. This conference will target the Judiciary and Ministry of Justice, and include members of all relevant line ministries.

## **2.4 ACTIVITY 4: PROJECT MONITORING AND IMPACT ASSESSMENT**

### **2.4.1 Support to LDRT for Monitoring and Evaluation**

LCRP, through its continued participation in the LDRT meetings, will support the inclusion of LDRT members on follow-up visits to the LCCs in Lofa, Nimba, and other counties as resources permit. LCRP will assist the LDRT in the development of a trip report mechanism for these visits. In addition, the impact assessments and related training, as well as education and outreach training, to be provided by LCRP will ensure that the Land Commission can successfully monitor, record, and present its own progress for the benefit of all partners.

If requested by the LDRT, LCRP may assist in the outlining and information gathering process for reports, building the Land Commission's capacity in this area.

### **2.4.2 Comprehensive Impact Assessment**

LCRP will, in an agreement with NRC, coordinate a Project Impact Assessment (PIA) that will measure the efficacy of different dispute resolution approaches; the intersection between dispute resolution and community land tenure mapping; and beneficiary satisfaction with the project. The impact assessment will involve mixed research methodologies including both a baseline and endline survey that will collect data on quantitative indicators, such as the number of conflicts and the prevalence of knowledge about land and property rights within communities, as well ongoing qualitative work throughout the LCRP. A key feature of the impact assessment is the selection of communities to receive the full menu of interventions developed by the LDRT, while others will be assigned to receive a reduced or lower intensity set of interventions and a

third group will serve as a control. Comparisons between these groups will provide the basis for the assessment. They will allow the monitoring and evaluation team to explore the impact of the project on communities and individuals by comparing what happens in communities where the program is either delivered at a lower degree of intensity or not at all to communities where the full program takes place.

- A. Baseline Study and Analysis
  - a. During the first quarter of the project, the monitoring and evaluation team will develop a research plan for both qualitative and quantitative research and data.
  - b. Following the submission and approval of the research plan and the passage of the Christmas holidays, NRC will prepare the logistics and training components of the M&E plan.
  - c. As activities 1-3 of the LCRP are developed, NRC will hire impact assessment staff (including Land Commission-identified personnel) and begin to train researchers in qualitative and quantitative data collection methodology. Final community selection for treatment groups and control will take place.
  - d. Following the submission of reports by external consultants and after all stakeholders agree upon the core activities of the LCRP, NRC will develop and test a baseline assessment survey questionnaire.
  - e. Baseline assessment and beginning of qualitative data collection.
  - f. Data analysis and submission of first report.
- B. Ongoing qualitative field work
  - a. NRC will finalize a qualitative interview protocol and work plan for ongoing qualitative field work in both treatment and control communities.
  - b. Upon completion and approval of the qualitative interview plan, ongoing qualitative research will begin. Qualitative research staff will process, transcribe, and analyze data as part of the ongoing qualitative process.
- C. Endline Study and Final Analysis
  - a. Prior to the final quarter of program implementation, NRC will revisit the quantitative data collection tool and hire additional staff for the endline survey. The NRC team will conduct trainings on quantitative data collection and survey techniques.
  - b. Following the end of program implementation, the NRC team will conduct the endline survey in all communities involved in the community including treatment groups and control.
  - c. Data analysis and submission of second report.
- D. Final memorandum
  - a. The final memorandum will reflect on the strengths and weakness of the PIA component of LCRP, including lessons learned, as well as secondary outputs including staff trained.
  - b. Results of the PIA and the final memorandum will be presented to stakeholders participating in the PIA and LCRP.

# 3.0 DETAILED TIMELINE OF ACTIVITIES

Inception Report Section (Activity)	Project Year 1 (Sept 2011 – Aug 2012)				Year 2 (Sept 2012 – Aug 2013)				Year 3 (Sept 2013 – Aug 2014)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.0 Deployment of Key Personnel	Complete											
3.1.1 Land Coordination Center Staff Recruitment, Training, Equipment (Lofa and Nimba Counties)	Complete	Planned or Ongoing			Planned or Ongoing							
3.1.2 Operational Manuals for LDR Entities and Land Tenure Arrangements		Planned or Ongoing				Planned or Ongoing						
3.1.3 Community Mapping in Lofa and Nimba			Planned or Ongoing				Planned or Ongoing					
3.2.1 Study on Local Dispute Resolution Entities		Planned or Ongoing										
3.2.2 Draft Implementing Regulations						Planned or Ongoing						
3.2.3 Develop Training and Certification Program for LDR			Planned or Ongoing	Planned or Ongoing	Planned or Ongoing		Planned or Ongoing	Planned or Ongoing	Planned or Ongoing			
3.2.4 Support Training for Local DR Entities			Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing		
3.3.1 Communications and Outreach Support	Complete	Planned or Ongoing					Planned or Ongoing	Planned or Ongoing				
3.4.1 Support LDRT Monitoring Efforts	Complete	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing
3.4.2 Comprehensive Impact Assessment Planning, Training, and Implementation		Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	Planned or Ongoing	

Complete	Planned or Ongoing
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# 4.0 COMMUNICATIONS PLAN

The primary purpose of this plan is to serve as a guide for LCRP project personnel who play a critical role in reporting and communications processes. Section 5.1 contains a summary of the project reports, Section 5.2 contains the approved Branding Implementation Plan and Marking Plan included in the LCRP contract, and Section 5.3 summarizes project public information and awareness. The guidance below should assist staff in preparing for and realizing timely, efficient, and effective reporting and communications.

## 4.1 SUMMARY OF PROJECT REPORTS

### 4.1.1 Periodic Reports

#### Monthly

- **Monthly reports:** Summary of accomplishments for the previous month, tracking progress and results.

#### Quarterly

- **Quarterly reports (January, April, July, and October):** Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the upcoming period.
- **PLACE IQC quarterly reports (January, April, July, and October):** Summary of accomplishments and upcoming plans excerpted from the LCRP quarterly reports, as required by USAID/Washington for the PLACE IQC.
- **Quarterly financial reports (March, June, September, and December):** Detail the expenditures accrued during the report period and the projected accrued expenditures for the next quarter.

#### Annual

- **Annual reports (October):** A compilation of the information provided in the LCRP quarterly reports, serving as a scorecard of plans and accomplishments of the year.
- **Annual financial reports (September):** An annual financial progress report providing the expenditures accrued for the preceding and forthcoming annual fiscal year.
- **Annual work plan (August):** An update to the inception report for the coming year, intended primarily for USAID, Land Commission, and LCRP staff, as well as other stakeholders.

### 4.1.2 Occasional Reports

#### Technical and Trip Reports

- Technical reports, including reports on workshops and trainings (as appropriate)
- Trip reports (as appropriate)

### 4.1.3 Guidance on Content and Process for Completion

Each of the types of reports has specific content requirements and an internal protocol for completion, as summarized in the tables below. These are only guidelines to assist in planning. Any significant schedule revisions, particularly with respect to due dates, will be discussed and agreed upon between USAID and LCRP. Through the life of the project, content requirements are subject to change in accordance with what is deemed most appropriate for and needed by USAID.

Protocols for submission of documents to and receipt of inputs from USAID are critical to a smooth reporting process. These protocols will proceed as follows:

1. As soon as possible, following completion of the technical assignment, Tetra Tech ARD will provide USAID with a draft version of the technical report. As Draft, the document is submitted for informal review and comment on a general level, to ensure that USAID is kept up to date on project activities and has the opportunity to provide input regarding any major changes as needed. The technical writer will proceed to finalize the document, considering any comments received from USAID, as well as other inputs from technical reviewers as appropriate.
2. After addressing suggestions, Tetra Tech ARD will submit a draft final report for USAID approval. USAID will provide final edits if deemed necessary within two weeks of submission, though it is hoped at the stage that few detailed edits would be needed.

### 4.1.4 Periodic Reports Tables

<b>Table 4.1 Monthly Reports</b>	
<b>Overview</b>	<b>Scorecard of accomplishments of the past month against plans that had been in place, accompanied by a summary of plans for the period upcoming.</b>
<b>Due dates</b>	<b>The 5<sup>th</sup> of each following month</b>
<b>Submitted to</b>	<b>USAID</b>
<b>LCRP coordinator</b>	<b>COP</b>
<b>Content</b>	<ul style="list-style-type: none"> <li>• <b>Milestones planned and present status, including key accomplishments</b></li> <li>• <b>Major actions/expected results for next month</b></li> <li>• <b>Calendar of upcoming events</b></li> </ul>
<b>Appendices</b>	<ul style="list-style-type: none"> <li>• <b>Report on “number of people trained,” with supporting documentation</b></li> </ul>
<b>Internal LCRP process</b>	<ul style="list-style-type: none"> <li>• <b>Component/activity leaders submit information to COP by the second day of the month.</b></li> <li>• <b>COP reviews and submits to USAID by the fifth day of the month.</b></li> <li>• <b>These should be simple, straightforward documents, and therefore not require the inputs of an information specialist.</b></li> </ul>

**Table 4.2 Quarterly Reports**

Overview	Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the period upcoming.
	For quarters that the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.
Due dates	January 15 (for period October 1–December 31)
	April 15 (for period January 1–March 31)
	July 15 (for period April 1–June 30)
	October 15 (for period July 1–September 30) – will serve as Annual Report
Submitted to	USAID
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Milestones planned and present status, including key accomplishments</li> </ul>
	<ul style="list-style-type: none"> <li>• Major actions/expected results for next quarter</li> </ul>
	<ul style="list-style-type: none"> <li>• Calendar of upcoming events</li> </ul>
Appendices	<ul style="list-style-type: none"> <li>• Report on “number of people trained,” with supporting documentation</li> </ul>
Internal LCRP process	<ul style="list-style-type: none"> <li>• Component/activity leaders submit information to COP by the seventh day of the month.</li> </ul>
	<ul style="list-style-type: none"> <li>• COP reviews and submits to USAID by the fifteenth day of the month.</li> </ul>
	<ul style="list-style-type: none"> <li>• These should be simple, straightforward documents, and therefore not require the inputs of an information specialist.</li> </ul>
	<ul style="list-style-type: none"> <li>• USAID suggests revisions by end of third week in January, April, July, and October.</li> </ul>
	<ul style="list-style-type: none"> <li>• COP finalizes report.</li> </ul>

**Table 4.3 PLACE Indefinite Quantity Contract Quarterly Reports**

Overview	Summary of accomplishments and upcoming plans excerpted from the LCRP quarterly reports, as required by USAID/Washington for the PLACE IQC
	For quarters in which the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.
Due dates	January 20 (for period ending December 31)
	April 21 (for period ending March 31)
	July 21 (for period ending June 30)
	October 20 (for period ending September 30)

**Table 4.3 PLACE Indefinite Quantity Contract Quarterly Reports**

Submitted to	USAID
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Key accomplishments from previous quarter</li> <li>• Major objectives for next quarter’s activities and results</li> </ul> <p><i>Note:</i> This is a subset of the information provided for the Quarterly Reports and the Annual Reports. The only difference between the reports is that the standard PLACE IQC Quarterly Report does not require appendices and only calls for simplified “key accomplishments” in the results section, rather than “milestones planned and present status.”</p>
Internal LCRP process	COP summarizes information submitted by activity leaders, and submits to Tetra Tech ARD and USAID by the dates noted above.

**Table 4.4 Quarterly Financial Reports**

Overview	<p>Summary of expenditures accrued during the report period and the projected accrued expenditures for the next quarter.</p> <p>For quarters in which the Annual Financial Report is due, the brief quarterly financial reports will be appendices to the Annual Financial Report.</p>
Due dates	<p>December 16 (for period ending December 31)</p> <p>March 16 (for period ending March 31)</p> <p>June 15 (for period ending June 30)</p> <p>September 15 (for period ending September 30)</p>
Submitted to	USAID
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Expenditures accrued from previous quarter broken down by contract line item as appropriate</li> <li>• Projected accrued expenditures for next quarter</li> <li>• Pipeline analysis and a rate of disbursement (burn rate)</li> </ul>
Internal LCRP process	COP summarizes information submitted by financial manager, and submits to Tetra Tech ARD and USAID by the dates noted above.

**Table 4.5 Annual Reports (ARs)**

Overview	A compilation of the information provided in the LCRP Quarterly Reports, serving as a scorecard of plans and
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	accomplishments of the past year
Due dates	October 15
Submitted to	USAID
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Executive Summary on results achieved and challenges for next year.</li> <li>• Milestones planned and present status, including key accomplishments</li> </ul>
Appendices	<ul style="list-style-type: none"> <li>• Report on “number of people trained,” with supporting documentation</li> </ul>
Internal LCRP process	<ul style="list-style-type: none"> <li>• Activity leaders combine Quarterly Report information, refine, and submit to COP by the October 7.</li> <li>• COP reviews and submits to USAID by October 15.</li> <li>• COP finalizes report with USAID inputs.</li> <li>• Tetra Tech ARD Project Manager submits report to Development Experience Clearinghouse.</li> </ul>

**Table 4.6 Annual Financial Reports**

Overview	Summary of expenditures accrued during the previous fiscal year and the projected accrued expenditures for the next fiscal year.
Due dates	September 15
Submitted to	USAID
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Expenditures accrued from previous fiscal year broken down by contract line item as appropriate</li> <li>• Projected accrued expenditures for next fiscal year</li> <li>• Pipeline analysis and a rate of disbursement (burn rate)</li> </ul>
Internal LCRP process	COP summarizes information submitted by financial manager, and submits to Tetra Tech ARD and USAID by the dates noted above.

**Table 4.7 Annual Work Plans**

Overview	An action plan for the year, intended primarily for USAID and LCRP staff, as well as other stakeholders
Due dates	August 30
Submitted to	USAID
LCRP coordinator	COP

**Table 4.7 Annual Work Plans**

Content	<ul style="list-style-type: none"> <li>• By component:             <ul style="list-style-type: none"> <li>– Performance measures (benchmarks) for the year based on the approved PMPs and life of project (LOP) targets</li> <li>– Summary of activity areas for coming year</li> <li>– Cost estimates for each major category</li> <li>– Expected completion date of primary milestones and activities (implementation schedule)</li> <li>– Concise explanation, where applicable, of how the planned activities will be integrated with other partner programs (private and public, including other USAID programs)</li> <li>– Sustainability issues and potential constraints to implementation.</li> </ul> </li> </ul>
	Internal LCRP process
	<ul style="list-style-type: none"> <li>• Team workshop held at least three weeks prior to work plan due date.</li> <li>• In the week following team workshop, activity leaders prepare materials and submit to COP in format.</li> <li>• COP reviews and refines.</li> <li>• Information specialist completes editing and production.</li> <li>• Work plan is submitted to USAID by August 30.</li> <li>• USAID comments are received by September 14.</li> <li>• COP finalizes report.</li> </ul>

4.1.5 Technical and Trip Reports

**Table 4.8 Technical Reports**

Due dates	30 days following completion of technical event
Submitted to	USAID
LCRP coordinator	Component/activity leaders
Content	<ul style="list-style-type: none"> <li>• Concise executive summary (1–2 pages) focused on key findings and recommendations</li> <li>• Report body that highlights most important results that are relevant for stakeholders (no more than 15 pages)</li> <li>• Conclusions and recommendations</li> <li>• Appendices, to include:             <ul style="list-style-type: none"> <li>– Scope of Work with a brief summary of accomplishments for each assigned task</li> <li>– Schedule of activities</li> <li>– Persons met/consulted with</li> <li>– Technical information to support the main report</li> </ul> </li> </ul>

**Table 4.8 Technical Reports**

	body, as appropriate
Internal LCRP process	<ul style="list-style-type: none"> <li>• Activity leader ensures that the SOW for implementer includes format guidelines for the report, including the components summarized above and the general branding guidelines. Activity leader gives the consultant/organization an electronic copy of the technical report formatting guide.</li> <li>• Activity leader ensures that the SOW for the implementer gives the implementer responsibility and time for incorporating edits and finalizing the report.</li> <li>• Technical implementer submits draft report to USAID at debriefing prior to the end of the assignment.</li> <li>• Technical implementer submits report to activity leader within two weeks of completion of work, incorporating feedback from stakeholders as appropriate.</li> <li>• Activity leader edits report, and submits to COP. COP discusses with information specialist to arrange timing of receipt of report for final format editing.</li> <li>• COP finalizes edits, and gives to information specialist for final production (allow one week for format editing).</li> <li>• COP submits draft final to USAID within six weeks of consultancy.</li> <li>• USAID provides response within two weeks.</li> <li>• Implementer or COP incorporates USAID edits.</li> <li>• Tetra Tech ARD Project Manager submits to Development Experience Clearinghouse</li> </ul>

**Table 4.9 Trip Reports**

Due dates	30 days following completion of trip
Submitted to	COP
LCRP coordinator	COP
Content	<ul style="list-style-type: none"> <li>• Purpose/key results/observations/recommendations/ detailed notes attached (if appropriate)</li> </ul>
Internal LCRP process	<ul style="list-style-type: none"> <li>• Person traveling prepares report in standard format and submits to COP.</li> <li>• Trip report is saved in the LCRP shared files.</li> </ul>

## 4.2 BRANDING IMPLEMENTATION PLAN AND MARKING PLAN

With reference to Section 320.3.2.1 of ADS 320, below is the required Branding Strategy:

- **Program or Project Name: Liberia Land Conflict Resolution Project**

- **How the materials will be positioned:** Jointly Sponsored by USAID and the host country government. Please contact the COTR for more information in the event that the contractor does produce materials.
- **Desired level of visibility:** Low, because the purpose of the project is for local authorities to own the land dispute resolution process—not to impose USG processes or stamp USG logos that imply USG influence on local processes has a desired high level of visibility within USAID since the purpose of the project. However, the offeror can propose a plan with higher levels of visibility if an implementing partner can position the project as a catalyst or support mechanism to ensure local authorities engage in land conflict resolution.
- **Any other organizations to be acknowledged:** Project documents will not use the contractor’s logo, but will acknowledge that the document was prepared for USAID/Liberia by the **USAID/Liberia Land Conflict Resolution Project**.
- The IQC contract for this Task Order states that copyrights and rights to data shall be in accordance with the clause of the IQC Contract, entitled, “Rights in Data – General” (FAR 52.227-14, Alternates III and IV).

As per 320.3.2 Branding and Marking in USAID Direct Contracts, USAID policy is to require exclusive branding and marking in USAID direct acquisitions.

“Exclusive Branding” means that the program is positioned as USAID’s, as showcased by the program name (e.g., “The USAID/Basic Education Program”).

“Exclusive Marking” means contractors may only mark USAID-funded programs, projects, activities, public communications, and commodities with the USAID Standard Graphic Identity and, where applicable, the host country government or ministry symbol or another U.S. Government logo.

It is USAID’s policy that contractors’ and subcontractors’ corporate identities or logos must not be used on USAID-funded program materials.

#### 4.2.1 Branding Implementation Plan

With reference to Section 320.3.2.2 of ADS 320, below is the required Branding Implementation Plan:

##### 1.0 HOW TO INCORPORATE THE MESSAGE

LCRP will use full branding and the USAID identity “From the American People” on materials and communications directed towards beneficiaries. The message “From the American People” will be incorporated into communications and materials directed towards beneficiaries by Tetra Tech ARD.

##### 2.0 HOW TO PUBLICIZE THE PROGRAM

LCRP will be publicized in Liberia by Tetra Tech ARD.

##### 2.1 AUDIENCES

Subject to approval by USAID, LCRP has the following target audiences with whom it will promote and publicize USAID sponsorship:

**2.1.1 Primary audience:** Host-country populations including Government of Liberia (GOL) officials; the Land Commission and the Land Dispute Resolution Task Force; county-level authorities; civil society including women, internally displaced persons (IDPs), and other vulnerable groups; and public and private sector groups that are beneficiaries of LCRP.

**2.1.2 Secondary audience:** Host country clients, international donors, and other cooperating agencies.

##### 2.2 MESSAGES

In all materials and events, the project will be branded as from USAID and prepared by Tetra Tech ARD as part of the LCRP project. As such, all materials will acknowledge that they were produced with support “from the American people.” In cases where a local language predominates above English, the appropriate translation into the local language will be used in branding the program.

Additional ideas to increase awareness that the American people support this program are: a project web site, press releases, success stories, special events, project brochures, site visits (organized for USAID, VIP guests, and media), public service announcements (PSAs), media reports, and professional photography. LCRP will collaborate with the Section 1207 USAID contractor responsible for public awareness to periodically review this set of communication tools to introduce new and innovative ones, and adapt old ones to secure positive publicity for the project, including accomplishments of the LCRP.

LCRP will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320.

### 2.3 TOOLS

The following communication tools will be used:

Press releases	Yes
Press conferences	No
Media interviews	Yes
Site visits	Yes
Success stories	Yes
Beneficiary testimonials	Yes
Professional photography	Yes
PSAs	Yes
Videos	Yes
Webcasts, e-invitations, blast e-mails, or other Internet activities	Yes

### 3.0 KEY MILESTONES AND OPPORTUNITIES

The following key milestones are anticipated to generate awareness that the program is “from the American people”:

- 1) launching the program,
- 2) publishing the impact assessment baseline, mid-term, and end-line studies,
- 3) highlighting success stories,
- 4) featuring beneficiaries as spokespeople,
- 5) sharing land dispute resolution successes,
- 6) securing endorsements from project stakeholders, and
- 7) communicating program impact/overall results.

### 4.0 ACKNOWLEDGEMENTS

#### **4.1 ACKNOWLEDGING USAID**

The following acknowledgment will be included on external USAID LCRP publications and internal publications, such as quarterly reports, as appropriate:

This document was produced for review by the United States Agency for International Development. It was prepared by the USAID/Liberia Land Conflict Resolution Project, IQC. No. EPP-I-00-06-00008-00, T.O. No. AID-669-TO-11-00001.

#### **4.2 ACKNOWLEDGING HOST-COUNTRY GOVERNMENTS**

All LCRP documents will follow USAID Branding Guidelines. If, during the course of this program, other major sponsors are involved, Tetra Tech ARD will advise the COTR of their involvement and request permission to include them as necessary.

#### **4.3 ACKNOWLEDGING OTHER HOST-COUNTRY PARTNERS**

Co-branding with civil society groups will occur when these organizations have contributed funds to the activity. Co-branding with in-country partners may also be desirable when trying to promote local ownership and capacity building. However, when products are fully funded by USAID, Contracting Officer (CO) approval is required for any exceptions to full branding requirements.

#### **4.4 CO-BRANDING WITH OTHER INTERNATIONAL ORGANIZATIONS**

In such cases, the guidelines for co-branding will be followed, assuming the funding contributed is more than a token amount.

#### **4.2.2 Marking Plan**

Tetra Tech ARD acknowledges that it is USAID's policy that programs, projects, activities, public communications, or commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. Where applicable, a host country symbol or ministry logo, or another U.S. Government logo may be added. Except for the manufacturer's trademark on a commercial item, the corporate identities or logos of contractors or subcontractors are not permitted on USAID-funded program materials and communications.

With reference to Section 320.3.2.3 of ADS 320, below is the required Marking Plan:

#### **1.0 MARKING**

#### **1.1 MARKING PLAN FOR MATERIALS TO BE PRODUCED**

Table 5.10 outlines the types of materials that may be produced under the USAID LCRP project. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and CO approval, as appropriate. Please note that marking is not required on items used as part of the administration of the contract, such as stationery products, equipment, and offices. The goal is to mark programs and projects, and not implementing partners. Thus, letterhead, name tags, business cards, equipment, and supplies are not subject to branding.

Every contract deliverable that is marked with the USAID Identity for LCRP will follow design guidance for color, type, and layout in the *Graphic Standards Manual* as related to equipment, reports, studies, events, and public communication (including printed products, audio, visual, and electronic materials). The USAID Identity will be used for programmatic correspondence. LCRP letterhead will be used for administrative matters and will not have the USAID logo. Business cards will not show the USAID Identity. Contractor business cards will not include the wording "USAID Contractor."

#### **TABLE 4.10 MARKING PLAN FOR MATERIALS TO BE PRODUCED**

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Category	Type of Marking	Remarks
<b>Administrative</b>		
Stationery products (administrative business)	USAID standard graphic identity will not be used.	Pertains to letterhead, envelopes, and mailing labels
Stationery products (program-related)	USAID standard graphic identity will be used.	Pertains to letters that accompany program materials
Business cards	USAID standard graphic identity will not be used on business cards. The contractor should use its own business cards but include the line "Land Dispute Resolution Project." Contractor business cards will not include the wording "USAID Contractor."	
<b>Commodities and Equipment</b>		
Commodities	USAID standard graphic identity will be used.	
Equipment	USAID standard graphic identity will be used.	
Export packaging	USAID standard graphic identity will be used.	
<b>Program, project, and activity sites</b>		
Office signs	USAID standard graphic identity will be used to mark project offices. The contractor will follow the US Embassy/Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Visible infrastructure projects (roads, bridges, buildings, etc.)	USAID standard graphic identity will be used to mark visible infrastructure projects (roads, bridges, buildings, etc.). The contractor will follow the US Embassy/Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Temporary signs	USAID standard graphic identity will be used to mark temporary signs. The contractor will follow the US Embassy/Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Permanent Plaque	USAID standard graphic identity will be used to mark permanent plaque.	
<b>Public communication that are print products</b>		
Publications, reports, research results, studies, and evaluations.	The USAID standard graphic identity will be printed on the cover of document. The design will follow guidelines for full branding.	
Brochures, leaflets, informational, and promotional materials	The USAID standard graphic identity will be prominently displayed.	

**TABLE 4.10 MARKING PLAN FOR MATERIALS TO BE PRODUCED**

<b>Category</b>	<b>Type of Marking</b>	<b>Remarks</b>
Folders	The USAID standard graphic identity will be prominently displayed.	
Success Stories	The USAID standard graphic identity will be prominently displayed.	
Posters	The USAID standard graphic identity will be prominently displayed.	
Banners and signs	The USAID standard graphic identity will be prominently displayed.	
Print PSAs, newspaper supplements, and other paid placements such as advertorials	The USAID standard graphic identity will be prominently displayed.	
Advertisements about program events/activities	The USAID standard graphic identity will be prominently displayed.	
Training manuals, workbooks, and guides	The USAID standard graphic identity will be prominently displayed.	
Press releases, fact sheets, media advisories	Contractors will use the US Embassy/Liberia template for press releases.	
Letterhead used for program-related purposes (invitations to events, etc. not for contractor admin purposes)	The USAID standard graphic identity will be prominently displayed.	
<b>Public communications that are audio, visual, or electronic</b>		
Web sites	The USAID standard graphic identity will be prominently displayed.	
Videos	The USAID standard graphic identity will be prominently displayed.	
CDs and DVDs	The USAID standard graphic identity will be prominently displayed.	
TV PSAs	The USAID standard graphic identity will be prominently displayed.	
PowerPoint and other program-related presentations	The USAID standard graphic identity will be prominently displayed.	

**TABLE 4.10 MARKING PLAN FOR MATERIALS TO BE PRODUCED**

Category	Type of Marking	Remarks
Mass distribution electronic mail sent for program purposes (such as invitations to training events or other widely attended program related gatherings)	The USAID standard graphic identity will be prominently displayed.	
Radio PSAs	Will include an audio tag, such as, “Made possible by USAID: From the American People.”	
<b>Events</b>		
Training Courses	The USAID standard graphic identity will be prominently displayed.	
Conferences	The USAID standard graphic identity will be prominently displayed.	
Seminars	The USAID standard graphic identity will be prominently displayed.	
Briefings	The USAID standard graphic identity will be prominently displayed.	
Exhibitions	The USAID standard graphic identity will be prominently displayed.	
Fairs	The USAID standard graphic identity will be prominently displayed.	
Workshops	The USAID standard graphic identity will be prominently displayed.	
Press Conferences	The USAID standard graphic identity will be prominently displayed.	
Invitations, press releases, publicity, media materials, presentations and handouts associated with events	The USAID standard graphic identity will be prominently displayed.	

All studies, reports, publications, and web sites, and all informational and promotional products not authored, reviewed, or edited by USAID will contain a provision substantially as follows:

*This study/report/web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID.) The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.*

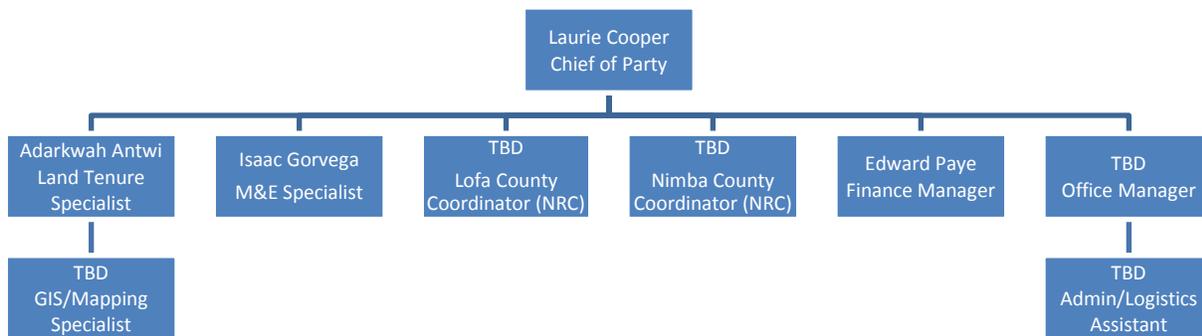
Grants under contracts, when authorized in accordance with ADS 302, “USAID Direct Contracting,” will be branded and marked like grants, and the policy directives and required procedures for branding and marking

of assistance awards in section 320.3.3, and 22 CFR 226.91, apply. The contractor acknowledges that it is responsible for including branding and marking requirements for these grants in its BIP and MP, as part of its overall responsibility for managing grants under its contract.

### **4.3 PROJECT PUBLIC INFORMATION AND AWARENESS**

The LCRP project will provide technical inputs and written content to the public information campaign Section 1207 Program contractor awarded the contract. The LCRP project team will work with the contractor on communications and outreach strategies concerning land tenure issues and land conflict resolution activities.

# ANNEX A. LCRP STAFFING PLAN





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