

LAND GOVERNANCE SUPPORT ACTIVITY YEAR 3 WORK PLAN

October 2017 – September 2018



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DISCLAIMER

The author's 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

APLSUL	Association of Public Land Surveyors of Liberia
CDR	CDR Associates
CNDRA	Center for National Documents and Records Agency
COP	Chief of Party
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DLSC	Department of Lands, Survey and Cartography
EMMP	Environmental Monitoring and Mitigation Plan
GNSS	Global Navigation Satellite Systems
GOL	Government of Liberia
GUC	Grants under Contract
LAVI	Accountability and Voice Initiative Project
LCC	Land Coordination Center
LGSA	Land Governance Support Activity
LIS/GIS	Liberia Institute for Statistic and Geo-Information Services
LLA	Liberia Land Authority
LOA	Life of Activity
LPAC	Legal Professional Development and Anti-Corruption Program
MEL	Monitoring, Evaluation, and Learning
MIA	Ministry of Internal Affairs
NGO	Nongovernmental Organization
PAC	Project Advisory Committee
RG3	Revenue Generation for Governance and Growth Program
SDI	Sustainable Development Institute
STARR	Strengthening Tenure and Resource Rights
USAID	United States Agency for International Development
USG	United States Government
WLRTF	Women's Land Rights Task Force
WONGOSOL	Women NGOs Secretariat of Liberia

EXECUTIVE SUMMARY

USAID/Liberia contracted Tetra Tech as the Prime Contractor to implement the Land Governance Support Activity (LGSA) Task Order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Duration Indefinite Quantity Contract. LGSA supports the establishment of more effective land governance systems, ready to implement comprehensive reforms to improve equitable access to land and security of tenure, so as to facilitate inclusive sustained growth and development, ensure peace and security, and provide sustainable management of the environment. Tetra Tech and partners Landesa, CDR Associates (CDR), Sustainable Development Institute (SDI), and Parley form a collaborative team providing technical and organizational assistance to the Government of Liberia (GOL), civil society, and communities in their land rights reform process.

The year three project work plan presented here summarizes proposed project activities to meet the objectives of the four project components: Component 1: Strengthen policy, legal, and regulatory framework for land governance; Component 2: Improve human and institutional capacity for land governance; Component 3: Conduct action research supporting land rights policy; and Component 4: Strengthen civil society, private sector, and citizen engagement in land governance. As gender is a cross-cutting issue, all project activities will implement a gender responsive approach.

The year three project efforts focus on specific pivotal activities necessary to achieve the previously mentioned components, which include but are not limited to: mentoring and providing assistance to the Liberia Land Authority (LLA) in its development of Land Surveyors, Land Survey, and Land Valuation regulations, finalizing a Land Dispute Resolution Policy, and submitting a Spatial Data Infrastructure Policy, among others; the operationalization of the Liberia Land Authority and its Transition Committee, which will focus on assisting its work to integrate government functions, staff, records, and facilities into the LLA, along with finalizing spatial data standards and a legal framework that feeds into a land information system; conducting the nine-step process for the recognition of customary land rights in seven pilot communities along with beginning work in another seven to 14; and implementing a nationwide awareness campaign on pertinent topics including the criminal conveyance of land, the functionality of the LLA, and rights availed under the Land Rights Act.

The majority of LGSA's year three work plan does not rely upon the passage of the Land Rights Bill; however, LGSA has identified a few activities that will either not take place, be implemented at a reduced threshold, or redirected, as follows:

- Support to the draft Regulations on the Sale, Lease, and Concessions of Public and Government Land will become support for the Revised Guidelines and Procedures for the Sale of Public Land.
- LGSA's work in pilot communities will still occur, as it is necessary to field test the methodology for the recognition of customary land and guide the LLA to ensure its process is inclusive of women, youth, and minorities; however, instead of implementing in 21 communities, it will field test in 14. Additional work in pilot areas will not move beyond those 14 communities until the Land Rights Bill becomes law.
- LGSA plans on implementing a major grant that raises awareness on customary land rights and provide sufficient notification to register Tribal Certificates, once the Land Rights Bill becomes law. Without the law, LGSA will redirect awareness efforts toward the functionality of the LLA and women's land tenure and inheritance rights.

I.0 INTRODUCTION

The Land Governance Support Activity (LGSA) activities are a continuation of USAID's engagement in the land sector in Liberia, beginning with the Millennium Challenge Corporation funded Land Policy and Institutional Support project and the Land Conflict Resolution Project which ended in 2013 and 2014 respectively. These initial efforts assisted the Government of Liberia (GOL) in the development of a Land Rights Policy, the evolution of the Liberia Land Authority (LLA), and a Land Administration Policy.

LGSA continues this engagement through support to the LLA in its establishment and implementation of the Land Authority Act and draft Land Rights Bill. While LGSA is structured with four project components (see text box) the focal points of LGSA are the establishment and operationalization of the LLA, the development of a methodology for the implementation of the provisions of the Land Rights Policy, and raising awareness on access to gender equitable land tenure.

LGSA Components

Component 1: Strengthening the policy, legal and regulatory framework for land governance

- Provide advisory support and recommendations for land policy and legal and regulatory reform,
- Develop and disseminate public information on proposed reforms, and
- Conduct and disseminate policy research.

Component 2: Improvement of human and institutional capacity for land governance

- Support institutional transition to the Liberia Land Authority,
- Support decentralized management and institutional capacity development, and awareness of GOL land governance institutions,
- Support master's-level training in land governance, and
- Public outreach and awareness campaigns

Component 3: Conduct action research to support provisions of the land rights policy and land rights law

- Develop a learning agenda followed by the development and field testing of processes for customary land rights implementation, and
- Facilitate community-led processes to strengthen community land governance, including capacity building of communities, local institutions, and stakeholders.

Component 4: Strengthen civil society, private sector, and citizen engagement in land governance

- Develop and manage grants under contract supporting civil society and private sector entities engaged in land governance activities, and
- Strengthen private professional organizations and public-private partnerships in activities surrounding land administration.

2.0 YEAR THREE WORK PLAN

LGSA priorities in year three will continue to focus on the land governance structure (i.e. establishing and operationalizing the LLA) and the development and testing of a methodology for implementation of the Land Rights Policy, specifically around the recognition of customary tenure. These two activities are discussed in detail in the following two sections with a listing of potential risks, mitigation measures and contingency plans pertaining to each at the end.

2.1 LIBERIA LAND AUTHORITY

Objective 1: Policy, legal, and regulatory framework for land governance strengthened.

- The GOL will have sufficient policies, legislation, and regulations developed to implement its comprehensive mandate and implementation authority over land matters.
 - Measured through LGSA's assistance in developing of 12 policies, legislation, and regulations for enacted laws.

Objective 2: Functionality of the GOL land governance institutions improved.

- The LLA will have adequately trained and resourced staff members able to implement the Authority's mandate of decentralized and capable land governance.
 - Measured through LGSA provision of adequate resources, tools, and training in the areas of land registration, administration, use planning, and survey regulations to 100 LLA staff members.

The Liberia Land Authority Act was enacted in October 2016. The Senate confirmed the Chairman and two of the five Commissioners, so as to form a quorum, in June 2017 and the President appointed the Transition Committee later that month. The LLA will be effectively engaged in two broad institutional activities in its first year of operations: the establishment and operationalization of the LLA as well as overseeing the transition of existing government institutions and functions into the LLA. The discussion below distinguishes these activities between the operationalization of the LLA (Section 2.1.1 below) and the work of the Transition Committee and the Transition Team (Section 2.1.2 below).

2.1.1 OPERATIONALIZATION OF THE LIBERIA LAND AUTHORITY

ESTABLISHMENT OF LLA. The primary mandate of the Authority is to develop policies on a continuous basis, undertake actions and implement programs in support of land governance, including land administration, use, and management. The Act stipulates the broad structure of the Authority as Land Administration, Land Use and Management, Land Policy and Planning, and Administration and Customer Services, each having a Commissioner responsible for that department, and a Chairman heading the entity.

The Land Governance Adviser and the Land Administration Specialist have prepared a detailed transition plan for the LLA, which has been discussed with the LLA and Transition Committee. Work to-date has focused on an organizational structure which delineates functions of each department and unit under that department as well as staffing requirements, and preparing a foundational five-year plan of action for the LLA setting forth its institutional goals and objectives much as the Land Commission had done at its inception. LGSA acknowledges that a long term vision and road map is necessary to guide the LLA in its continued holistic institutional development. Having such a road map in place (Quarter 1 and Quarter 2) will assist the LLA in negotiation with government and other donor agencies who may be interested in supporting land sector activities and whose engagement will be coordinated through the Land Sector Donor Working Group.

The Chief of Party (COP), Deputy Chief of Party (DCOP), Land Governance Advisor, and Land Administration Specialist will facilitate meetings with each Commissioner to review their respective department's structures, functions, and staffing requirements. Through information gleaned from these consultations, LGSA will assist the LLA in developing 1) a professional looking and user-friendly website (Quarter 1); 2) an assessment of staffing needs (Quarter 2); 3) its Human Resources Manual and Administrative Procedures (Quarter 3), which will be fairly similar to other GOL entities but amended to specifically fit the LLA; 4) administrative procedures for business processes of the LLA's service delivery and institutional management (Quarters 3 and 4); and 5) establish/ascertain inputs, technical specifications, and implementation strategy to establish a fully functional land information management system (Quarter 4) (delayed to the end of the year because this activity is best done after a Land Administration Commissioner has been confirmed by the Senate), to build off LGSA's previously developed land information system concept note.

LGSA's COP, Land Governance Adviser, and Land Administration Specialist will continue to provide advisory and technical support specific to the establishment and management of the Authority and the implementation of legal reform and technical capacity building as stated in more detail below, to the Chairperson and other senior staff during this transitional period. The LLA will continue to benefit from day-to-day advice and technical discussions that occur ad hoc with LGSA staff, thereby building trust and allowing LGSA to pull from decades of combined international best practices. Beyond day-to-day advisory and technical support, LGSA will provide the LLA with international best practice issue and/or concept papers on land registration (Quarter 1), guidelines on land use planning (Quarter 2), and aspects of land administration, including land valuation and the feasibility of different methods of surveying and mapping (Quarter 3 and 4).

LEGAL AND REGULATORY STRUCTURE. The LLA and LGSA will continue to move the legal and regulatory reform process forward during the coming year. Priority reforms include Land Dispute Resolution Policy, Spatial data Infrastructure Policy, Alternative Dispute Resolution (ADR) Mainstreaming Regulations, Regulations or Revised Guidelines for the Sale, Lease, and Concession of Public and Government Land, Land Surveyors Regulations, Land Survey Regulations, and Land Valuation Regulations.

LGSA will coordinate with the Legal Professional Development and Anti-Corruption Program (LPAC) to facilitate information flows into the legal profession, particularly for training curricula for the bar association, judicial institute, and University of Liberia Law School.

LGSA will assist the LLA with the following pieces of legislation, policies, and regulations:

1. Land Alternative Dispute Resolution Policy (Quarter 1);
2. Spatial Data Infrastructure Policy (Quarter 3);
3. Land Alternative Dispute Resolution Mainstreaming Regulations (Quarter 3);

Mainstreaming ADR can potentially be achieved through the most conventional way of legislative process, i.e. developing and issuing an Act. However, developing and issuing a regulation that will supplement the Civil Procedure Code is viewed to be a more pragmatic approach than trying to achieve the underlying objectives of ADR through a primary legislation (Act). Given the nature of the issues involved and the divergent orientations of the different stakeholders, developing a regulation based on the power vested in LLA by the Land Authority Act will have greater chance for success in the immediate future.

4. Regulations for the Sale, Lease, and Concession of Public and Government Land (Quarter 3), or Revised Guidelines And Procedures for the Sale of Public Land (Quarter 3);

5. Land Surveyors Regulations (Quarter 3);

Theoretically, the current law that governs the land surveying profession and land surveying standards is PRC Decree # 23 of 1980, providing for the Licensing and Registration of Land Surveyors and for the Control and Regulation of Surveys and Survey Methods and for the Protection of Survey Monuments, Markers, Beacons and other Reference Appurtenances within the Republic of Liberia. However, this decree has been rendered obsolete by virtue of legal principles enshrined in the Land Authority Act and land related policy frameworks that were recently formulated by the LLA.

Therefore, the LLA intends to put a regulatory framework in place with respect to the functions and responsibilities of land surveyors. This is a critical area that requires immediate attention to ensure accountability and professional and ethical standards in land surveying. Developing and issuing a surveyors' regulation in accordance with the Land Authority Act is viewed by LLA as a the most pragmatic measure that potentially has greater likelihood for adoption than a primary legislation (Act).

6. Land Survey Regulations (Quarter 2);

The existing decree on land survey – which was not even adequate at the time that it was issued - is antiquated and cannot be responsive to the current needs. It needs to be revised to vest the land surveying and mapping functions and responsibilities in the Land Authority. The revision of the law is also essential, *inter alia*, to facilitate the introduction of modern surveying and mapping standards and processes into the existing system and to ensure that the procedures for demarcation and surveying for settlement purposes are conducted in a manner that allows the participation of the private sector. Conventionally, the overarching principles and standards of land survey should be provided by a primary legislation. However, given the legislative reality in Liberia and the existence of a broad empowering legal basis, as an immediate stabilizing measure, the LLA prefers to develop and issue a land survey regulation, which appears to be a more practical approach.

7. Land Valuation Regulations (Quarter 4).

Real property valuation is currently done in accordance with the Real Property Tax Code (Chapter 20, Revenue and Finance Law, 2000). The valuation related provisions contained in the Tax Code have been characterized as creating “incentives for landowners to avoid the registry system through informal transactions and non-formalization of inheritances”. LLA intends to improve the method of property valuation to address the concerns of consistency, equity and falling revenue collection by developing and issuing a land valuation regulations in accordance with the Land Authority Act.

ESTABLISHING A SURVEYOR'S TRAINING CURRICULUM. USAID and LGSA decided to amend its work plan to address the lack of technical training available in Liberia. Instead of supporting four Masters students to receive degrees from international institutions, LGSA will support the establishment of a surveyor curriculum. Liberia currently does not have an in-country institute from which surveyors can get certified. LGSA, in partnership with the Forest Training Institute or other institute of higher learning and the World Bank, wants to establish a nine-month to one-year Geomatics Certificate Program that will train 30 persons (two per county), with fair representation of women.

The program will take a period of one year to set up, with the intent of graduating 30 students in Year 4. LGSA activities to set up the Geomatics program in Year 3 include:

- I. With the LLA, liaise with the Ministry of Education (MoE) and the Forest Development Agency to establish and accredit a Certificate of Geomatics Program and decide on an implementing institution, ideally, the Forest Training Institute, the University of Liberia or other institute of higher learning (Quarters 1 and 2);

2. LLA endorse LGSA's previously developed proposed curriculum, which will then be validated by the MoE (Quarter 1);
3. In coordination with the LLA and selected implementing institution, select and appoint two Geomatics Professors (or title equivalent) to instruct the students on survey theory, practice, tools, technology, and laws and real property law (Quarter 3);
4. Advertise the Geomatics Certificate Program and screen applications (Quarters 3 and 4).
5. Develop course materials (Quarters 3 and 4); and
6. Procure surveying tools and technology needed for course work (Quarters 2-4).

LGSA anticipates that the first in-country Geomatics Certificate course since the onset of the Civil War will begin in September 2018 and conclude in May 2019.

2.1.2 TRANSITION COMMITTEE OF THE LIBERIA LAND AUTHORITY

The Transition Committee, comprised of the head of the Ministry of Mines and Energy (formally the Ministry of Lands, Mines and Energy [MLME]), Ministry of Internal Affairs (MIA), Ministry of Public Works, Center for National Documents and Records Agency (CNDRA), Liberia Revenue Authority, and other agencies having responsibility for Land Administration, including the Governance Commission and the Civil Service Agency, was formally appointed on June 27, 2017. The Committee is responsible for: a) taking action on transitional issues and matters for the full establishment of the Authority; and b) ensuring the uninterrupted implementation of ongoing programs of the former Land Commission and of services provided by the County Land Commissioners, the Deeds Registry and the Department of Lands, Surveys and Cartography (DLSC) (formally housed in MLME). The Transition Committee is authorized to hire for one year, a transition team made up of former employees of the MIA, Land Commission, CNDRA, and MLME to carry out the responsibilities as noted above.

LGSA prepared a draft transition plan in year one and an implementation strategy in year two, which act as working documents for the Transition Committee. The Land Governance Advisor and Land Administration Specialist will continue to work with the LLA and Transition Team to revise the implementation strategy as needed.

Once all of the LLA Commissioners are on board, LGSA will facilitate an orientation program for the LLA staff, members of the Transition Committee, transition support staff, institutional and donor representatives, members of the Nongovernment Organization (NGO) and Civil Society Organization (CSO) community, and land related professionals as appropriate. If the remaining Commissioners are not confirmed by June 2018, LGSA will conduct an initial orientation in June and plan for a secondary orientation upon confirmation of the remaining Commissioners.

The objective of this training program will be to increase awareness within the institutions impacted by the establishment of the LLA on the existing principles and guidelines for gender equitable and socially responsible land governance and the implications of the Land Rights Policy. The workshop will provide an opportunity to address concerns that individuals or institutions may have on the existing laws or the LLA itself. LGSA partners will provide input on the design of the participatory training and on the incorporation of women's land rights, customary tenure, and dispute resolution, among other subject areas. Planning for this program will begin in earnest once all of the Commissioners have joined the LLA, which will not occur until the new government is in place.

2.1.3 DECENTRALIZATION OF THE LIBERIA LAND AUTHORITY

The findings of an institutional audit of the land governance entities show that the facilities, infrastructure, and human resources for practicing good land governance in Liberia have either never been established or have deteriorated to the point of being dysfunctional and unsatisfactory for implementing and operating modern land governance systems and service delivery. With the exception of the Central Office of CNDRA there is minimal capacity (human, technological, adequate facilities) to deliver land governance services. The most recently established and functioning institution, the Liberia Land Commission, has been phased out since early 2016. The survey profession is in dire need of upgrading: the average age of existing surveyors is over 55, the surveying school closed in the early 1980s, and knowledge of current survey technology is limited.

LGSA collaborated with the LLA during year two to design a pilot Regional Land Office to be established as a prototype facility for testing business processes and workflow procedures, training of personnel, and for implementing gender responsive land governance functions associated with land management and land administration. Implementation of the proposed pilot Regional Land Office prototype will involve selection of an easily accessible location and joint housing of the existing Deeds Registry, Lands and Surveys facility and the Land Commissioner's office within the selected county. Co-location of these functions, while the LLA is being established, will assist with the design and testing of business processes and workflows between these three core functions of the LLA and will further help build the capacity to establish an effective land governance facility.

Regional land offices and county land offices will perform different services. The regional office will perform several functions for the county office, including registration of land rights for counties under its purview. Regional offices will require registration technology, system maintenance, database management systems, and skilled information and communications technology personnel. Because these inputs will not be required in all counties, the LLA will achieve significant cost savings.

The respective county office personnel will collect registration documents from clients, deliver them to the regional office for processing, and upon receipt of registration/certification documents from the regional office, will deliver them to the client. Counties where regional offices are established will also have a county office, which will be embedded in the regional office.

The location of the pilot Regional Land Office will be decided by the LLA in early year three and LGSA will commence in-house technical training to staff to build the office capacity in line with LLA goals. LGSA will assist the LLA to complete the design of a regional office delineating the responsibilities for registration, dispute resolution, and surveying service provision.

In addition to the pilot Regional Land Office, LGSA will support the LLA as it begins to decentralize its reach at the county level. The operationalization of County Land Authority Offices,¹ as mandated by the Land Authority Act, will create functional, efficient local offices for land governance. The Land Authority

Functions of the Proposed Regional Prototype Facility

- Introduction of current methods and technology for land administration and land management.
- Testing workflows for registry services.
- Training of land administration personnel.
- Coordination of training in surveying and mapping skills in cooperation with the APLSUL.
- Adoption of data standards across multiple institutions.
- Creation of a single entity concept for land governance services.

¹ The LLA has not yet determined if it will have regional or county-level offices; LGSA will adapt according to the LLA's eventual decision.

Regulations (as stated under 2.1.1) will detail the roles and responsibilities of the County Land Offices vis-a-vis the national LLA.

Beyond supporting the establishment of a pilot Regional Land Office, LGSA will also assist the LLA to develop standardized registration processes, services, and business processes that align with international best practices (Quarters 3 and 4) and provide inputs into a decentralized procurement plan and assist the LLA to develop terms of reference for positions at the regional and county-level (Quarters 2-4).

2.1.4 LIBERIA LAND AUTHORITY CRITICAL ACTIVITIES

PRESERVATION OF DLSC FILES. This activity was identified as a priority for LLA in year two of LGSA and the intent was to attempt to scan and index all deeds, plans, and maps held by the DLSC. An inventory of the maps and plans is necessary to determine the level of effort needed to do the document conversion. It did not take place in year one because the funding was not available. While this activity is outside the scope of LGSA, the project team has continued to collaborate with DLSC and CNDRA and has developed a pilot project that will scope how much effort, money, and equipment will be needed for donor funding to convert the files to digital format, referenced such that they can be accessed electronically, and then stored in a controlled environment for preservation. This is a multi-year project similar to the scanning of deed documents which has been ongoing at CNDRA for the past eight years. The files will be scanned and indexed in the same operation. Once scanned, the hard copies will be transferred to CNDRA for permanent storage. The database will also permit CNDRA to integrate these records with those already at the Deed Registry.

LGSA will support the file preservation activity through the following:

1. Provide the DLSC with an inventory template that includes all inputs necessary to cost out the digitalization process (Quarter 1);
2. Mentor DLSC staff in the completion of a complete inventory of documents (Quarter 1);
3. Develop a costed-out concept note for the complete digitalization of all DLSC files, which denotes which items on the inventory list that should be prioritized in the process as a result of the files' value or current condition (Quarter 1);
4. Identify and procure (directly as feasible or seek funding) any necessary equipment and supplies (Quarter 2);
5. Collaborate with CNDRA and Liberia Institute for Statistic and Geo-Information Services (LISGIS) to provide a training program for seconded DLSC and CNRDA staff. CNDRA registry staff will provide the training for the smaller format documents and LIS/GIS will be engaged to provide for the large format (A0) maps to be scanned by the large format scanner (Quarter 2); and
6. As it will require a significant level of effort to access, prepare, scan and securely store the documents, LGSA, in cooperation with LISGIS and CNDRA, will estimate the budget which will be used for the LLA budgeting purposes or provided to a potential donor to consider (Quarter 4).

INTRODUCTION OF A SPATIAL DATA INFRASTRUCTURE. There are a number of agencies involved in spatial data collection and the development of spatial databases keep growing steadily in Liberia. Many institutions, including central government agencies, donor agencies, local and international NGOs, as well as private companies, are collecting spatially-related data for various purposes with each entity designing its own tools and standards for collecting spatial data without consideration of other agencies' effort and tools. Data collected without the use of any specific standard will invariably lead to duplication of efforts, incompatibility of data sets, inefficient use of scarce

resources, and an inability to respond to future needs for accurate spatial information. It will not be possible for a potential data user to search, discover, maintain, and understand the type and quality of spatial data that are available.

A study under USAID's Land Policy and Institutional Support project proposed the development of minimum standards in relation to spatial data collection and utilization and focused on creating guidelines for data sharing among spatial data institutions in Liberia. The findings and recommendations of that report have been included in the Land Administration Policy as a clear indication of government's commitment to the establishment of a Spatial Data Infrastructure. Recommendations of the report from this study and provisions of the Land Administration Policy form the basis of activities begun at the end of year two and are to be continued in year three of the project, including:

1. Host a workshop on spatial data standardization to address spatial data issues and to educate surveyors and other stakeholders on the role of standardization in spatial data collection and use (Quarter 1);
2. With the LLA and LISGIS, develop a decision-making process regarding the development of spatial data infrastructure; develop a work plan that depicts clear results, indicators, and timing; and develop a strategy for spatial data use, sharing, and dissemination (Quarter 1);
3. After a process, work plan, and strategy has been put in place, in collaboration with Spatial Data Infrastructure Committee, refine the draft National Spatial Data Infrastructure Policy developed in Year 2 (Quarter 2); and
4. Provide technical support to the National Spatial Data Infrastructure Committee to maintain its spatial data registry and create a sustainable model for its continued maintenance past the LGSA project (ongoing).

2.1.5 INCREASE AWARENESS AND CAPACITY OF GOL LAND GOVERNANCE INSTITUTIONS

In addition to the activities above, LGSA will collaborate with the LLA to identify areas to build capacity of the nascent institution, including:

- An approach for the recognition of customary tenure (Section 2.2 below);
- Establishment of a gender/women's land rights unit in the LLA;
- Facilitating a closer working relationship between the LLA and the Women's Land Rights Task Force (WLRTF) and formally incorporating into the LLA functions of the WLRTF as the LLA establishes a Gender Unit;
- Provide training on gender and women's land rights issues to the Land Authority and other relevant ministries; and
- Conduct legal literacy training for land sector officials, including dissemination of LGSA's Women's Land Rights Study through sharing the full study electronically and physically with relevant stakeholders and the development of shorter issue briefs on specific topics focused on key findings and recommendations.

Public information campaigns on the services provided and activities of the LLA and the pilot Regional Land Office described above will improve the understanding of the public on the roles and responsibilities of the LLA. Information will focus on the structure of the new office, services available, and procedures to be followed to receive these services. Campaigns will include publicity on the identity of licensed surveyors and processes for the registering of land and associated fees for those services. Where possible, LGSA will promote and communicate on land services provided by other GOL institutions.

At the end of year one and beginning of year two LGSA undertook a series of media awareness workshops focused on a public awareness exercise of the Act Against the Criminal Conveyance of Land and on the media itself, training community radio journalists in land reporting strategies and approaches. The media workshops will continue in year three so as to strengthen the coverage and therefore awareness of land issues throughout Liberia.

Section 2.3.1, below, presents a discussion of planned public information programs related to the legal and institutional reform of the land sector.

2.1.6 POTENTIAL RISKS, MITIGATION MEASURES, AND CONTINGENCY PLANS

POTENTIAL RISKS AND MITIGATION MEASURES.

Limited Capacity of LLA to Directly Engage in all Project Activities as it Begins to Establish Itself and Sets its Priorities. LGSA will remain flexible to adapt to changing needs with the demand-driven approach; engage the Project Advisory Committee (PAC) consistently for guidance and communication of LGSA priorities; and develop a Memorandum of Cooperation between LGSA, LLA, and USAID to detail steps to be taken when there is a change in level and type of support.

Continued Non-Placement of the Two Outstanding Commissioner Positions. The Senate has assured the LLA that it will not confirm any more Commissioners prior to the next administration being in place, which has put on hold some of LGSA's training efforts, as they are best suited when all senior staff are in place. If the two remaining commissioners are not confirmed by June 2018, LGSA will do an initial orientation with existing senior staff and conduct a follow-on once all positions have been filled.

LLA Priorities May Not Align with LGSA Goals as They Shift in Line with More Immediate Needs, Changes in Leadership, and Focus of Authority Staff. The risk of possible misunderstandings with the LLA will be averted by LGSA by continuing in its advisory role, through the COP, Land Governance Advisor, and Land Administration Specialist and through regular informal discussions with LLA personnel. The WLRTF will support LLA on gender and land issues due to their limited scope and gender capacity. LGSA will work with the LLA to ensure that a transition plan is in place to support LGSA activities, and engage the PAC as necessary should new leadership not be as supportive.

CONTINGENCY PLANS. LGSA can be flexible to emerging legal needs of the LLA with in-country support from the COP, DCOP, and staff. If the remaining two commissioners are not appointed and confirmed by June 2018, LGSA will conduct bifurcated training for senior staff already in place and a second training after the final two Commissioners have been confirmed. For the two pieces of Land Administration legislation, if a Land Administration Commissioner has not been appointed by the end of Quarter 3, LGSA will draft the Land Surveyors Regulations and Land Surveys Regulations in consultation with the Commissioner of Policy and Planning.

2.2 FINALIZE A METHODOLOGY FOR RECOGNITION OF CUSTOMARY LAND RIGHTS AND IMPLEMENT THE METHODOLOGY IN PILOT COMMUNITIES

Objective 3: Protection of customary land rights strengthened.

- The LLA will have adopted customary tenure recognition processes and procedures that are aligned with international best practices, particularly in regard to gender inclusiveness.
 - Measured through LGSA's development and field testing of processes and procedures and the LLA's subsequent adoption.
- If the Land Rights Law is not enacted, customary tenure security is bolstered in LGSA pilot communities.
 - Measured through LGSA's assistance to over 2,000 households in 14 LGSA pilot communities that have gone through self-identification, boundary demarcation, and boundary harmonization.

The Land Rights Policy defines four major land categories: public, government, customary, and private. Under the draft Land Rights Bill customary lands are statutorily recognized as equal to private land. Recognition of customary lands requires communities to self-identify members (including women, youth, and minorities), demarcate boundaries, and constitute representative land governance entities. Rural communities are keenly interested in obtaining a deed to customary land, but policymakers and rural communities alike are unaware of the extent and location of deeded lands, tribal certificates, concessions, and other government and public lands. LGSA is supporting the GOL to develop a process for the recognition of customary lands which will in turn inform the design of new laws, regulations, administrative procedures, and guidelines to implement the Land Rights Policy and Land Rights Act (upon passage).

2.2.1 DEVELOP LEARNING AGENDA FOR CUSTOMARY LAND RIGHTS IMPLEMENTATION

With the exception of the defense of a LGSA-sponsored dissertation on political ecology of land and agriculture concessions in Liberia, this section was completed in Year 2.

2.2.2 DEVELOP, FIELD TEST, AND REVISE PROCESSES FOR CUSTOMARY LAND RIGHTS IMPLEMENTATION

At the end of year two LGSA drafted a *Methodology for the Recognition of Customary Land* based on the research findings from the learning agenda and building off of the former Land Commission's *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* and the *Tenure Facility and LLA Community Self-Identification Guide*.

LGSA's draft methodology lays out the steps to be piloted in the 14 communities in the remaining contract period. Over the course of the project the approach will be further fleshed out into a guidebook that will provide background and detail on each step of the approach. The guidebook, developed in collaboration with the LLA and other partners who may be actively working on the recognition of customary tenure, will incorporate lessons learned throughout the pilots and offer a streamlined approach for GOL, CSO and community use. In addition to experience from the LGSA pilots, existing resources such as the *Community Self-Identification Guide* and Namati's *Community Guide to Protecting Community Lands and Resources* will inform the guide.

LGSA will pilot the refined customary land rights recognition process in phases, incorporating lessons learned as feasible. The first seven communities will begin in October after the national elections with initial community outreach and the community self-identification steps (steps 1 – 4) if they did not already go through the Tenure Facility/LLA pilot. If the pilot community has already self-identified, LGSA

will review steps 1 through 4 with the community and stakeholders and then start in earnest with step 5, establishing community governance instruments and structures. By the end of year three LGSA will assess progress in the pilot process and make adjustments based on feedback from the community, LLA and project partners. This feedback will instruct the steps taken in new pilot sites to begin in the second half of year three. Continuing to support communities and the LLA in the refinement of a methodology to recognize customary tenure is essential to mitigate conflicts and protect community lands from investment pressure.

Without a Land Rights Law, LGSA will implement eight of the nine² steps in the draft methodology for the recognition of customary land rights through a tiered approach (i.e., the initial seven communities will complete the first steps before LGSA begins the process in additional communities). Additional pilot communities will border existing pilot communities, to the extent possible, with the intent of creating locations with secured land tenure that continue to mushroom and grow.

The potential for delays to the process include the preparedness of the LLA (both staff resources and timing), legal framework set-backs, and the presidential and legislative elections to be held in October. As this is a pilot, each of the identified nine steps may take longer than initially identified. Step 7 (LLA and Self-Identified Community Conduct Community Land Identification and Mapping) in particular may be more time intensive and complex if the team reviews all claims (tribal certificates, private land, government land including protected areas, community forests, concessions, etc.) made on land identified as part of the community.

2.2.3 FACILITATE COMMUNITY-LED PROCESSES TO STRENGTHEN COMMUNITY LAND GOVERNANCE

This activity is subsumed under 2.2.2 above.

2.2.4 CONDUCT CAPACITY BUILDING OF COMMUNITIES, LOCAL INSTITUTIONS, AND STAKEHOLDERS

The Land Rights Policy raised expectations of rural communities to replicate customary land recognition widely because clarification and formalization of customary land rights is viewed as a way to reduce long-standing land conflicts and negotiate stronger terms with external investors. To meet demand for information on how to register customary lands, the Community Engagement Specialist, along with Liberian partners, will prepare training materials and train the GOL, community land mobilizers, county and/or regional government staff, CSOs, and interested communities on the steps and procedures required for documenting and protecting customary lands, in years three – five. Training will correspond with LGSA's roll-out into and engagement in the pilot communities and will train the respective stakeholders in each community as the team begins each new step. For example, in the first steps of the process LGSA will focus training on community elders, women's group representatives and traditional authorities as the activities are high level. As the process engages with a community governance structure, training will focus on that committee or particular representatives for each step, while making sure to keep the entire community informed of the process. It will also pull from expertise outside of the land sector, e.g. VLRTF and Women's NGO Secretariat of Liberia (WONGOSOL) to ensure that women's rights to land are incorporated (see Section 2.3.1 below on our work with women's groups and elders). LGSA provides its partners and the LLA with regular Monitoring and Evaluation (M&E) training and gender mainstreaming support.

² The ninth step involves formal recognition of Land Rights.

2.2.5 DEVELOP PHASED AND COSTED IMPLEMENTATION PLAN

LGSA is developing an initial estimation of the direct and indirect costs for implementing the draft customary land recognition methodology. The estimation incorporates lessons learned from LGSA partners and other CSOs working on customary land tenure issues in Liberia and calculates the average costs incurred by government, local communities, and supporting civil society from the start of the rights recognition process to the issuance of the community deed. This estimation will be revisited and updated through a more thorough study once the process is further refined and will inform the implementation process in subsequent years. A draft phased and costed implementation plan for LGSA activities will be completed towards the end of year three after the first round of community implementation is underway.

2.2.6 DISSEMINATE ACTION RESEARCH FINDINGS

After vetting with the PAC, and approval from USAID, LGSA will disseminate guides, training programs, and reports generated from activities for public posting on GOL websites. LGSA will convene a lessons learned workshop for stakeholders at the close of year three to present findings from the pilot communities and incorporate changes into the methodology for the recognition of customary tenure. As the budget allows, LGSA will invite specialists who have facilitated customary land rights recognition in other countries, including those who have experience with gender responsive approaches to customary land recognition, to exchange applicable international models and experiences. Lessons learned and successes will be communicated through outreach described in Section 2.3.1 below.

2.2.7 POTENTIAL RISKS, MITIGATION MEASURES, AND CONTINGENCY PLANS

POTENTIAL RISKS AND MITIGATION MEASURES.

Community Land Rights Activities Generate or Exacerbate Land Conflicts. LGSA will collaborate with local dispute resolution entities to analyze risks and establish gender responsive dispute resolution systems before work begins in the communities. LGSA will convene local dispute resolution providers that were coordinated by and worked with the Land Coordination Centers (LCCs) in targeted counties, and provide them with some in-service ongoing training as needed. Training on harmonizing boundaries, mapping tools, and dispute resolution will be provided to community representatives and LLA county-level staff.

Customary Land Rights Recognition Process is More Time and Resource Intensive than Anticipated. LGSA will share responsibility for the implementation of the agreed upon land rights process with government, CSOs, and communities. The phased and costed customary land rights implementation plan will be re-evaluated to learn from ongoing experience and the implementation plan will be modified accordingly.

Existing Legislative Framework for Deed Registration Does Not Adequately Support Community Deed Process. LGSA will collaborate with CNDRA/LLA to clarify the legal foundation for deeds registration in hopes of simplifying the process and propose legislative/regulatory reform if appropriate, especially if the process does not adequately protect the rights of women.

CONTINGENCY PLANS. LGSA is mindful of the legislative impediments to customary land tenure and rights, and as mentioned above, will work with the LLA to improve customary land tenure through the development of guidelines, regulations, and policies that can be developed and implemented without legislative action.

Even if the Land Rights Bill is not promulgated, LGSA will be in line with the contract goal to, “develop and demonstrate key processes and generate recommendations on key decisions for the successful implementation of the Land Rights Policy, with a focus on the recognition of customary land rights” by continuing with the pilots (albeit at a reduced number). The process to recognize customary tenure still has many hurdles even if the Land Rights Bill is passed in the near future. By testing LGSA’s draft methodology in the initial seven pilot sites, USAID will assist the LLA to see which steps require additional resources, be it time or technical support, and where shortfalls with the law itself require additional regulations and amendments beyond what is currently evident. Without LGSA’s continued support to test the draft methodology for the recognition of customary land, community land is further jeopardized for potential land grabs by concessionaires, elites or the government. This not only decreases tenure security for the majority of Liberians, but also increases the chance of conflict flaring up.

When working in communities that have private land with deeds and Tribal Certificates in process, LGSA will need to augment its approach to recognizing the boundaries of customary land. LGSA will test the process in one of its initial pilot communities and if the process requires additional resources (either in time, people or financial) the suggestion may be to either not continue to work in pilot communities with Tribal Certificates or to reduce the total number of pilot communities in which it conducts activities. LGSA will share responsibility for implementation of agreed upon land rights process with the GOL, CSOs, and communities. It will also re-evaluate the phased and costed customary land rights implementation plan to learn from ongoing experience and modify an implementation plan accordingly.

If USAID prefers that LGSA reorient its support away from the customary tenure pilots, the project can focus its efforts on more thoroughly supporting the LLA. LGSA will consider supporting activities not originally included in previous work plans due to their expense (e.g., the electronic conversion of deeds located at the DLSC, material support to the LLA and county/regional offices, material support to APLSUL), if so directed. LGSA can also concentrate more resources toward raising awareness about the Land Rights Bill through grants and communications and outreach materials and partnering with other USAID media-related projects, such as the Liberia Media Development Program.

2.3 STRENGTHEN CIVIL SOCIETY, PRIVATE SECTOR, AND CITIZEN ENGAGEMENT IN LAND GOVERNANCE

Objective 4: Stakeholder engagement in land governance strengthened.

- Liberians overall awareness on land matters has improved.
 - Measured through LGSA messaging on land matters reaching more than 200,000 Liberians.
- Private and civil society organizations complement and serve as appropriate checks to the GOL in land matters.
 - Measured through LGSA’s assistance to nine organizations that have been sustainably developed/established.

2.3.I DESIGN AND IMPLEMENT PUBLIC INFORMATION CAMPAIGNS

In all of the 15 counties visited throughout the public information campaign in Year 2, similar questions were asked in regards to the Act Against the Criminal Conveyance of Land, the Land Rights Bill and on land more generally. LGSA will support the LLA to create brochures and additional awareness materials to address the content of the laws/bills, definitions, how to register land and other land issues. With these materials, LGSA will continue holding Criminal Conveyance of Land awareness raising sessions

with LLA representatives, among leaders in peri-urban areas particularly affected by criminal conveyance (e.g., Todee, Marshall, Scheifflin; and Caldwell).

In year three, public outreach will complement the national campaign and focus on the pilot counties of Bong, Gbarpolu, Lofa and Nimba. If there is a Land Rights Law, key messages will be disseminated on land rights under the current legal framework. Information will focus specifically on rights as they exist under the Land Rights Law, the Public Lands Law, the Interim Guidelines, the Act Against the Criminal Conveyance of Land, the Decedents Estates Law 1992, Domestic Relations Law 1973, the Equal Rights to Customary Marriage Law, as well as the role of the LLA. Community consultations in the pilot communities will focus on customary land rights and processes, using a gender responsive approach and including both communal and individual/household perspectives and rights. This will result in residents becoming more knowledgeable about their legal rights to land, land administration, governance, and related issues and thus increase their ability to make informed decisions in all land dealings. If the Land Rights Bill does not get enacted, LGSA will conduct an information campaign to inform the populace on the functionality of the LLA.

Regardless of the enactment of the Land Rights Bill, LGSA will continue its outreach on women's land rights, through its grant to Development Education Network-Liberia (DEN-L), future grantees, and information campaigns spearheaded by LGSA. LGSA will largely focus on its pilot communities; however, there is continued need to raise awareness on women's inheritance and legal literacy on land matters. DEN-L will complete its work in Quarter 1 of Year 3. LGSA wants to replicate grants on women's land rights in its other three pilot community locations through an additional grant or grants (Quarters 2 and 3). The information campaign will occur in Quarters 3 and 4.

LGSA will identify women's groups in the pilot communities to participate in leadership, conflict mediation, and advocacy training programs. A Trainer of Trainers (ToT) module will be developed bringing together key laws that promote women's land rights. The women's groups will participate in the training and the modules and other tools will be distributed to community leaders and associations; the timing of these ToTs will occur as LGSA works with each community, so timing will cascade as LGSA enters communities.

The Gender and Land Specialist will work with the women's groups and elders who benefited from the above training programs to establish women's land rights advocacy committees in the pilot communities. Collaboration with the Carter Center will be explored as appropriate. These teams of advocates (including men and women) will be supported by LGSA to continue advocacy engagements and mediation for women's land rights. This will initiate a platform that aims to facilitate eventual acceptance and buy-in to women's participation and promotion of their rights and assist in ensuring a gender-integrated roll-out of the Land Rights Bill when passed. This will likely occur in Quarter 1 or 2, after further coordination with the Carter Center.

Given the low capacity of media in Liberia, LGSA will continue its annual media training program of approximately 155 journalists in Quarter 4, centered on reporting land issues as mentioned in Section 2.1.6. The network of land reporters throughout the 15 counties formed in the training conducted in year two has regularly communicated with the LLA to stay informed and coordinate on the reporting of land issues. LGSA instituted an annual award with the Press Union to encourage land reporting all over Liberia in year two and will support the award ceremony in year three.

LGSA maintained its ongoing relationship with and mentorship of journalists reporting on the land sector throughout year two; this relationship will continue through the life of the project. While journalists are improving, there continues to be issues with misreporting on land issues, so the Communications and Outreach Specialist will continue to coach fledgling journalists on accurate

reporting; providing story ideas, angles, and approaches; and giving editorial support prior to publication in year three.

2.3.2 DEVELOP AND MANAGE GUC SUPPORTING CIVIL SOCIETY AND PRIVATE SECTOR

In year three, LGSA will continue to provide grants to the Liberian private sector and civil society to implement outreach programs. Activities will include awareness raising, dialogue, capacity building, and field based activities around current land frameworks and legal reform (Land Rights Policy and Law, Liberia Land Authority Act, Land Administration Policy), as well as the customary land rights recognition process. LGSA is waiting to see if the Land Rights Bill is promulgated before the end of the legislative session: if it is promulgated, the awareness raising grant will focus on the customary land rights given to communities through the Land Rights Act and setting notice for Tribal Certificates, and if it does not, the focus of awareness raising efforts will be on the functionality of the LLA.

LGSA will publish an Annual Program Statement on women's inheritance and tenure rights in Quarter 1, which will result in the start-up of another grant in Quarter 2.

2.3.3 STRENGTHEN PRIVATE PROFESSIONAL ORGANIZATIONS OF LAND PROFESSIONALS

The Land Governance Advisor and Land Administration Specialist will continue to work with the Association of Professional Land Surveyors of Liberia (APLSUL) on any updates needed to ensure that the association maintains their membership in the International Federation of Surveyors and that they have an updated training plan. Training will focus on ensuring skills are relevant and applicable to maintaining a modern survey network in Liberia and concentrate on building basic skills of new surveyors at the technician level. The Land Governance Advisor created introductory level survey materials and the Land Administration Specialist will train APLSUL (along with pertinent LLA staff) as follows in Year 3:

- I. Introduction to Global Navigation Satellite Systems (GNSS)** for APLSUL members and pertinent LLA staff (Quarter 3, and ongoing each quarter until all training topics have been given).

GNSS is a generic term for all satellite positioning systems and for what is generally referred to as GPS. This training should commence as soon as the LLA surveying and mapping division is established and has GPS technology and should be delivered each quarter thereafter. Training for GNSS applications includes:

- a.** GNSS for land surveyors, including demos of survey grade GNSS as compared to recreational grade GNSS;
 - b.** Applications of GNSS as tools for various types of survey applications (e.g., cadastral, construction, mining);
 - c.** Working with coordinate systems, for data collection and processing to create survey plans; and
 - d.** Continuous Operating Reference Stations (CORS) and their applications to land surveyors including cost, maintenance of the network, and security.
- 2. Training in Geographic Information Systems (GIS)** for APLSUL members and LLA staff (Quarter 3, and ongoing for several quarters). This training will commence as soon as the LLA surveying and mapping division is established and has GPS technology.

3. **Short Course in Land Surveying** for APLSUL members and/or other land surveyors (Quarter 1, with a follow-up training in Quarter 3). Training will focus on survey best practices, privatizing practice surveying, and cadastral systems.

LGSA is also encouraging surveyors to work in private practice and not in conjunction with the LLA or GOL. To do this, LGSA will conduct an assessment as to what basic business skills (e.g., record keeping, financial management, drafting a business plan) surveyors require before running their own business in Quarter 1 and conduct training in Quarters 2-4. USAID's Liberian Accountability and Voice Initiative (LAVI) has a pool of potential trainers that LGSA may engage to provide such training, as applicable.

In June 2017, LGSA hosted 74 land and property valuation and appraisal stakeholders to discuss how to best establish a professional entity responsible for self-regulation and developed a work plan to ensure such an entity is formed. LGSA employed a local lawyer to complete and process all registration and legalization paperwork and write a draft of the entity's charter and bylaws, in consultation with the President of Caesar Architects, the technical committee's coordinator. This work will spill over into year three and completed in Quarter 1. LGSA will continue to support the attorney's work on the Board of Accreditation and Certification that can guarantee the standards and methods of valuers and surveyors. LGSA will work with USAID's Revenue Generation for Governance and Growth Program (RG3) project and the Liberia Revenue Authority to coordinate efforts in this area.

In Quarter 2, LGSA, through project partners Parley and CDR, will explore supporting the establishment of an arbitration and mediation society such as a National Liberian Dispute Resolution Organization. This organization will establish professional standards, handle training, certification, and maintain a roster of trained and qualified mediators and other third parties.

LGSA will continue to explore other opportunities to establish land related professional bodies.

2.3.4 FACILITATE ESTABLISHMENT OF PUBLIC-PRIVATE PARTNERSHIPS

LGSA will continue its support to the LLA to seek a donation of survey equipment and training from a private sector firm, such as Trimble or Leica. Survey equipment is necessary to establish the First and Second Order Geodetic Network. LGSA will continue to look for opportunities to engage with the private sector.

ANNEX A: LGSA INDICATORS AND TARGETS³

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Year 2 Target	Year 2 Achievement	Years 1-2 Target	Achieved to Date LOP	LOP Target
1	LTPR	I.1: Number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance	Q1, Y2	Annual	Land agencies or LGSA implementing partners; copies of proposed, adopted or implemented pieces of legislation or regulations affecting property rights collected	0	3	3	5	5	12
3	Custom	I.3: Number of people trained in land tenure and property rights issues	Q1, Y2	Annually	Completed participants attendance forms	0	400	650	600	805	1900
4	LTPR	I.4: Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance ⁴	Q1, Y2	Annually	Completed participants attendance forms and follow-up survey, disaggregated by gender	0	80%	92.6%	80%	89.8%	80%
7	Custom	2.3: Number of individuals from land governance institutions who received Master's-degrees in land administration and governance as a result of USG support.	Q1 Y2	Annually	Individuals receiving master's degrees will submit a brief report, including a copy of their completed degree	0	0	0	0	0	4

³ In the revised MELP, several indicators were removed; however, LGSA wants to maintain the indicator numbers to ensure there is no confusion when looking at data throughout the life of the project.

⁴ **I.3:** Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance. 80% of participants trained is the target of each year and also LOA target. A simple survey would be conducted 30 days later after the training is completed. This indicator requires percent but numbers has been added for clarity.

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Year 2 Target	Year 2 Achievement	Years 1-2 Target	Achieved to Date LOP	LOP Target
8	Custom	2.4: Number of land transactions completed	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	2311	2900	1929	5,500	4388	16000
9	Custom	3.1: Percentage of adults in pilot areas who report that their land tenure rights are secure	Q1, Y2	Annually	LGSA survey data	43.6%	0	N/A	N/A	0%	15% over the baseline
10	LTPR	3.2: Number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system as a result of USG assistance	Q1, Y2	Annually	Collected from land agencies database quarterly. Household members or organizations report to LLA with evidence of formalized land rights in hard copies or electronic forms	0	0	N/A	0	0	40
11	LTPR	3.3: Number of people with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land are secure as a result of USG assistance ⁵	Q1, Y2	Annually	Reports collected from land agencies. LGSA Annual survey	24.67%	0	N/A	0%	0%	20% above the base
13	Custom	3.5: Percentage of community governance entities implementing rules for the inclusion of women, youth and strangers	Q1, Y2	Quarterly	Reports from LGSA technical staff, and bylaws submitted	0	80% (4/5)	0	80% (4/5)	0%	89% 40/45

⁵ Indicator 3.3 contributes to a USAID Standard Indicator (FACTS 4.5.I-25 or EG.10.4-6)

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Year 2 Target	Year 2 Achievement	Years 1-2 Target	Achieved to Date LOP	LOP Target
14	Custom	4.1: Number of gender responsive outreach materials on land tenure and property rights distributed through USG assistance	Q1, Y2	Quarterly	Copies of outreach materials, reports and receipts from printing press and distribution lists collected	0	15	19	21	22	66
15	Custom	4.2: Number of gender responsive public outreach activities on land tenure and property rights held with USG assistance	Q1, Y2	Quarterly	Reports including summary of each activity, with receipts, where appropriate, and distribution information collected	0	56	130	60	137	474
16	Custom	4.3: Number of new or existing professional organizations of surveyors and other land related professions supported	Q1, Y2	Quarterly	LGSA technical staff and implementing partners submit reports including support provided	0	2	2	3	3	9
17	Custom	4.4: Number of marginalized people who have accessed to land tenure and property rights services from land governance institutions	Q1, Y2	Quarterly	Reports from LLA/LCC showing the marginalized groups who have accessed services	150	170	88 (72 women)	380	338 (151 women)	900

ANNEX B: LGSA ACTIVITY TIMELINE

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Support Project Advisory Committee and GOL Engagement																												
<i>Project Advisory Committee</i>																												
Meet with PAC																												
<i>Serve as Secretariat to Host Meetings and Facilitate Exchange of Information</i>																												
Attend Land Sector Donor Working Group meetings																												
Host seminars at LLA																												
2.1 Liberia Land Authority																												
<i>2.1.1 Operationalization of the Liberia Land Authority</i>																												
Establish the LLA																												
Conduct organizational audit to assess and strengthen capacity of land governance institutions to be integrated into LLA; update audit																												
Host workshop to develop vision for LLA																												
Prepare roadmap for LLA setting forth its institutional goals and objectives																												
Develop professional user-friendly website for LLA																												
Conduct assessment of LLA staffing needs; draft and finalize position descriptions, including responsibilities, training, and technical skills necessary																												
Draft LLA HR Manual and Administrative Procedures																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Draft administrative procedures for business processes of LLA's service delivery and institutional management																												
Establish/ascertain inputs, technical specifications, and implementation strategy to establish LIMS																												
Draft concept paper on land registration																												
Draft guidelines on land use planning																												
Draft concept paper on land administration including land valuation and the feasibility of different methods of surveying and mapping																												
Support Legal and Regulatory Structure																												
John Bruce update <i>Reform of Liberia's Civil Law Concerning Land</i>																												
Landesa update and deepen the <i>Women's Land Rights Study</i>																												
Assist with promulgation of Land Rights Act and Liberia Land Authority Act																												
Assist the LLA to draft Land Dispute Resolution Policy																												
Assist the LLA to draft Land Survey Regulations																												
Assist the LLA to draft Spatial Data Infrastructure Policy																												
Assist the LLA to draft Alternative Dispute Resolution Mainstreaming Regulations																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	O	N	D	J	F	M	A	M	J	J	A	S	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Assist the LLA to draft Regulations or Revised Guidelines for the Sale, Lease, and Concession of Public and Government Land (contingent on passage of LRB)																												
Assist the LLA to draft Land Surveyors Regulations																												
Assist the LLA to draft Land Valuation Regulations																												
Coordinate with LPAC on training curricula for the bar association, judicial institute, and University of Liberia Law School																												
Establish a Surveyors Training Curriculum																												
Liaise with MoE to establish and accredit a Certificate of Geomatics Program and decide on implementing institution																												
Select and appoint two Geomatics Professors to instruct students on survey theory, practice, tools, technology, and laws and real property law																												
Advertise Geomatics Certificate Program and screen applications																												
Develop geomatics course materials																												
Procure surveying tools and technology needed for geomatics course work																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	O	N	D	J	F	M	A	M	J	J	A	S	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Conduct Geomatics Certificate course																												
Train County/LLA staff on management, technical areas as identified in capacity assessment																												
2.1.2 Transition Committee of the LLA																												
Draft preliminary institutional transition plan																												
Develop instructions and processes for the LLA to create business plan to analyze services to be delivered, identify potential clients, evaluate financial sustainability and impacts of institution, and elaborate service delivery models and fee structures																												
Hold workshops on concepts of responsible gender responsive land governance, contents of the land legislation, and the roles and responsibilities of each organization, including the cross-cutting responsibilities around gender.																												
Conduct training needs assessment in conjunction with World Bank and create training program																												
Provide training for existing land governance institutions. Reconfigure LLA training to include newly defined roles and responsibilities and performance goals																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify/send Liberian land specialists to participate in Landesa's six-week intensive Visiting Professional Program																												
2.1.3 Support Decentralization of the LLA																												
Conduct organizational audit of decentralized land governance institutions; update audit																												
Draft capacity development plan, defining roles and responsibilities for each county-level institution																												
Establish protocol agreement for each institution supported, outlining training, equipment, and refurbishment of facilities																												
Conduct institutional assessment of County Land Commission offices																												
Support the establishment of a Pilot Regional Land Office																												
County-level institutional training (legislation, roles and responsibilities, dispute resolution, outreach, and women's land rights)																												
Assist LLA to develop standardized registration processes, services, and business processes that align with international best practices																												
Provide input into decentralized procurement plan and assist LLA to develop TORs for positions at regional and county-level																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>2.1.4 Support LLA Critical Activities</i>																												
Preservation of DLSC Documents																												
Coordination meeting with DLSC, CNDRA, and LIS/GIS																												
Provide DLSC with inventory template that includes all inputs necessary to cost out the digitalization process																												
Mentor DLSC staff in completion of a complete inventory of documents																												
Develop a costed-out concept note for the complete digitalization of all DLSC files																												
Identify and procure (directly as feasible or seek funding) any necessary equipment and supplies																												
Collaborate with CNDRA and LIS/GIS to provide a training program for seconded DLSC and CNRDA staff																												
Prepare, scan and securely store the documents																												
Introduction of Spatial Data Infrastructure																												
Establish Spatial Data Infrastructure Committee																												
Workshop on spatial data																												
Inventory of existing spatial databases																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
With LLA and LISGIS, develop a decision-making process, regarding development of spatial data infrastructure; work plan; and strategy for spatial data use, sharing, and dissemination																												
Refine draft National Spatial Data Infrastructure Policy																												
2.1.5 Increase Awareness and Capacity of GOL Land Governance Institutions																												
Establish gender/women's land rights unit in the LLA																												
Provide training on gender and women's land rights issues to LLA and other relevant ministries																												
Conduct legal literacy training for land sector officials																												
2.2 Finalize a Methodology for Recognition of Customary Land Rights and Implement Methodology in Pilot Communities																												
2.2.1 Develop Learning Agenda for Customary Land Rights Implementation																												
Inventory existing customary land rights activities																												
Meet with LC/LLA to prioritize action research topics																												
Meet with GOL representatives and CSOs to prioritize action research topics																												
Finalize action research topics																												
Conduct impact assessments on select customary land rights activities																												
Conduct 5 - 10 action research studies																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5				
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	O	N	D	J	F	M	A	M	J	J	A	S	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Finalize learning agenda and site-based action research agenda and field testing strategy for customary land rights implementation																													
<i>2.2.2 Develop, Field Test & Revise Processes for Customary Land Rights Implementation</i>																													
Establish initial site selection criteria for 45 pilot customary land rights recognition communities																													
Hold interagency multi-stakeholder meeting to develop and agree on standards and criteria for selecting communities																													
Hold meetings to clarify process for identification of potential communities																													
Finalize site selection criteria																													
Select pilot sites																													
Draft and ensure gender responsiveness of Methodology for the Recognition of Customary Tenure																													
Draft the Guidebook for the Recognition of Customary Tenure																													
Pilot the refined gender responsive customary land rights recognition process, Phase 1 (7 communities)																													
Pilot the refined gender responsive customary land rights recognition process, Phase 2 (7 additional communities)																													

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Improve and implement community-based procedures for customary land recognition based on existing process and research findings																												
<i>2.2.3 Facilitate Community-Led Processes to Strengthen Community Land Governance (subsumed under 2.2.2 above)</i>																												
<i>2.2.4 Conduct Capacity Building of Communities, Local Institutions and Stakeholders</i>																												
Prepare training materials																												
Train LLA, community land mobilizers, CSOs, and interested communities on steps and procedures required for documenting and protecting customary lands																												
<i>2.2.5 Develop Phased and Costed Implementation Plan</i>																												
Conduct initial study to establish direct and indirect costs for implementing customary land recognition																												
Update study on costs associated with customary land rights recognition																												
Develop phased and costed land rights implementation plan																												
<i>2.2.6 Disseminate Action Research Findings</i>																												
Share lessons at LGSA's annual Conference on Implementation of the National Land Rights																												
2.3 Strengthen Civil Society, Private Sector and Citizen Engagement in Land Governance																												
<i>2.3.1 Design and Implement Public Information Campaigns</i>																												
Develop gender-responsive communications strategy for LGSA																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	O	N	D	J	F	M	A	M	J	J	A	S	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Design specific activities in collaboration with PAC and Communications and Outreach Task Force																												
Conduct ongoing outreach sessions on land administration, legal frameworks, and land rights with communities, women, civil society, private sector, and government.																												
Conduct sensitization work and with traditional leaders and women's groups on women's land rights.																												
Build capacity of media in reporting on land issues, in a manner responsive to gender, through workshops and networking,																												
Support annual Press Union awards program.																												
Design ToT on leadership, conflict mediation, and advocacy training programs																												
Train women's groups using ToT modules and distribute to community leaders and associations																												
Establish women's land rights advocacy committees in the pilot communities																												
2.3.2 Develop and Manage GUC Supporting Civil Society and Private Sector																												
Submit grants manual																												
Release RFPs/APS for grants																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DEN-L grant to raise awareness on women's land rights																												
Replicate grants on women's land rights in other pilot communities through an additional grant(s)																												
2.3.3 Strengthen Private Professional Organizations of Surveyors and Land Professionals																												
Conduct a market survey to examine what land services are needed in Liberia																												
Support APLSUL with updated training plan																												
Provide training to APLSUL and LLA on Introduction to GNSS																												
Provide training to APLSUL and LLA on GIS																												
Provide short course to APLSUL and other surveyors on land surveying																												
Conduct assessment on basic business skills surveyors require before running their own business																												
Conduct surveyor business skills training																												
Host land and property valuation and appraisal stakeholders to discuss establishment of profession entity																												
Register, legalize paperwork and write draft of valuation and appraisal association's charter and bylaws																												

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Explore support for an arbitration and mediation society																												
2.3.4 Facilitate Establishment of PPPs																												
Look for synergies with private sector																												
Reporting																												
Inception Plan																												
Weekly Bullets																												
Quarterly Reports																												
Annual Report																												
Final Report																												
Quarterly/ Annual Financial Reports																												
Annual Work Plans																												
Closeout Plan																												
Grants Manual																												
Branding Implementation and Marketing Plan																												
Activity MEL Plan																												
Internal data quality and auditing in cooperation with Liberia Strategic Analysis																												
Gender Strategy																												
Preliminary institutional transition plan for LLA																												
Four Liberians trained to Masters level ⁶																												

⁶ Masters level training will be replaced by a national level technical training program for surveyors; will change deliverable title upon contract modification

Tasks	Year 1				Year 2				Year 3												Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	O	N	D	J	F	M	A	M	J	J	A	S	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Capacity development plans for targeted county land governance institutions																												
Learning agenda and site-based action research agenda and field testing strategy for customary land rights implementation																												
Phased and costed land rights implementation plan																												
Land services market study																												
EMMP																												

Completed or planned activity





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