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MAWUTA COMMUNITY SHOWS THEIR CONSOLIDATED SKETCH MAP, PART OF THE COMMUNITY SELF-IDENTIFICATION PROCESS, JULY 2023. CREDIT: LMA.

# USAID LIBERIA LAND MANAGEMENT ACTIVITY

YEAR 2 ANNUAL REPORT

OCTOBER 1, 2022 – SEPTEMBER 30, 2023 (FY2023)

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## ACRONYMS

ADR	Alternative Dispute Resolution
AME	African Methodist Episcopal University
AQL	Acceptable Quality Level
CBO	Community Based Organization
CDCS	Country Development Cooperation Strategy
CLDMC	Community Land Development and Management Committee
CLFTWG	Customary Land Formulization Thematic Working Group
CLIMT	Customary Land Intervention and Monitoring Tool
CLRF	Community Land Rights Formalization
COP	Chief of Party
COR	Contracting Officer's Representative
CRSF	Community Rights Support Facility
CSI	Community Self-Identification
CSO	Civil Society Organization
CSWG	Civil Society Working Group
C-TIP	Countering Trafficking in Persons
DCOP	Deputy Chief of Party
DO	Development Objective
EOI	Expression of Interest
FGD	Focus Group Discussion
FO	Field Office
FTI	Forestry Training Institute
GEP	Geomatics Education Program
GESI	Gender Equality and Social Inclusion
GoL	Government of Liberia
GUC	Grants under Contract
HO	Home Office
ICC	Interim Coordination Committee
IDH	Sustainable Trade Initiative
IDQA	Internal Data Quality Assessment
ILAMP	Capacity Building for Inclusive Land Administration and Management Project in Liberia
ILRG	Integrated Land and Resource Governance
INGOs	International Non-Governmental Organizations
IP	Implementing Partner

IR	Intermediate Result
KM	Knowledge Management
KSP	Knowledge-sharing Platform
LAM	Land Administration and Management
LAP	Land Administration Project
LGSA	Land Governance Support Activity
LIDS	Liberian Initiative for Developmental Services
LLA	Liberia Land Authority
LMA	Land Management Activity
LOP	Life of Project
LOWON	Lofa Women Network
LRA	Land Rights Act
LUP	Land-Use Planning
MAP	Multi-Actor Platform
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MGCSP	Ministry of Gender, Children & Social Protection
MIA	Ministry of Internal Affairs
MoA	Ministry of Agriculture
MoJ	Ministry of Justice
MOU	Memorandum of Understanding
PLUP	Participatory Land-Use Planning
PRA	Participatory Rural Appraisal
PSE	Private Sector Engagement
PWD	Persons With Disabilities
Q	Quarter
QASP	Quality Assurance and Surveillance Plan
RFA	Request for Applications
RRF	Rights and Rice Foundation
RWLRC	Rural Women Land Rights Conference
SBC	Social Behavior Change
SBCC	Social Behavior Change Communication
SGBV	Sexual and Gender-Based Violence
SDI	Sustainable Development Institute
SHAPE	Sustainable Health, Agriculture, Protection and Economic Empowerment
SOP	Standard Operating Procedure

STARR II	Strengthening Tenure and Resource Rights II IDIQ
TDS	Talking Drum Studio
TOT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
VUD	Volunteers United for Development
WONGOSOL	Women's NGO Secretariat of Liberia
WYTWG	Women and Youth Thematic Working Group

## EXECUTIVE SUMMARY

This Annual Report provides an overview of progress under the USAID Liberia Land Management Activity (LMA) (herein also referred to as the Project), for the period of October 1, 2022, to September 30, 2023 (FY23). The focus of the Project's second year was to continue building upon the work started in Year 1, improving implementation quality, scaling implementation to cover more beneficiaries and geographic territory, leading important discussions in the Liberian land sector, improving coordination and collaboration with the LMA's key government counterpart, the Liberia Land Authority (LLA), and creating greater awareness of the 2018 Land Rights Act (LRA), with a particular focus on the Community Land Rights Formalization (CLRF) process and women's land rights.

Achievements under Year 2 include: the launch of the LMA Grants Under Contract (GUC) program and onboarding of five new grantees to more than double the scale of implementation; the advancement of 51 communities through key steps of the land formalization process, with 23 steps fully completed; advancement of alternative dispute resolution (ADR) practices at the community level, including the utilization of ADR to resolve a major land dispute; and improving understanding and acceptance of women's land rights.

The LMA also focused on strengthening strategic relationships with a variety of stakeholders in the land sector to increase coordination, but particularly with the LLA, with more frequent meetings to discuss progress on land formalization, to better coordinate work at the field level, and learn from challenges to improve implementation. At the close of the year, the LMA convened a special co-creation workshop for Year 3 annual planning between LMA leadership and technical staff, and key members from the LLA, including those responsible for customary land tenure, surveying, and ADR.

Despite the significant successes under LMA during Year 2, the Project has faced challenges. The pace of land formalization through the CLRF process is complex and slow. While it is the mandate of the LLA to issue land deeds, the CLRF process receives, and relies on, significant support from international donors. In spite of this, only a handful of communities have been awarded customary land deeds in Liberia, with local sources previously reporting a total of four, until the UN Women program succeeded in securing eight customary land deeds at the close of this year.

While each step of the CLRF process moves the community closer to the final step of receiving a deed, each often requires many sub-steps or sub-activities, that include efforts such as awareness raising, advocacy, facilitated discussions, and trainings, but success also deepens the connection with the targeted community, so that there is trust from the community members in the validity and legitimacy of the process. A lesson learned during this year of implementation is the importance of planning, with time and funding, to achieve the entire CLRF process when entering a community. If the process is not completed, the resulting, and often significant, time lapses and changes of an implementing actor create significant backsliding at the community level, making previous investment for naught.

The LMA embraces USAID's Localization initiative, empowering Liberian CSOs to work directly with communities to advance the six-step CLRF process in the target counties of Bong, Lofa, and Nimba. Through the launch of the GUC program in Year 2, LMA scaled implementation from 25 to 51 communities across these counties and advanced the CLRF process for these communities by a total of 23 steps. In Nimba and Lofa, 13 communities completed step 1, Community Self Identification (CSI), a key step to ensuring the validity and acceptance of the following boundary determination steps. In Lofa County five communities completed step 3, Community Land Identification and Mapping. Additionally, four different Lofa communities completed step 4, Boundary Harmonization, which is often one of the most time-consuming, expensive, and potentially disruptive steps in the process. LMA also conducted step 5, a Confirmatory Survey, in another Lofa community, in collaboration with the LLA, which is the final step in the process prior to issuing a customary land deed. Despite completing this step, a deed has not yet been issued due to a new dispute that surfaced on one portion of the boundary while conducting the confirmatory survey.

Rooting the implementation approach in localization, the Project continuously works to build the management capacity of local partners and ensure their sustained growth and impact, including workshops, trainings, and mentorship above and beyond those originally planned.

While the private sector partners the LMA has engaged all express a reluctance to advance into partnerships with communities until tenure is secured, the Project was still able to advance on sustainable land-use planning and private sector engagement for rural economic growth. The Project helped to roll out sustainable land-use planning tools

and guidance to Community Land Development and Management Committee (CLDMCs), established sustainable land-use committees in ten communities, and succeeded in increasing revenue in four communities.

LMA recognizes the importance of engaging women, youth, and marginalized peoples in land issues and elevating them to positions of leadership within community bodies managing land. In Year 2, the Project provided extensive awareness raising around the role of women in land management per the LRA, as well as provided leadership capacity trainings to rural women. Across Year 2, LMA was successful in supporting women in positions of leadership within their communities, working directly with several female CLDMC chairs and members. LMA was also successful at advancing ADR at the community level and utilizing it to resolve land-based disputes.

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*“I feel more self-confident now than ever before. I understand my mandates roles better.” – Ms. [REDACTED] Vavala Clan CLDMC Treasurer*

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Finally, in anticipation of the slow and sometimes iterative process of customary land formalization, combined with the reliance on government counterparts to participate in order to advance, the Project set conservative performance indicator targets. This proved that with an adaptable plan that the support, although tedious, can achieve results, with more than 75 percent of the targets exceeded for Year 2. Areas where the Project excelled include:

- Providing support to the drafting of guidelines and regulations of the CLRF process
- Successfully supporting communities to complete 23 steps in the CLRF process
- Supporting more than ten communities in land-use planning
- Training 25 community-based organizations (CBOs) and civil society organizations (CSOs) in the CLRF process
- Assisting 11 communities in resolving land disputes
- Carrying out extensive awareness raising activities.



# I INTRODUCTION

## PROJECT OVERVIEW

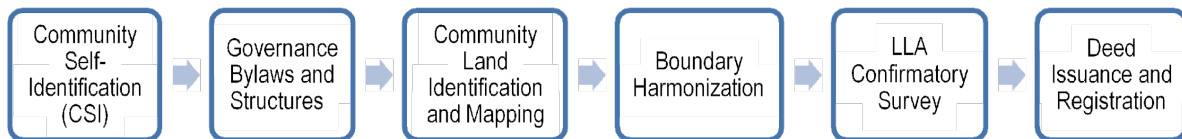
The purpose of the Liberia Land Management Activity (LMA) (also herein referred to as “the Project”) is the effective and inclusive management of communal land through the land tenure processes. Its aim is to support Liberian communities in obtaining deeds to their customary land per the 2018 Land Rights Act (LRA) and to support the improved use of customary land for sustainable, equitable economic benefit.

Issues of land ownership are central to two Development Objectives (DOs) of USAID/Liberia’s 2019-2024 Country Development Cooperation Strategy, which LMA objectives and results will support: DO 1 – Market Driven, Inclusive Economic Growth Supporting Increased Job Creation; and DO 2 – Effective and Inclusive Governance Catalyzed through Reform and Greater Accountability. The LRA presents a natural opportunity to advance these DOs, especially as the Act demonstrates a commitment to invest authority in local communities to govern the use of their own land through Community Land Development and Management Committees (CLDMCs). By focusing on CLDMC development, USAID is investing in the Government of Liberia’s (GoL) vision of local governance while giving communities tools to serve their own interests. LMA is building on past USAID investments to assist Liberian communities to achieve effective and inclusive governance of their land and resources, with a focus on the following four objectives:

1. Communities obtain deeds to their communal land;
2. Communities plan and manage communal land for productive use;
3. Women, youth, and other marginalized groups participate in and benefit from communal land management; and
4. Communities utilize Alternative Dispute Resolution (ADR) to resolve land disputes and grievances.

The LRA includes the six-step Community Land Rights Formalization (CLRF) process of formalizing community land rights (see Figure 1) resulting in deeds issued to the communities. The LRA also includes provisions for enshrining women’s rights to land ownership, and establishing CLDMCs as the inclusive governance body charged with communal land decisions and the development and execution of sustainable land-use plans.

FIGURE 1: THE SIX STEPS OF THE CLRF PROCESS IN LIBERIA



## SUMMARY OF ACHIEVEMENTS

Achievements under Year 2 are many, and while the LMA was not able to advance a community to the final step of obtaining a deed due to challenges described below, there were many successes to highlight. Some of these include the launch of the LMA Grants Under Contract (GUC) program and on-boarding of five new grantees to more than double the scale of implementation, providing extensive support in the CLRF process to 51 target communities in Lofa, Bong, and Nimba Counties. Despite being a tedious and lengthy process, the LMA worked in all communities and successfully moved 23 communities completely through one step of the six-step process. Challenges arose at every turn, in particular with the inheritance of communities that had previously received support under predecessor projects, but had experienced long delays between interventions, requiring a repeat of CLRF process steps and activities.

Boundary issues between communities was a recurring theme that required extensive support from LMA staff, partners, and government to ensure shared boundaries were harmonized. The Project enabled communities to understand the harmonization process and, in some cases, assisted in resolving their disputes. The LMA was successful in advancing ADR practices at the community level, including the utilization of ADR to resolve a major land dispute resulting in final boundary harmonization (see text box). The LMA was also able to utilize ADR methods to resolve disputes within communities regarding CLDMC roles and responsibilities; the resolution of this dispute allowed for advancement of private sector engagement and an increase in rural revenue across three communities.

The Project worked closely with the LLA to devise a systematic way of supporting them to carry out the final step of conducting confirmatory surveys; this has led to 17 communities being ready for the survey and the issuance of deeds, completing steps 5 and 6, in Year 3. To further support the CLRF process, in Year 2 the LMA created eight new tools or manuals to provide improved support to communities on specific issues including: sustainable land-use planning, private sector engagement strategies and approaches, advocacy, alternative dispute resolution, and leadership.

In addition, the LMA carried out multiple trainings and awareness raising activities, including radio shows, and convening community members to further the comprehension of women's land rights as included in the LRA, and supported the third annual Rural Women's Land Rights conference, held in Grand Bassa. The LMA improved overall leadership capacity among community members with three trainings covering ten communities and reaching 100 participants. This leadership capacity training helped to inform the knowledge-sharing platform LMA launched later in Year 2.

## CROSS-CUTTING ISSUES

LMA completed all planned cross-cutting activities during the reporting period. ECODIT completed the timely submission of all required reports including the weekly highlights on Project progress, Quarterly Progress Reports, the Annual Progress Report for Year 1, Annual Work Plans for both Year 2 and Year 3, Financial Accruals reports, and the Quality Assurance Surveillance Plan (QASP). Key cross-cutting achievements are highlighted below.

### 1.1.1 MONITORING EVALUATION, AND LEARNING (MEL)

The MEL Specialist, along with a new addition to the team, a MEL Intern from the USAID DELTA program, worked together to assist local partners with data collection to inform indicator targets. They developed and launched two separate training courses to LMA partner organizations, on the LMA MEL plan and approach, including data quality assessments (DQAs).

**Year 2 Pause and Reflect Workshop:** On August 3-4, 2023, the LMA hosted its Annual Pause and Reflect Workshop as part of the Project's overall learning plan. The event was held at the Corina Hotel, bringing together all team members, including implementing partners and grantees, to review the past year and the Project's achievements from its combined efforts, against the commitments made in the Year 2 Work Plan.

The time together with the wider team allowed for an in-depth analysis of the Project's performance over the past year, including a detailed discussion on challenges encountered and important lessons learned that contributed to adjustments made to the Project's Year 3 Work Plan. The Pause & Reflect was broken down by objective, combining

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### USAID Supports the Resolution of Major Land Dispute in Lofa County

*Gbelahun and Nyadiama are two neighboring communities in Lofa County that have had a long-standing dispute over land. As with several other communities, these disputes threaten the peaceful coexistence of the members of the communities. These conflicts stall development work in these communities and affect relationships across families. However, with the intervention of USAID's LMA, t*

*here has been resolution of this long-standing dispute and a memorandum of understanding has also been signed after a series of dialogues and a mediation process between the inhabitants of Gbelahun and Nyadiama. As the result, the two communities unanimously agreed with the demarcation of the land. Local leaders expressed gratitude to USAID for helping to restore peace and harmony in their communities.*

*"What happened here today is a miracle. I have been thinking hard to get our people back together again. But every time I try, the confusion comes back. But today looks real. I feel we now have a real solution. And for that, I am very happy today. Very, very happy."*

*– [REDACTED] District Chairlady*

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presentations with interactive group work to present and verify information and data shared. Bringing the team together for this important face-to-face interaction was a critical team-building exercise that also helped to build a common understanding of Project achievements in Year 2, and where the Project needs to improve moving forward.

### 1.1.2 KEY STAKEHOLDER RELATIONSHIP DEVELOPMENT

**Year 3 Work Planning with the LLA:** At the close of the year, the LMA convened a special co-creation workshop for Year 3 annual planning between LMA leadership, technical staff, and key members from the LLA, including members responsible for customary land tenure, surveying, and alternative dispute resolution.

**Year 3 Work Plan Validation Workshop:** On August 29, 2023, LMA conducted a day-long Year 3 Work Plan Validation Workshop at Bella Casa Hotel. The Workshop brought together various stakeholders, including implementing partners, the LLA, Ministry of Justice (MOJ), USAID, county superintendents, other development projects working in the land sector, and representatives from LMA communities. The primary objectives of the workshop were to present the LMA's Year 3 Work Plan and to engage in discussions about planned activities and any additional recommendations, as well as ways to enhance coordination and collaboration with key stakeholders. The team also presented Year 2 achievements, including main challenges and lessons learned, and provided a chance for participants to interact directly LMA community members as part of a panel discussion.

**Advocacy:** LMA continued to support the advocacy efforts of the four thematic working groups, advocating for regulation adoption around the CLRF process. The Project also trained CSOs on advocacy applications, held public awareness raising events focusing on community land rights, women's land rights, and sustainable land management. The LMA advocated for the activity itself through multiple stakeholder coordination efforts, specifically with the LLA and implementing partners of other donors active in the land sector.

**C-TIP:** ECODIT supported USAID's effort to deliver targeted messaging, provided by USAID, on countering trafficking in persons (C-TIP). LMA trained all staff and partners on the material, as well as on how to sensitize and raise awareness at the community level, including integrating the messaging into other program interventions. Messaging included the related risks of C-TIP and how to mitigate them. The Project integrated these concepts and messaging into its women's land rights trainings and capacity building interventions at the community level for women, men, youth, PWD and other marginalized groups. In Year 2, C-TIP messaging was carried out in 28 communities as well as in LMA's Q4 training of 20 CBOs in Nimba.

## 2 ACTIVITIES, ACHIEVEMENTS, AND PROGRESS

### 2.1 OBJECTIVE 1: COMMUNITIES OBTAIN DEEDS TO THEIR COMMUNAL LAND

#### TASK 1.1: WORK WITH CSOS TO GUIDE COMMUNITIES IN FOLLOWING THE CLRF PROCESS TO OBTAIN DEEDS FOR THEIR COMMUNAL LAND

At the end of Year 1, the Project was working in 25 communities across Lofa, Bong, and Nimba Counties. For Year 2, the Project had a target of adding 23 new communities, which was exceeded, for a total of 26 new communities in Year 2, expanding the total number of communities to 51. The senior technical team, along with support from Monitoring and Evaluation (M&E), conducted more than 30 community assessments through the first three quarters of Year 2, working closely with the LLA and other development actors to finalize the selection of an additional 26 communities: ten in Lofa, six in Bong, and ten in Nimba. A total of 885 people were involved in these assessments, including 345 women and a wide variety of stakeholders such as traditional leaders, local government authorities, youth, and representatives from marginalized groups.

After these initial assessments were conducted and approval received by the LLA to proceed in the selected communities, LMA conducted initial entry activities into the new communities. However, LMA was soon informed that several communities that had been previously supported by Tenure Facility 1, a project that had ended and whose communities had been approved by the LLA for LMA to take over, should be handed over to the new Tenure Facility 2 project that had just received funding with a mandate to continue working in their previously supported communities. The Project agreed with the request from the LLA and worked with the Tenure Facility 2 project, local stakeholders, and community members to hand over the specified communities. LMA then worked with both the LLA and the Tenure Facility 2 project to identify new communities to replace those handed over. The selection

of additional communities required additional time and project resources in order to carry out new assessments, initial awareness raising activities, and meetings with traditional leaders and key stakeholders in these new communities to generate buy-in. LMA successfully identified and received approval from the LLA to start working in these new communities, all of which had not previously received any support to start the CLRF process. Having finalized the selection of new communities mid-way through Year 2, the Project was then able to shift focus more exclusively on CLRF implementation and advancing its 51 communities through the process.

Awareness raising on land rights and the CLRF process accompanied all community engagement during Year 2. It disseminated information on the 2018 Land Rights Act, the CLRF process, including CLDMC/governance structure formation, and women’s land rights. The Project supported six radio talk shows, including the production of two radio skits, and distributed/displayed 1,600 flyers, 350 posters, and seven banners in its communities in all three counties. In addition, the LMA conducted a wide range of awareness raising activities across its communities, targeting local governmental authorities, traditional leaders, CLDMC members, elders, landlords, and other influential leaders to solicit their support and buy-in, to set expectations, and to further disseminate information. 61 awareness raising activities, including public consultations, town hall meetings, General Assemblies, community discussions, and CLDMC meetings, were held across LMA’s communities. Reaching a total of 2,579 community members (excluding radio), these initiatives encouraged women, youth, and other marginalized groups to participate in and benefit from CLRF processes, including holding leadership positions in the CLDMCs.

## Community Advancement in the CLRF Process

### Community Selection

The primary goal of the Year 2 Work Plan was to add new communities and advance them through the six-step CLRF process, and help several to secure deeds to their customary lands. Each step of the process contains multiple activities and sub-steps. In addition, each community requires a tailored yet adaptable approach, taking into account any previous progress under another implementer or funder, population and land size of the customary land unit, historical and cultural context, traditional norms and practices, conflicts with neighboring communities, support of local authorities, parallel development initiatives (i.e. conservation, forest management, economic development), commitment of the community, correct stakeholder identification and engagement, and many more, all of which are directed by the 2018 LRA with clearly defined regulations and compliance requirements for community involvement, consensus, and documentation on CLRF.

The Project worked in collaboration with its implementing partners Rights and Rice Foundation (RRF), Sustainable Development Institute (SDI), and Talking Drum Studios (TDS), as well as its four CBOs (grantees): Liberian Initiative for Developmental Services (LIDS) in Bong, Sustainable Health, Agriculture, Protection, and Economic Empowerment (SHAPE) in Nimba, Volunteers United for Development (VUD) in Voinjama, Lofa County, and Lofa Women Network (LOWON), to concurrently support its 51 communities across the three counties in various stages of the process. Activities were planned and implemented dependent on each community’s status in the CLRF process.

CLRF STEP	TOTAL	LOCATION
(1) Community Self Identification (CSI)	13	<b>Nimba County:</b> Gbor Payee, Gbor Zuoplay, Gbor Wheyplay, Gbor Gampa, Miaplay Yeezlay & Miaplay Bonnah, Gblah, Zayglay, Zuo Luapa, Bayleglay, Siaplay 1 & Siaplay 2 <b>Bong County:</b> Mawuota, Sheansue, Gbanshay
(3) Community Land Identification and Mapping	5	<b>Lofa County:</b> Central Guma, Upper Guma, Lower Guma, Lower Tengia, Hassala
(4) Boundary Harmonization	4	<b>Lofa County:</b> Palama, Vavala, Viawulu, Wonegizzi
(5) Confirmatory Survey	1	<b>Lofa County:</b> Fissebu
<b>Total Steps Completed</b>	<b>23</b>	

**Table 1: Steps Advanced by LMA Communities in Year 2**



FIGURE 2: PARTICIPANTS REVIEWING CONSOLIDATED MAP IN SAMAY TOWN, IN SHEANSUE CLAN, JULY 2023

### **Community Self Identification**

The Project targeted three communities to get through the Community Self-Identification (CSI) step in its Year 2 Work Plan, but ultimately exceeded that target due to the overlap issue identified above and the new communities the Project took on. As a result, in Year 2 LMA supported a total of 13 communities (ten in Nimba and three in Bong) to complete the CSI step and move to the second step of bylaws development and CLDMC formation. Q4 focused on supporting three communities in Bong County (Mawuta, Sheansue, and Gbanashay Clans), that completed CSI activities with a total of 297 participants (102 women, 195 men).

The following are some of the documentation requirements for a community to obtain their CSI certification:

- Signed letters of Expression of Interest (EOI)
- Signed memoranda of understanding (MOUs)
- Copies of Community Profiles
- Complete sets of consolidated, participatory sketch maps
- List of Interim Coordination Committees (ICC) members

LMA continued to work with these 13 new communities after completing the CSI step, establishing ICCs in each community and began to develop their bylaws and establish CLDMCs, which will be finalized early in Year 3.

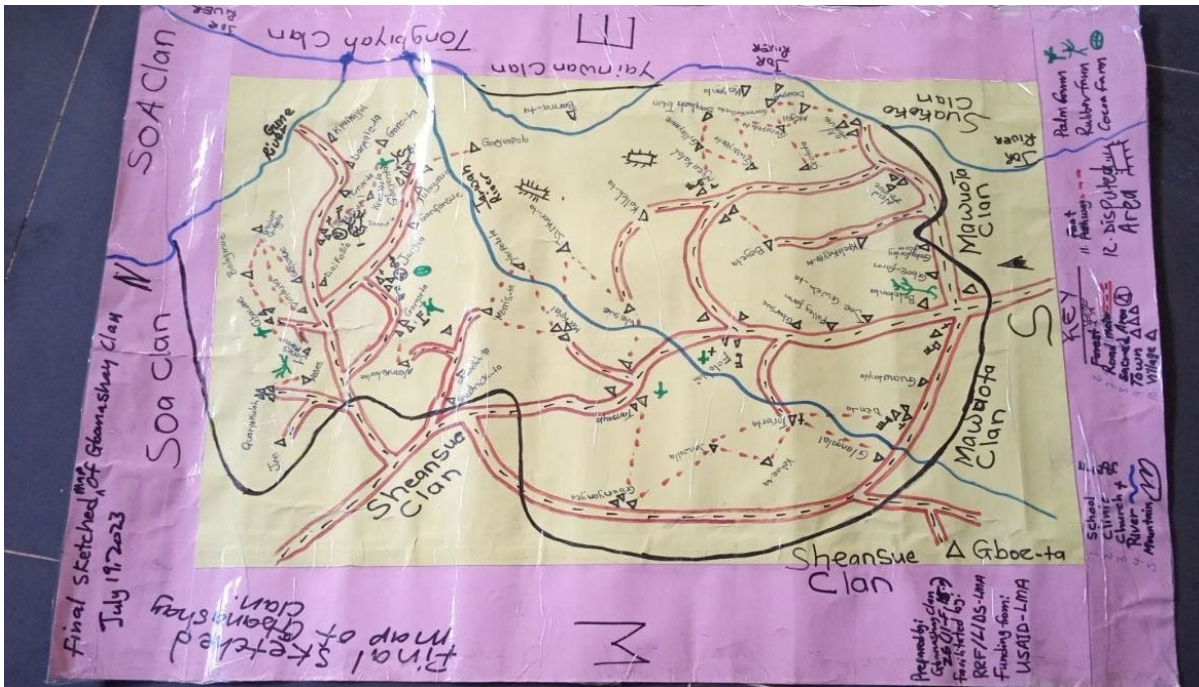


FIGURE 3: FINAL SKETCH MAP OF GBANASHAY CLAN IN BONG COUNTY

In addition to the 13 communities that completed the first step, during Q4 the team in Lofa County supported an additional three communities (Yeala Township, Dazebah Section, and Selega Township) to start the CSI process. This involved initial awareness-raising activities, including four days of radio broadcasts in Zorzor City, with Zorlayea Communication Service Inc., or Radio Life FM 92.5, and The Voice of Lofa in Voinjama City. The team organized meetings with traditional leaders and local authorities and helped to establish the ICCs. These meetings were well attended with strong representation from each community. There was a total of 248 community members (males 131, females 117, including 64 youth) who enthusiastically participated in these initial activities. CSI is expected to be finalized early in Year 3 in these communities.

The team also had to go back into five communities in Lofa (Womama, Saygbama, Sylakore, Barkedu Township, and Wonglodu), which had previously been assessed to have completed both the CSI and governance/bylaws steps with support from other projects. LMA had to redo most of these two steps as much of the required support documentation was missing, incomplete, or outdated. The LMA reviewed and updated their CSI documentation, which included community profiles and sketch maps, and re-established the dormant ICCs and began developing bylaws and preparing them for upcoming CLDMC elections.

This challenge with backsliding in inherited communities was a consistent, recurring, and yet unexpected problem in Year 2. Many of the projects that had previously supported these communities had ended years ago, creating a significant time gap before the LMA took over. In addition, the support provided on these projects was very early in the process of establishing customary land rights in Liberia, with most of these “pilots” happening prior to the release of the 2018 LRA and clearly defined customary land formalization processes/steps. In light of these gaps, the LMA worked closely with the LLA to confirm the status of all its communities in Year 2, to identify missing documentation, and to generate support for and within each community moving forward to complete the CLRF process. The Project also attempted to reach out to organizations that had previously supported CLRF in LMA communities in order to find missing documentation, but with very limited success.

## Establishing Governance Structures and Bylaws



FIGURE 4: RULES-GATHERING INTERACTION WITH COMMUNITY MEMBERS IN NIMBA

In addition to the lapse in documentation as stated above, many of the governance structures that had previously been established, either ICCs or CLDMCs, were either defunct or non-operational due to the time gap, or as a result of expired terms for CLDMC members (usually four years). In addition, previously developed bylaws were either missing, or inadequate, and needed to be redone. The LMA therefore remained focused on its task, reviving the CLRF process and re-establishing and/or strengthening the CLDMCs and developing bylaws. The Project provided trainings that focused on improving organizational development, strengthening governance structures, defining roles and responsibilities, and strengthening the relationships between CLDMCs and traditional leaders and local authorities.

In Q4, in Nimba County, the LMA supported four communities (Gbor Payee, Gbor Zuoplay, Gblah, and Zaglay) to begin the process of developing bylaws. Training was provided to these communities on bylaws developed and initiated the traditional rules gathering process, which included discussions on current practices in the communities relative to the governance and management of their resources including land, water, forest, and wildlife. In total, 135 ICC and community members (91 males, 44 females) participated in this process, which will continue into Year 3.

In addition, the team supported its communities in Nimba on activities such as ICC leadership training, CLRF awareness raising and other leadership engagement meetings, specifically in Siaplay Old & New Towns, Miaplay Bonnah & Miaplay Yeezlay, Zayeglay Town Gbor-Payee, Gbor-Zuoplay, and Gblah Township. The ICC leadership trainings focused on how to strengthen community buy-in and ownership of the CLRF process, as well as other engagement strategies with neighboring communities for upcoming boundary negotiations and harmonization.

The LMA also initiated awareness-raising activities in Nimba and meetings with adjoining CLRF communities in advance of upcoming boundary negotiations and harmonization. The purpose of these meetings was to raise awareness of the CLRF process that is taking place in their neighboring communities, to strengthen the relationships between these communities, and prepare them for upcoming joint boundary negotiations and harmonization activities. These meetings brought together 88 community members (60 males and 28 females).

## **Land Mapping and Boundary Harmonization**

The LMA supported mapping and boundary harmonization in 17 communities across Bong and Lofa counties. In Bong County, the program supported boundary harmonization in Kpatawee, Kporyorquelleh, Zota, and Menquelleh communities, which is ongoing into Year 3. In Lofa, a majority of the communities were inherited and reported to be further along in the CLRf process than they were once LMA entered the community. Several communities reported that they had either completed the land identification and mapping or boundary harmonization steps, when in fact it was discovered that very few of them had, or they were missing the required supporting documentation. This was in part due to the time gap problem mentioned above, and new boundary disputes that had developed over time when progress had stalled in the community after the previous project supporting them had closed.

In addition, new expectations for how to conduct land identification and mapping and boundary harmonization had been provided by the LLA that previously was missing or insufficient. This was the case in the following 13 communities in Lofa: Lower Tengia, Hassala, Lower Rankollie, Upper Tengia, Upper Waum, Upper Rankollie, Lower Waum, Viawulu, Wonegizi, Lower Guma, Central Guma, Upper Guma, and Bluyema Zone II. All had previously communicated having completed land identification and mapping, and/or boundary harmonization. However, when the LMA entered into the communities to prepare for the next steps, the original declarations made by the communities proved inaccurate, with all 13 of them missing some documentation, including boundary/way points and related shapefiles,<sup>1</sup> completed boundary MOUs, or a verification certificate of completion from the LLA. In these cases, the LMA had to go back and redo the land identification and mapping exercise to collect missing boundary/way points and generate the revised shapefiles, or to verify boundary harmonization and collect boundary MOUs. Most communities still have existing boundary disputes that the LMA is helping to resolve before being able to request the LLA to review and verify all harmonized boundaries and move forward.

In the Lofa communities, there are more than 69 unique boundaries, excluding county lines and national borders. The LMA engaged with these communities in Lofa, together with their neighbors, and harmonized 28 boundaries through signed MOUs. An additional 20 boundaries have been discussed with relevant parties and MOUs will soon be prepared. The MOUs for the remaining boundaries in these Lofa communities will be completed early in Year 3 and then all will move forward to the next step, confirmatory survey.

### **Confirmatory Survey**

In Year 2, the Project committed to supporting ten communities to complete their confirmatory surveys. However, with many of the challenges detailed above regarding inherited communities backsliding and needing to re-do previous steps, communities originally targeted for confirmatory surveys had to be supported to finalize land identification and mapping and/or boundary harmonization before advancing to confirmatory surveys. Nevertheless, working closely with the LLA, the Project was able to start confirmatory surveys in five communities in Lofa County.

Early in Year 2, the Project started the confirmatory survey for Fissebu, one of its communities in Lofa County. At the time, there was confirmation that all boundaries had been harmonized, which was supported by the available documentation. Unfortunately, there developed a conflict on one boundary point between Fissebu and Zelemai, despite having a signed MOU between these two communities. Throughout the year, working closely with the LLA, the County Superintendent, other local authorities, traditional leaders, and key stakeholders, the two communities have been unable to resolve this single outstanding boundary dispute. However, prior to the end of Year 2, following two meetings with key stakeholders in Monrovia, there seems to be a possible solution that both sides will agree to, which the LMA will continue to facilitate in Year 3.

In addition to Fissebu, working jointly with the LLA, the LMA agreed on a way to advance a confirmatory survey in four additional communities. The Project conducted boundary harmonization and verification with the LLA in eight other communities in Lofa County: Palama, Vavala, Viawulu, Wonegizi, Bluyema Zone II, Lower Tengia, Lower Rankollie, and Upper Waum. Then in Q4, the LMA mobilized surveyors from the LLA Monrovia and Lofa County Offices to conduct the confirmatory surveys in Palama, Vavala, Viawulu, and Wonegizi. During the surveying work, a few minor boundary disputes resurfaced. The LMA team visited Palama, Vavala, and Wonegizi to review progress to resolve the few remaining boundary disputes and complete remaining boundary MOUs, which will allow the

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<sup>1</sup> The **shapefile** format is a geospatial vector [data format for geographic information system \(GIS\) software](#). It is developed and regulated by Esri as a mostly [open specification](#) for data interoperability among Esri and other [GIS software products](#). The shapefile format can spatially describe vector features: points, lines, and polygons, representing, for example, water wells, rivers, and lakes. Each item usually has attributes that describe it, such as *name* or *temperature*.



community to apply to the LLA for their deeds. Palama and Vavala agreed to meet and finalize their shared boundaries, and Wonegizi signed MOUs for three of its four remaining boundaries and held a meeting with its neighboring community to resolve its final boundary disagreement, which included 66 CLDMC members and traditional community leaders (males 43, females 23). The Project expects to help these four communities apply for their customary land deeds early in Year 3. There are five other communities that have almost harmonized all boundaries and are ready to advance to confirmatory surveys in Year 3, with another group of eight communities not far behind.

As activities were carried out in preparation for the confirmatory surveys in Lofa County, it should be noted that LMA encountered mixed perceptions by community members about the process. For many, the realization hit that the surveying being done would finalize boundaries, which led to several communities revisiting many previously agreed upon boundary points. Some also expressed fears that, once finalized, boundaries might create tension about land access and disrupt traditional arrangements for land use/sharing. Thus, communities begin to push back and create problems for the surveying team, for collecting and validating already agreed upon points, resulting in delays before surveyors could commence their work. In a couple of cases, the surveying team had to leave an already navigated point far out in the bush and return to town for additional discussions before reaching an agreement on how to proceed the following day with the survey. In another community, previously agreed upon boundary points between the supported community and the adjacent community were again disputed, bringing the confirmatory survey to a halt.

### **Develop Documentation Associated to Completed Steps of the CLRF Process**

The Project faced many challenges in Year 2 due to missing and incomplete documentation, and identified the need to develop a system for tracking and storing documentation associated with the CLRF process. The LMA worked with partners, communities, and the LLA to develop a comprehensive documentation system and process for both storing and sharing completed documentation with all relevant stakeholders. The Project developed an internal documentation filing system using Google Drive that has been standardized for each of the Project's 51 communities, containing subfolders for each step of the six-step CLRF process. The Project also maintains a hard copy filing system in its office in Monrovia. In addition, the Project's implementing partners and grantees also maintain a copy for their files, usually hard copies, but with access to digital copies on the Project's Google Drive. Communities are also provided with original documents and assisted in developing a system for storage. Finally, the LLA is also provided with copies of all required documentation for the verification of certain steps (CSI, boundary harmonization, deed registration). This remains an ongoing effort as the Project continues to review and update communities' documents, and to develop additional documentation where needed.

The LMA also works with the LLA to update its Customary Land Intervention and Monitoring Tool (CLIMT), a database that is still being developed and is not fully operational or utilized by everyone working in the land sector in Liberia. The LLA insists that all development partners working in the land sector use and update the database frequently, which the LMA does. The Project has worked with the LLA throughout the year to update information in the database on all its communities, however, there is a process that needs to be followed to change communities already in the system from one project to another that has resulted in delays to information being updated. During Q4, the ten new Project communities in Nimba County were uploaded onto the platform.

### **Training Report on Land Registration and Titling**

The LMA committed to providing the LLA with training for land registration and titling. The Project had several meetings on this topic with a wide range of stakeholders that included the Swedish organization, Lantmäteriet, and the following individuals from the LLA: the Montserrado County Registrar, the Vice Chairperson ([REDACTED]) Project Director ([REDACTED]), Assistant Director of Surveying and Mapping (Dr. [REDACTED]), Director of HR and Training ([REDACTED]), and County Land Administrators. Midway through the year, Lantmäteriet conducted a comprehensive assessment of the capacity gaps within the LLA's county offices and requested that the Project coordinate with them on developing a training program to avoid overlap and duplication. Both the Montserrado County Registrar and Vice Chairperson had requested assistance on developing standard operating procedures (SOPs) on the land registration process for county-based staff, and to provide training to county staff on these SOPs. However, Lantmäteriet informed LMA that they had already developed the SOPs and trained county personnel on them, but apparently the wrong people had been targeted for the training and nobody was using the developed SOPs. The LMA continued working with Lantmäteriet, the LLA, and the probate court to clearly define gaps to be addressed

in trainings that would help facilitate a quicker, standardized registration, probating process, and title search (physical or digital) for customary land deeds. The LMA will coordinate a training program with Lantmäteriet in Year 3.

### **Grants Issued to Four CBOs to Support CLRF In Target Counties**

As planned for Year 2, the LMA issued four grants to CBOs to provide local support to Project communities through the CLRF process. Grants were issued to the following communities following a multi-stage, competitive selection process:

1. Liberian Initiative for Developmental Services (LIDS) – Bong
2. Sustainable Health, Agriculture, Protection and Economic Empowerment (SHAPE) – Nimba
3. Volunteers United for Development (VUD) – Voinjama, Lofa County
4. Lofa Women Network (LOWON) – Zorzor, Lofa County

After selection, the Project team organized an orientation and initial training workshop during Q2 for the four grantees that covered compliance, administrative, financial, and reporting requirements, with a primary focus on the CLRF process that familiarized them with the 2018 LRA and the approaches and tools the Project uses to engage and support communities. During the year, the grantees received additional training through an intentional mentoring approach provided by the Project's senior technical team, with support from implementing partners. The mentoring included detailed discussions with grantees before a planned activity for a community, specifically focused on how it should be implemented and what the expected outcomes are. The senior technical team member would lead the work in the community with support from the grantee. This was repeated two or three times before stepping back and allowing the grantee to take the lead while observing and supporting them when needed. After observing them leading an activity in two or three communities, the grantee was then tasked, moving forward, with implementing similar activities on their own with occasional spot checks. Later, in Q4, the Project organized a three-day training in Nimba County for its four grantees and 16 other CBOs, as per the Project's Year 2 Work Plan. The other 16 CBOs had previously been identified as active in Bong, Lofa, and Nimba Counties, and as currently involved in, or interested in, supporting communities through the CLRF process. The training was facilitated jointly with the LLA and took a detailed look into each step of the CLRF process, which included discussions on lessons learned and recommendations for implementing each step more efficiently. These trainings helped prepare the Project's CBO partners to more confidently carry out their support to the communities starting in Year 3.

### **Development of Guides/Manuals/Tools/Resource Materials for CLRF Processes**

In Year 2, the Project developed a range of materials to help with the implementation of planned activities. Originally the Project planned to produce an updated Guide for the Registration of Customary Land (prepared under Land Governance Support Activity or LGSA), a costed plan for communities to complete the CLRF process, a CLRF Training Manual, and comprehensive evidence-based tools and processes to guide communities to complete all steps for CLRF process. However, by the close of Year 2, it had become evident that most of these products already existed within the sector and would be duplicative for LMA to also produce them. The project worked with the LLA and other actors in the sector to further refine or support the distribution of these products.

In Year 1, the Project planned to produce a Guide and Training Manual that was based on the previous materials developed under LGSA. However, the LLA notified the Project that they had also taken the Guide developed under LGSA and were currently working with the World Bank to develop a new, updated guide that would be used by all actors working in the sector, which would also serve as a training manual. The Project used a draft Guide it had produced during the first two quarters of Year 2, which had been developed in consultation with the LLA while waiting for the World Bank/LLAs Manual to be released. The LLA's Field Manual was initially shared to the Civil Society Working Group (CSWG) in February 2023 for feedback, then finally released in May 2023, and thus the Project chose not to duplicate the efforts of the LLA and invest time and resources into further developing an additional guide/training manual. The LMA and its partners used both the draft guide and the final guide during Year 2 implementation and look forward to participating in lessons learned discussions to improve on the manual and reproduce it in subsequent Project years.

Regarding the costed plan, a significant amount of work and research was conducted in Year 2, including consultations with other projects working on CLRF, to better understand costs associated with each step of the process. However, there is very little historical data available for all steps of the CLRF process as most of the work previously completed

was only up to boundary harmonization, which very few organizations currently have any practical experience with. As this deliverable is due in Year 3, the LMA will coordinate with USAID to ensure consensus on how to best proceed and provide the most value to USAID and the land sector in Liberia.

The LMA did develop a number of other supplementary materials, tools, and technical resource materials to support its work in communities related to CLRF. The following materials have been submitted to USAID for review, which have been developed in Year 2 and used to guide trainings for communities, CLDMCs, and CBOs. Most of these materials will be regularly reviewed and updated as the Project continues to learn from its implementation of CLRF and how best to tailor approaches to move communities through the process.

- Community Land Use Plan and Management Guide, to accompany the Land Use Plan Template
- Private Sector Engagement Training Manual
- Advocacy Training Manual
- Leadership Training Manual
- Alternative Dispute Resolution Manual
- A Guide to Lay Out Strategies on How CLDMCs Can Negotiate and Engage with the Private Sector
- A Model Business Plan on how Communities will Transact with their Land to the Benefit of Members
- A Report on the Legal and Political Feasibility of Tax Incentives for Companies Partnering with Communities on an Equitable Basis

#### **TASK 1.2: SUPPORT EFFORTS TO ADVANCE REGULATORY AND INSTITUTIONAL REFORMS THAT ACCELERATE AND EXPAND CLRF**

##### **Multi-Actor Platform (MAP) and CSWG**

In Year 2, the LMA, working in close collaboration with its partners and the LLA, engaged the MAP, its thematic groups, and the CSWG to address and support specific issues needed to strengthen the CLRF process through improved regulatory and institutional reforms. MAP organized a total of four different sessions during Q3, each dealing with different issues jointly identified with the LLA.

1. On April 5-6, the LMA supported a two-day CSO advocacy session for the implementation of the 2018 LRA in adherence to the approved regulations and guidelines. The meeting brought together a total of 21 participants (13 males, eight females), from 15 member organizations. The CSOs presented their comments to the LLA in a position paper and requested that their suggestions to be incorporated into the gazetted regulations.
2. The LMA also supported the Women and Youth Thematic Working Group (WYTWG), which is organized under the MAP Liberia Land Platform, to conduct a two-day meeting at the Women's NGO Secretariat of Liberia (WONGOSOL) on May 4-5, 2023 to follow-up on the implementation of key recommendations from the National Land Conference organized in Year 1, and to develop a workable proposal for a Leadership and Advocacy Training and Gender Audit Action Plan of the MAP Platform. The meetings brought together 20 participants (11 males, nine females) from 16 member organizations.
3. On May 25-26, 2023, the MAP Liberia on Land Governance and Responsible Agricultural Investment, in partnership with the Liberia Land Authority and the Customary Land Formulation Thematic Working Group (CLFTWG), held a two-day workshop focused on improving coordination within the land sector and on the mapping of actors involved in the implementation of CLRF using the CLIMT database managed by the LLA.

The first day of this workshop facilitated by the MAP Liberia on Land Governance and Responsible Agricultural Investment, in partnership with the CLFTWG, formalized community handover procedures for organizations/projects supporting communities to obtain deeds for their customary lands. The purpose of this important discussion was to mitigate overlap and to avoid confusion in the land sector as a result of not knowing who is doing what and where. The LMA developed community handover protocols for development partners to follow, and submitted those to the LLA for review and approval, which are still under consideration by the LLA. A total of 29 people (20 males, nine females) participated in this event.

The second day, a total of 29 people (19 males, ten females) participated. Participants were asked to bring a list of all communities they are working in, or that they know had previously received support, and then together reviewed the database to identify gaps. A lot of communities were missing from the database and everyone committed to working with the LLA to help update the database with accurate data.

The MAP has been an important platform for bringing actors together in the land sector to discuss problems and develop solutions. As a result, land actors are now coordinating better for a more effective and efficient implementation of the CLRF process in Liberia. The voices of women, youth, and marginalized groups regarding inclusion in the LRA implementation are heard at a higher level involving national and international land actors.

### **Develop a Land Rights Advocacy Manual for CSOs**

An Advocacy Manual for Communities and Women, Youth, and Persons with Disability was produced to build the capacity of partners, CBOs, women, youth, and persons with disabilities to advocate for their land rights and other issues related to their advancement. The manual provides insight into community-based land advocacy strategies that are results-based and derived from community empowerment. It strives to strengthen the capacities of communities or groups to learn to raise their voices and demand their rights from an informed position, and how to conduct research on issues and/or problems that affect their daily lives. In Year 3, LMA will use the manual to build the capacity of communities to carry out advocacy campaigns. LMA will empower people to express their needs, find solutions to their problems, and inspire the realization of their hopes. To do this, these specific communities or groups must have the confidence and capacity to influence decision-makers themselves and be catalysts for desired change.

#### **TASK 1.3: BUILD THE CAPACITY OF THE LLA, CIVIL SOCIETY, AND THE PRIVATE SECTOR TO SUPPORT COMMUNITIES TO SECURE LAND RIGHTS**

In Year 2, the LMA focused its training and capacity building efforts on civil society and the LLA. The 2018 LRA and CLRF are still new in Liberia, with a limited but growing number of actors working in the sector, highlighting the need to build the capacity of the actors, and work toward a more unified vision for implementation, including strong collaboration and coordination with the LLA to move things forward as efficiently as possible.

As mentioned in the Project's Q3 Report, LMA, USAID, and the LLA reached an agreement on a revised approach to strengthening the surveying capacity in Liberia. Instead of continuing the previous basic Geomatics Education Program (GEP) managed by the Forestry Training Institute (FTI), it was agreed to instead work with the African Methodist Episcopal University (AME University) and to provide a condensed, advanced surveyor training diploma course to select surveyors currently employed by the LLA in county offices. This shift in strategy was the direct result of feedback the LLA provided regarding their needs to contribute to a more decentralized approach to service provision to communities, especially related to CLRF. AME University has already developed the curriculum for this advanced surveyor training program and is now working with the Project to negotiate the details, condensed from a full year-long academic program into an intensive, single-semester program, reducing the time that LLA surveyors are away from their county posts. This abridged diploma program is expected to take place in the first two quarters of Year 3.

The Project also received approval for a proposed equipment procurement for specialized surveying equipment, which will also support the decentralization of surveying services to county offices. Upon completion of the advanced surveyor training program at AME University, county surveyors will then have access to modern surveying equipment to facilitate the LMA's work in its three counties related to boundary harmonization and confirmatory surveys. LMA's equipment procurement is part of a larger effort to increase access to advanced surveyor equipment, with both Parley and Landesa also purchasing similar equipment for other county offices. These combined efforts will hopefully reduce implementation delays experienced in Year 2 while waiting for available Monrovia-based LLA staff to be available. The procurement is expected in the first quarter of Year 3, prior to the completion of the advanced surveyor training program.

## **2.2 OBJECTIVE 2: COMMUNITIES PLAN AND MANAGE COMMUNAL LAND FOR PRODUCTIVE USE AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT**

### **TASK 2.1: PROVIDE COMMUNITIES WITH LAND MANAGEMENT PLANNING RESOURCES AND GUIDANCE**

#### **Develop Tools and Best Practices for Community Land Use Planning and Private Sector Engagement (PSE)**

In Q4, the LMA developed a “Guide to Lay Out Strategies on How CLDMCs Can Negotiate and Engage with the Private Sector.” This Guide outlines steps and strategies on how CLDMCs can become reliable and accountable partners with the private sector to negotiate agreements for their communities that will enhance land productivity, generate reliable streams of revenue and other benefits, contribute to social equity in the community, and protect the environment. It will help CLDMCs understand what makes up the private sector, the benefits of partnering with the private sector entities, how to identify and contact the right partners, key partnerships and negotiation ideas, and the importance of building and maintaining strong private sector partnerships. This Guide is part of the Project’s Year 3 implementation strategy to prepare communities to receive their deeds.

#### **Increased CLDMC and CSO Access to Land Use Planning and Management Tools**

The LMA, in collaboration with the LLA, provided trainings to four grantees on land-use planning and management, familiarizing them with what land-use planning is, and introducing them to the land-use planning guide and template developed in Year 1, as well as other available resources. Later, again with the LLA in Lofa County, the Project facilitated discussions with ten communities and their CLDMCs, also introducing the guide and template to help them when reviewing and updating their Land Use Plans (LUPs). The discussions explained the importance of LUPs and how they are based on regulations and zoning laws for both urban and rural communities. The LMA emphasized that land-use planning is a process of regulating the use of land by the GoL and involves a process to improve the quality of life of citizens by promoting more desirable social and environmental outcomes, including a more efficient and sustainable use of available resources, to create new economic growth opportunities for the community.

The LLA Lofa County Land Administrator led technical discussions with the targeted CLDMCs, emphasizing that communities need to identify land according to its use and purpose. For example, the community must divide the land into agricultural plots, residential areas, secured areas, commercial areas, burial site(s), forest reserves, fishing areas (if applicable), religious grounds, and playgrounds/recreation areas for children and families, as well as a mandated ten percent public land allocation, depending on the availability of community land. The communities that participated in these trainings include Wanwoma, Wulukoha, Tahamba, Hassala, Upper Guma, Central Guma, Lower Tengia, Upper Waum, Lower Guma, and Palama. 148 community members participated (109 males and 39 females).

#### **Development of Modular Course on Land-Use Planning and Management Initiated**

As mentioned above, the LMA developed a land-use planning guide and template in Year 1 that it introduced to ten communities in Year 2. The LMA also developed a complementary guide/training module that focuses on private sector engagement, informing communities how they can reach out to the private sector to achieve partnerships that are mutually beneficial. This training module will be rolled out in Year 3 and covers a variety of strategies on how CLDMCs can negotiate and engage with the private sector. It also outlines steps and strategies for how CLDMCs can become reliable and accountable partners with the private sector and how to negotiate agreements that will enhance land productivity, generate reliable streams of revenue and other benefits, contribute to social equity in the community, and protect the environment. It will help CLDMCs understand what makes up the private sector, the benefits of partnering with private sector, how to identify and contact the right private sector partners, key partnerships and negotiation ideas, and the importance of building and maintaining private sector partnerships.

#### **Produce/Revise/Finalize Community Bylaws with a Clear Outline of a Mechanism to Update and Enforce Community Land Use Plans**

As mentioned above, the LMA targeted ten communities in Lofa County to provide access to land-use planning tools and resources, which included the Project’s guide and template. These ten CLDMCs were also assisted to review their bylaws and develop a defined mechanism for updating and enforcing community LUPs. The mechanism, included in the bylaws, will help guide the process of land-use planning in each community and provide a clear outline for how

the community will update and enforce or administer its LUP. This was then presented to and agreed upon by the community general assemblies.

### **Develop a Model Business Plan on how Communities will Transact with their Land to the Benefit of its Members**

In Q4, the LMA finalized a model business plan for how communities can transact their land to the benefit of its members. This model business plan was developed for use by CLDMCs to guide them in developing their communities' own business plans. The model business plan is closely linked to the land-use plan and can be used when approaching potential private sector investors about specific business opportunities. The model business plan introduces communities' businesses (or business ideas) and highlights specific details in terms of employment and revenue generation for the community. It also places emphasis on the importance of a community commitment to sustainable and environmentally friendly business practices.

### **Increased Data Integration and Support Across all Investments Associated with the Land Use Plans, Leveraging ILAMP to Access the LLA Shared Repository, CLIMT, or Otherwise**

For this Result, see Objective I and Task I.1.

### **TASK 2.2: COLLABORATE WITH THE LLA AND CLDMCS TO ESTABLISH, IMPLEMENT, AND UPDATE LAND USE PLANS**

#### **Inclusive and Participatory Community Meetings Convened by CLDMCs to Discuss Land Use**

Ten CLDMCs, with support from LMA and in consultation with the LLA County Land Administrator, convened community land-use planning committees, which will meet regularly to discuss land-use planning and update the communities LUPs. The committees include members of the CLDMCs, as well as traditional leaders, landlords, and other community members, with representation of women, youth, and other marginalized groups. These land-use planning committees were created in Wanwoma, Wulukoha, Tahamba, Hassala, Upper Guma, Central Guma, Lower Tengi, Upper Waum, Lower Guma, and Palama communities, all in Lofa County.

#### **New or Updated Community Land-Use Plans for at Least Three Target Communities**

During Year 2, the LMA piloted land-use planning in the ten communities in Lofa County mentioned above. This process included a review of existing LUPs and revising/updating them through the use of the Project's participatory guide and template. These updates considered national and environmental land use regulations and zoning requirements of the LLA and focused on land designation requirements such as land for future development, forest areas and forest management, farming, water bodies, burial sites, sacred and religious sites, fishing areas, and lowlands, as well as how these resources are currently managed under customary norms and practices. Rural, community-led land-use planning is a central component of resource-based economic development. With a comprehensive plan of how land is to be used, governments, companies, and communities can coordinate efforts to maximize the benefits from natural resources.

Traditional land-use planning is often done by communities, but usually in a less balanced, less participatory/inclusive, and unsustainable way. Most community members are not included in this process, only creating confusion and inequity. Participatory Land-Use Planning (PLUP) is needed and is the approach that the LMA's guide and template support. Through PLUP, community members work together to develop a vision for land use and allocation, and how to optimize economic, environmental, and social conditions. In LMA's ten targeted communities, working together with the LLA County Land Administrator, LMA provided information and training on PLUPs. Each of the CLDMCs in these communities have updated bylaws with mechanisms for customary land governance that include responsibility for overseeing land-use decisions made during the land-use planning process. However, land-use planning is mandated to be conducted by community members, as part of this participatory approach, not just the CLDMCs. LMA will collect feedback from all ten communities in the first quarter of Year 3.

#### **PSE Opportunities for Sustainable and Productive Land Use Identified and Documented**

In Year 2, the LMA engaged a consultant to expand the dataset of potential private sector partners for LMA communities, and advanced discussions with each. Overall, private sector actors have expressed a lack of willingness to invest in developing partnerships with communities, or in committing any resources, until land tenure is secured

through legal deeding. However, discussions continued with several organizations, listed below, as well as other donor-funded projects that have expressed interest in potential partnerships, once a community has secured a deed to their customary lands.

### **Organizations and donor-funded projects met with in Year 2 include:**

1. **Jefs Merchandise and Service Cooperation** is a palm oil and palm kernel oil processor in Upper Waum, Lower Rankollie, Tengia, and Palama, Lofa County.
2. **The Smallholder Agriculture Transformation and Agribusiness Revitalization Project**, which provides support to Jefs.
3. **Cooperative Maliando** promised to train farmers and plant palm, coffee, and cocoa, but only after October 2023 national elections and after the community had resolved an outstanding boundary dispute in Porluma/Upper Waum, Lofa County.
4. **Orange Liberia Digital/UN Women’s “Buy from Women” Platform** operates in five counties, including Bong and Nimba. They target women-run cooperatives in the cassava and cereal value chains.
5. **Liberia Investment, Finance and Trade Project** is a USAID-funded project that supports agriculture companies or processors that are actively involved in palm, cassava, rice, cocoa, snails, and honey value chains.
6. **J Palm Liberia** buys fresh, natural palm kernels from smallholder farmers in rural communities in Liberia. Instead of wasting the palm kernels (as was done in the past), smallholders now earn additional income. J Palm cold-presses the palm kernels into oil and use the oils to create a range of natural health and beauty products such as soaps, moisturizers, and hair conditioner.
7. **Buchanan Coastal Company** is a wholesale distributor of smoked fish supporting sustainable economic growth for the fishing communities of Liberia, a potential for partnership opportunities in Nimba County.
8. **E-Kima Agriculture Company** is involved in the processing of commodities such as cassava-based products (fufu, depah, super gari), plantain chips, roasted peanuts, and peanut butter. The company purchases cassava tubers and peanuts from individual farmers in towns and villages within Bong County and surrounding areas.

### **Report on the Legal and Political Feasibility of Tax Incentives for Companies Partnering with Communities on an Equitable Basis**

The LMA, working with a consultant, finalized this report in Q4 and submitted it to USAID for review and feedback. The report outlines a wide range of government tax incentives currently available to businesses operating in Liberia, and the legal and political feasibility of *new* tax incentives for private sector actors partnering with customary land holders.

However, the report uncovers that there are currently no tax incentives directed at the private sector partnering with rural communal land holders, or anything creating obligations or even encouraging that these relationships be on an equitable basis. That said, many of the firms the LMA has had initial communications with have expressed interest in engaging with communities, on an equitable basis, but only after a deed to their communal lands has been obtained.

### **TASK 2.3: ASSIST CLDMCS TO ESTABLISH FAIR PARTNERSHIPS WITH THE PRIVATE SECTOR THAT GENERATE REVENUE**

The Project set several optimistic targets for Year 2 involving CLDMCs and partnerships with private sector entities. While forging positive connections and discussing potential agreements, most firms are reluctant to engage with communities until land ownership becomes clearer. However, the Project continued to lay the groundwork for potential PSE with its CLDMCs, including developing a Guide on Private Sector Engagement that helps to define how CLDMCs can enter fair and transparent negotiations with the private sector, land-use planning resources and tools, a model business plan, and guidance on how to engage in initial discussions on potential economic opportunities with the private sector.

## **Communities Provided with Guidelines on How to Enter into Fair and Transparent Negotiations with the Private Sector**

During Q4, the LMA, as part of its planned PSE Strategy, visited seven communities in Lofa and Bong Counties (Bong: Kpatawee; Lofa: Palama, Fissebu, Wanwoma, Upper Waum, Lower Tengia, and Lower Rankollie), conducting critical assessments to better understand the economic potential in these communities, while soliciting specific business ideas or opportunities from them. The PSE team shared information with communities about potential opportunities with companies the Project had spoken to once the communities secured their deeds, and provided important considerations when entering negotiations with companies. These were important discussions that provided added incentive to communities to work with the LMA to secure their deeds. Participants included in these discussions were CLDMC members, Boundary Clearing Committee members, landlords, traditional leaders, and other community representatives. In total, 118 community members (70 males, 48 females) were involved in these initial discussions. The LMA plans to follow-up early in Year 3 with these communities to introduce additional resources, such as the model business plan developed in Y2Q4, that can help communities articulate how they will transact with their land to the benefit of members. Trainings on PSE will also help better prepare communities to reach out to and engage with private sector entities once they have secured their deeds.

## **Communities Assisted to Establish Fair Partnerships with the Private Sector to Generate Revenue**

In Year 2, the LMA supported three CLDMCs in Lofa's Vahun District (Upper Guma, Lower Guma, and Central Guma) to resolve a dispute between the CLDMCs and traditional community leaders about revenues generated by the CLDMC through concessions provided to "pit sawyers" (timber harvesters), and how those funds were being managed and/or distributed.

During this conflict, the traditional community leaders from these three clans suspended the CLDMCs on the basis that they were not aware of how funds were managed or allocated. All business and other CLDMC-related activities came to a halt. The CLDMC leadership assembled and petitioned the LMA to intervene on their behalf, which the Project accepted. The LMA then organized separate discussions with the local leadership in each community to better understand the dynamics of the dispute and how they might help resolve it. Through these discussions, the LMA understood that the traditional community leaders had expectations about how the revenues would be shared with them as well. As part of the solution, the LMA facilitated training for the CLDMCs on improved bookkeeping and financial management. In addition, the LMA supported the CLDMCs to develop revenue-sharing plans that detailed how revenues would be shared and utilized for the development of the community. The community leaders accepted these plans and reinstated the CLDMCs. LMA will continue to follow up with the communities in Year 3 to ensure they are practicing good bookkeeping and adhering to the agreement made with local leaders. The LMA will also provide training on PSE to the communities, providing information and additional resources to help with their planning.

The timber harvesting that these three CLDMCs are involved in is a form of sustainable forest management that involves "selective logging," harvesting trees of a specific size, or those that have fallen and are dead, while at the same time caring about the wildlife and not destroying younger trees while minimizing overall impact on the ecosystem. Selective logging is also a practice that refrains from clearing the surrounding vegetation and constructing roads or skid trails that are used typically used for commercial logging activities. All logs harvested are required to be transported by people on their heads to a main road where mini trucks pick them up for transport to Vahun or Kolahun Districts for sale. CLDMCs receive commissions/revenues for these activities that go into development accounts for these communities, as part of the agreement with the local leaders.

## **Outreach to Journalists to Write Articles on Public Private Sector Partnership Processes in Target Communities**

LMA met with a media specialist and former journalist to discuss potential collaboration on several LMA communication priorities and deliverables, including support on writing articles about PSE in the context of CLRF, and agreed to follow-up early in Year 3 to define a plan for using media to promote public private partnerships in LMA communities.

## **CLDMCs Linked with Legal Experts and Other Service Providers for Continued Support**

At the time of reporting, CLDMCs are not at a stage of needing this support.



## **2.3 OBJECTIVE 3: WOMEN, YOUTH, AND OTHER MARGINALIZED GROUPS PARTICIPATE IN AND BENEFIT FROM COMMUNAL LAND MANAGEMENT**

Due to the interrelated nature of the tasks under this objective, LMA's activities often contribute to several tasks or expected results. Most gender and inclusion-related trainings and awareness-raising activities promote both men and women's understanding of women's involvement in the CLRF process and land management, but they also empower women and youth to take on more active leadership roles in these processes. Additionally, all LMA's activities promote GESI within the context of the 2018 LRA's implementation.

### **TASK 3.1: ENGAGE TRADITIONAL LEADERS AND MEN FOR IMPROVED AND PEACEFUL POWER-SHARING**

#### **Provide Training to CBOs on SGBV**

In Y2Q4, the LMA conducted a CLRF training for 20 CBOs in Nimba County that included a session on sexual and gender-based violence (SGBV). It was intended to raise awareness of SGBV, highlighting its consequences on community development. The training and awareness-raising campaigns also emphasized how high rates of SGBV often deter potential investors, tourists, and needed resources for development, thus hindering economic growth and opportunities for improvement. The Project's GESI Specialist shared some resources and key messages with participants and encouraged them to use the messages in their work to create greater awareness and mitigate some of the risks of SGBV.

#### **Conduct Awareness Raising and Sensitization on the Consequences of SGBV on a Community's Development**

In Year 2, the LMA utilized focused messaging provided by USAID on C-TIP to train staff and partners, as well as to sensitize and raise awareness in communities about related risks and how to mitigate them. The Project integrated these concepts and messaging into its women's land rights trainings and capacity building interventions implemented at the community level for women, men, youth, persons with disabilities, and other marginalized groups. In Year 2, C-TIP messaging was carried out in 28 communities. An additional training module on SGBV was provided to 20 CBOs at the end of Q4, as stated above, which included the Project's four grantees. In Year 3, the Project will continue to carefully integrate focused SGBV and C-TIP messaging across all community interventions, where feasible.

#### **Gender Equity & Social Inclusion Baseline Assessment**

In Year 2, LMA rolled out its GESI partial baseline assessment to assess male beliefs, attitudes, and behaviors in preparation for a social and behavior change (SBC) campaign. The baseline taken is a partial, or sample, baseline because it took a sample of LMA communities across two counties, Lofa and Bong. The study assessed male beliefs about women, youth, and marginalized groups' involvement in customary land governance and management.

Findings from this assessment will enable LMA to design a social and behavior change communications (SBCC) campaign to improve male perceptions of women's involvement in decision-making within the customary land sector, thus increasing the engagement of women, youth, and marginalized groups in meaningful ways to fully participate and benefit from customary land governance at the community level. The baseline assessed six target communities, three in each county. To inform the baseline assessment, LMA conducted focus group discussions (FGDs) with key community members including tribal chiefs, women leaders, youth representatives, and members of the elders' council, among others.

The assessment revealed that the communities' attitudes and beliefs about gender roles and family dynamics are largely traditional and patriarchal. Most respondents expressed that women should *not* be involved in family decision-making, though they are primarily responsible for taking care of the family. Regarding land rights and access, a majority of the respondents felt that women do not have adequate access to land for economic development. The lack of awareness about legal documentation for women's land rights is also a significant issue. This suggests that there are challenges related to land rights and land use, particularly for women. In addition, the assessment showed a relatively low percentage of all respondents who had any awareness at all of the 2018 LRA and CLRF, which clearly indicated a need to improve overall awareness and education about the 2018 LRA and its implications for land rights in communities, especially for women. These results also highlighted a need for interventions to promote gender equity and challenge traditional gender norms.

## **CSOs/CBOs Engaged to Organize SBCC Campaigns Targeting Men and Boys (Up to Four Grantees)**

This baseline assessment was conducted as planned in Year 2. Based on the results of the assessment, as a first step toward the SBCC campaign, the Project decided to focus on conducting mass awareness-raising campaigns, trainings, and other interventions promoting inclusive land rights. Awareness raising on land rights focused on improving both the understanding and importance of more inclusivity in land matters, and specifically on changing the attitudes toward women's participation in land-related decision-making. LMA reached a total of 1,718 people, including 1,084 women (excluding those reached through radio) across LMA's communities. In Year 3, the LMA will roll out a more focused SBCC campaign through its grantees, organizing community workshops, local leader engagements, men and boys' discussion groups, youth (males) engagement activities, and media campaigns targeting men and boys.

## **Conduct Social Behavior Change Campaigns, with Messages Targeting Men and Boys**

In Year 2, LMA conducted the GESI baseline assessment to inform the SBCC campaign. The SBCC campaign launch is planned for Year 3.

## **Develop Sensitization Flyers for the SBCC Campaigns**

As stated above, in Year 2, under Task 1.2, the LMA developed a wide range of promotional materials for its planned outreach and awareness raising. As the Project prepares for its SBCC campaign in Year 3, new, focused messaging will be developed and utilized as part of a wider SBCC strategy. The LMA will also continue to disseminate more general messages, applicable for non-literate communities, on the 2018 LRA and CLRF process that will be displayed in communities in Year 3, continuing to raise awareness on the importance of inclusivity on land matters.

## **TASK 3.2: DEVELOP THE LEADERSHIP CAPACITIES OF WOMEN, YOUTH, PWDS. AND OTHER MARGINALIZED GROUPS**

### **Best Practices for Leadership Skill Building Identified and Reviewed to Inform Training Design and Training Program Developed for Up to Ten Target Communities, Including Curricula and Necessary Materials**

In addition to the focus on promoting women's land rights in LMA communities in Year 2, the Project developed a leadership training program in Q4 for women, youth, and other disadvantaged groups to better prepare them for leadership roles in CLDMCs and other community governance structures, particularly in new communities where CLDMC elections are yet to occur. The three-day leadership capacity training program was rolled out in ten communities in Lofa County, engaging 100 participants (62 males and 38 females). The leadership training provided guidance, instruction, and strategies for developing and enhancing soft skills essential for effective leadership within the context of the CLDMCs.

By the end of the training program, participants understood the concept of leadership and its importance in land management. The training also helped participants identify gaps in leadership and the skills needed to bridge those gaps. In addition, the training provided a clear road map of strategies for developing leadership skills in marginalized groups that foster active participation of women, youth, and others in community governance structures. This activity effectively promoted collaboration among participants to establish a cohesive leadership structure in their various communities to speed up the process of CLRF for the communities to obtain their deeds. Out of the participants who came to this training, mentors were identified who showed strong leadership skills and a willingness to coach and motivate others. These community mentors will lead their communities' participation on a knowledge sharing platform described below.

### **A Knowledge-Sharing Platform for Women and Youth Established in at Least Three Communities to Share Experiences and Learn from Each Other**

During Q4 in continuing its efforts to enhance communities' leadership capacities, LMA supported communities in establishing a knowledge-sharing platform (KSP) for women, youth, and marginalized groups from Fissebu, Palama, and Vavala communities to learn from each other. The initial workshop to develop the KSP engaged 30 participants (18 males and 12 females). The process focused on knowledge and experience sharing to enable community leaders and stakeholders to gain self-confidence in order to promote gender and cultural diversity in leadership and to also serve as a mentor for other community members wanting to be more active in their communities. One beneficiary stated their take-away from the exercise: "To be successful in getting traditional leaders to accept women, youth,

PWDs [persons with disabilities], and other marginalized groups as chairperson or a member of the CLDMC, you must understand the norms and traditions and respect the cultural values of the community; this will help you to achieve your goals.”

The CLDMC Chairperson from Fissebu, [REDACTED], was selected to help launch the KSP based on her experience with and engagement in CLRF processes in her community. She shared her knowledge and experiences, and the approaches she uses to perform her role as a CLDMC Chair. She went on to speak about her accomplishments, challenges, and the specific strategies she uses as a female leader to overcome traditions and norms.

### **Women, Youth, and Persons with Disabilities Elected to CLDMC Leadership Positions Increased**

In support of this expected result, LMA conducted training, FGDs, and awareness raising activities to enhance knowledge about gender, fair land tenure, and women’s land rights, and to transform negative attitudes and behavior in these communities. With that foundation, these trainings ultimately sought to encourage women’s and youths’ participation in governance structure of CLDMCs. Coupled with the Project’s trainings on women’s land rights discussed below and its leadership trainings, these activities highlighted how essential it is to have women and youth and marginalized groups in leadership positions around land discussions, particularly on CLDMCs, especially considering that women are the generally the ones making more use of land for farming purposes. Youth are the leaders of the future and will also become elder and future landlords, and their participation in these activities will help them better understand the need for and benefits of more fair inclusion. Holding these positions of authority elevates their voices to really make an impact on equitable land management and use.

The LMA helped establish 16 Interim Coordination Committees (ICCs) in Nimba, Lofa, and Bong Counties as part of the initial steps of the CLRF process. ICC members are all recognized leaders in their communities. Out of a total of 319 individuals selected to serve on these ICCs, 121 were women, 88 youth (both male and female), and six were people with disabilities. As these communities establish bylaws and form governance structures, LMA will help to ensure that women, youth, and other marginalized individuals are included in leadership positions.

The LMA supported 17 CLMDCs in Year 2, eight in Bong County (Kporyorquelleh, Menquelleh, Kpatawee, Mawuta, Gbanshay, Zota, Gwilapilu, and Kpoaquallie) and nine in Lofa County (Wanwoma, Wulukoha, Tahamba, Hassala, Upper Guma, Central Guma, Lower Tengia, Upper Waum, and Lower Guma) to include women, youth, and other marginalized groups in leadership positions (chairperson, vice chair, secretary, treasury, or any other leadership position).

The LMA worked with CLDMCs to review their membership list, including members who hold leadership positions. After the review, gaps were identified, with either women or youth not included in the leadership positions as required under the 2018 LRA. LMA encouraged the CLDMC bodies to add women and youth to leadership positions. In all 17 communities, CLDMCs placed women and/or youth into leadership positions.

The LMA team conducted trainings and FGDs on women’s land rights in ten Nimba communities. Among the community members who participated in the trainings were local and traditional leaders, persons with disabilities, other marginalized groups, ICC members, and town criers. The trainings promoted women’s and youths’ involvement in land management, focusing on gender concepts and terminologies, gender equality and inequality, and gender roles and gender norms/system. Across these activities, a total of 487 people were reached (323 women, 164 men, including 63 youth) from these ten communities.



FIGURE 5: FISSEBU CLDMC CHAIRPERSON DESCRIBING HER EXPERIENCES AS A WOMAN IN A COMMUNITY LEADERSHIP POSITION

### **TASK 3.3: PROMOTE GESI IN LRA IMPLEMENTATION AND COMMUNITY-PRIVATE SECTOR PARTNERSHIPS**

#### **Training on Women's Land Rights**

LMA conducted awareness raising and trainings in 21 Project communities (six in Bong, five in Lofa, ten in Nimba) on women's, youths, and marginalized individuals' land rights. In Q4, as stated above, LMA trained three Bong communities on these principles. These interventions combined to reach an annual total of 1,718 people, including 1,084 women. Awareness raising on land rights focused on improving both the understanding and importance of more inclusivity in land matters, and specifically changing the attitudes toward women's participation in land-related decision-making.

Based on feedback received during the Year 3 Work Plan Validation workshop, as well as information collected from communities through its biannual learning questions survey, awareness of the 2018 LRA and land rights remains extremely low, and the Project will continue with its awareness-raising activities. Every time the LMA hosted a discussion in one of its communities on the LRA and women's land rights, the women asked LMA to come back and organize more discussions and dissemination events. As such, in Year 3, LMA will explore new ways to disseminate information more effectively and widely across its communities.

#### **Support to the Rural Women Land Rights Conference**

LMA, in its efforts to increase access to information and raise awareness, works closely with other partners, such as ForumCiv, to promote GESI. To support the efforts of CSOs in promoting women's access to communications and information regarding their land rights, LMA sponsored five rural women and youth participants from communities in Bong and Lofa Counties to attend the Third Rural Women Land Rights Conference (RWLRC) organized by ForumCiv; they were accompanied by the Project's GESI Specialist and Land Administration and Management (LAM) Specialist from Monrovia. The theme of the conference was "Re-strategizing to Secure the Land Rights of Rural Women" and was held from October 31 – November 1, 2022, at the K-Plaza Hotel in Buchanan, Grand Bassa County.

The annual RWLRC has been a flagship event for ForumCIV since 2020. The overall goal of this annual conference was to deliberate the legal and financial constraints to rural women achieving their land rights, identify resources, and engage with duty bearers (legislator, lawyers, media practitioners, line ministries and agencies, religious and traditional leaders, etc.) to address these challenges.

The conference hosted rural women from Liberia's 15 counties along with women-led organizations and CSOs working and partnering with ForumCiv. Women representatives from all regions of Liberia were invited as delegates. Key government stakeholders from the LLA, Ministry of Agriculture (MoA), Ministry of Gender, Children & Social Protection (MGCSP), Ministry of Internal Affairs (MIA), and Ministry of Justice (MoJ) participated in the conference, as well as the Swedish Embassy, various UN agencies, CSOs and international non-governmental organizations (INGOs) working in the land sector, and PWDs. 95 participants (41 males and 54 females) attended the first day of the conference, while the total number of participants for the second day was 87 (37 males and 50 females).

LMA's GESI Specialist and the LAM Specialist participated in the conference, facilitating a session on "Women's Access, Participation, and Management of Land at the Community and Clan Levels: Advantages and Disadvantages." The LAM Specialist also facilitated a session on "Strengthening Community Structures for Effective Advocacy on Rural Women Access to Land: Without Land, You are Nothing." The presentation highlighted the concept and the technical definition of land in order to give an appreciation of rural women's access to land, and a need for participants to understand the human-to-land relationship and how people/community see land on different terms. The presentation also provided information on land tenure security in relationship to the formalization of informal tenure, specifically related to customary land, access and women's rights to access, control and involvement in the governance of land not only as users.

The purpose of this conference was to develop a clear and concise roadmap and institute relevant structures that would lead to and facilitate the implementation of resolutions of past conferences. The conference was used to develop an advocacy plan to address issues raised in the previous resolutions and other emerging issues in the land sector that threaten rural women's land rights.

The LMA also participated in the 4<sup>th</sup> Annual Rural Women Land Rights conference, held virtually from September 28-29, 2023, with the theme: “Ensuring Legal and Economic Empowerment and Advocacy to Secure Rural Women’s Land Rights.” The GESI Specialist provided a solidarity message on behalf of the LMA at the start of the conference.

## **2.4 OBJECTIVE 4: COMMUNITIES UTILIZE ALTERNATIVE DISPUTE RESOLUTION (ADR) TO RESOLVE DISPUTES AND GRIEVANCES**

The three key tasks of this objective were all advanced through two main activities: the development and piloting of the Land ADR Training Manual and Training Module, and the series of community conversations that LMA facilitated focused on ADR. These facilitated conversations created an inclusive and collaborative environment where individuals reported feeling comfortable to engage in open discussions. As part of its land rights formalization training for CBOs in Nimba, LMA designated the third day to focus on ADR training, with content specifically tailored for customary communities, equipping participants with the skills to analyze conflict situations and select the most suitable strategy for resolving disputes, utilizing the LMA ADR training manual.

### **TASK 4.1: IMPROVE THE AVAILABILITY AND CAPACITY OF ADR PRACTICES**

#### **Training Program Targeting ADR Bodies Designed and Implemented, Including Curricula and Materials**

During Q3, LMA organized separate consultative meetings with the Ministry of Justice ADR Department (MoJ-ADR) and the LLA-ADR Unit to collaborate on the development of an ADR training manual to be used for training CLDMC members, and other community members, in ADR. The MoJ-ADR department agreed to work with the LMA to develop the manual from the current National ADR Manual, which is very broad and does not specifically address customary land issues. These meetings launched a joint-peer review of the existing ADR manuals, identifying new material to be added to the manual, and resolving disputes from different angles. Both institutions were engaged separately to gather their perspectives on ADR and to identify best practices.

Following the peer review of the existing policy, the LMA organized a week-long workshop June 12-16, 2023, to develop a training manual for the rollout of ADR training in the customary land sector. Participants of this working session included government stakeholders, LLA and MoJ, and the LMA Liberian CSO partners, SDI, TDS, RRF, Green Advocates International (GAI), LIDS, and SHAPE, as well as Parley Liberia, another CSO active in customary land formalization. This workshop provided an opportunity for participants to scrutinize the dispute resolution documents of the MOJ and the LLA, and to gather other relevant information to develop a practical training manual that will be used by different CSOs, CBOs, and traditional leaders. The training manual will help community members clearly understand ADR in their communities and to promote the inclusion of women, youth, and PWD in the decision-making processes concerning customary lands. The ADR training manual for customary communities focuses on addressing community grievances that could be resolved swiftly via traditional ADR mechanisms at the community level, without the involvement of LMA, donors, or the LLA, ultimately avoiding court actions or government interventions.

The training manual includes the following sections:

- Introduction
- Module 1: The Nature of Land Conflict in the Context of Customary Land in Liberia
- Module 2: Dispute Resolution Mechanisms
- Module 3: Alternative Dispute Resolution
- Module 4: Gender-Responsive Land Dispute Resolution Mechanisms
- Module 5: Access to Justice in Liberia

More information on how LMA applied this training manual falls under Task 4.2. below.

#### **Community Conversations Aiming to Diversify Representation on ADR Bodies Carried Out in Ten Communities**

In the second half of Year 2, the LMA initiated a series of community dialogues focused on better understanding communities’ existing knowledge, skills, and practices related to ADR, particularly used in land disputes. Participants also shared insights into traditional dispute resolution practices. The discussions also touched on the importance of diversifying representation in local ADR bodies. The LMA targeted ten communities for this initiative across Bong

(Kpatawee, Kporyorquelleh, and Zota) and Lofa (Hassala, Tahamba, Wanwoma, Wulukoha, Upper Guma, Central Guma, and Lower Guma) Counties, involving a total of 210 community members (129 males and 81 females).

During these full-day interventions in each of the targeted communities, the following key take-aways emerged, which will help inform LMA's approach to this activity moving forward:

- The ADR justice system is restorative, resulting in a “win-win” outcome where both parties come out satisfied. If LMA applies this approach to customary communities, it means that most of the outstanding disputes in the community will be resolved amicably, promoting unity and shared growth among community members.
- Women, youth, and PWDs are not typically included in the formation of ADR traditional resolution bodies. The traditional ADR structures and local practices in the visited communities do not align with ADR best practices, and the upcoming ADR procedures for Liberia, which require that resolution practices be inclusive of women, youth and other marginalized groups.
- Tribal Certificates (TC), in traditional leaders' possession, are often the root cause of conflicts among citizens.
- There is a need to build leadership skills for women, youth, PWD, and other marginalized groups, particularly to bolster their involvement in communities' ADR bodies.



FIGURE 6: GOKAI TOWN, KPATAWEE CLAN, BONG COUNTY  
COMMUNITY CONVERSATIONS TO DIVERSIFY REPRESENTATION ON  
ADR BODIES



FIGURE 7: COMMUNITY CONVERSATIONS IN HASSALA COMMUNITY,  
LOFA COUNTY

### **Standard Operating Procedures on Dispute Resolutions Produced in Collaboration with the LLA**

LMA convened several meetings in Year 2 with the LLA, the MoJ, and the MoJ/ADR program. The purposes of these consultations were to review the status of the revised land dispute policy and the status of the national ADR policy, and to gather inputs on how LMA can support the advancement of these documents. As a result of these consultations, the LLA requested that the specific support around the development of the LLA SOPs be pushed into Year 3, after identifying a need to revise existing ADR Policy to include customary land dispute mechanisms. The LMA is also currently working with the MoJ on developing a scope of work for technical support needed to develop national ADR legislation. The LMA will assist both the LLA and the MoJ in these two areas, then focus on developing the SOPs as initially intended, in Year 3.

### **In Collaboration with the LLA and CSOs, Support the Adoption of a Revised Land Dispute Resolution Policy that is Consistent with the LLA**

As mentioned above, the LMA conducted several meetings with the LLA in Year 2 and identified a need to update/revise existing ADR Policy to include specific guidance on customary land formalization, which the LMA has committed to doing in Year 3. Through this process, the LMA, through the MAP and CSWG, will review and provide feedback to the LLA on the development of these revisions. Once approved, the LMA will help disseminate this new policy and raise awareness of it through its network of CLDMCs and other local organizations.

## **TASK 4.2: INCREASE AWARENESS OF APPROPRIATE ADR CHANNELS FOR RESOLVING LAND RELATED DISPUTES**

In Year 2, the LMA continued the work it had begun in Year 1 to encourage target communities to utilize local ADR mechanisms to address their boundary issues. According to the law, if communities cannot reach a common understanding over their boundary disputes, the LLA will arbitrate and settle the case. However, if the community is not satisfied with the LLA decision, they can take the matter to the courts per the new 2018 LRA.

### **Participatory Rural Appraisals (PRAs) Conducted in at Least Ten New Communities and Formal Rules Established by CLDMCs and Communities to Determine Appropriate ADR Channels for Resolving Land and Resource Disputes**

The Project did not conduct structured PRAs in Year 2 as planned. Instead, there was a shift in approach to engaging communities and collecting data. Through facilitated discussions, the LMA engaged less formally with these ten communities to encourage more open and honest dialogue, while assessing their traditional ADR structures and practices, and facilitating discussions on the importance of greater diversity and inclusion in ADR, especially related to CLRF and in compliance with the 2018 LRA.

To increase awareness of appropriate ADR channels and methods, the Project piloted the recently developed ADR Training Manual for Customary Land Communities with 20 CBOs that work in the CLRF process. The training pilot aimed to equip participants with the skills needed to analyze conflict situations and select the most suitable strategy for resolving disputes. It also provided guidance on best practices, focusing on specific ADR practices used for land disputes. In addition, the training enhanced participants' understanding of the concepts and legal aspects associated with ADR, both in customary and statutory justice systems. Finally, it empowered participants with essential skills to effectively apply ADR methods for resolving land disputes in customary communities.

The facilitator covered the following topics, designed to reflect the different changes in ADR approaches and methods of conflict resolution in customary land disputes:

- Conflict and Dispute Overview;
- Nature of Land Conflicts in Customary Land;
- Resolution Methods in Liberia (Customary & Statutory);
- Alternatives to Dispute Resolution;
- Types of ADR;
- Handling ADR Cases and Analysis;
- Gender-Inclusive ADR for Land Disputes; and
- Human Rights and Traditional ADR Practices.

This training program had a deep impact on participants, increasing the knowledge and skills of CBOs to bridge gaps in dispute resolution and to properly utilize ADR and other traditional mechanisms to amicably settle disputes in their communities.

## **TASK 4.3: ENHANCE CIVIL SOCIETY'S ROLE IN ADVANCING LAND ADR POLICY AND LEGISLATION**

### **Collective Action to Advance the Legal Framework Governing ADR for Land Matters Strengthened**

As discussed above, the LMA conducted several meetings with the Government of Liberia (GoL) in Year 2 focusing on existing ADR Policies and the plan for updating and incorporating specific land dispute policy the national level ADR policy. The LMA is committed to providing technical support to the LLA and the MOJ in Year 3 around updating the legal framework governing ADR for land.

### **At Least Three Meetings Held Between the Land ADR Advocacy Coalition and GoL Authorities to Advocate for Policy Approval and/or Advance Draft Legislation**

Consultations held with MOJ and other GoL stakeholders in ADR, as described above, negated the need for a new ADR Coalition. LMA will revisit the idea of creating one in Year 3 if the sector is in favor of this way forward.

### **At Least Two Workshops Held to Strengthen the Coalition's Advocacy and/or Technical Skills**

This result was not met in Year 2 due to changes in the overall approach to ADR advocacy with the GoL.

## 3 COORDINATION ACTIVITIES

### 3.1 STAKEHOLDER ENGAGEMENT

#### Government of Liberia and the Liberia Land Authority Engagement

LMA leadership and the senior technical team maintained close relations with the LLA in Year 2, attending formally scheduled coordination meetings with other CSOs working in the land sector and donor coordination meetings, which the LLA recently resumed. One highlight of the year was the signing of an MOU between the LLA and USAID, formalizing the LLA's partnership with the LMA and committing to work together to secure deeds for targeted communities.

In addition, the LMA had many informal visits to LLA offices in Monrovia and in each of the three county offices where it works, often on a weekly basis. Regular coordination was conducted with the Commissioner for Planning and Policy, who is also responsible for LMA's three counties, the Monitoring and Evaluation Unit, the Surveying and Mapping Section and the Customary Land Rights Unit (both under Department of Land Administration). The team also coordinated closely with the Customer Service and Registration Sections of the LLA on training requirements, as well as with the Director for HR and Training, specifically about an advanced surveyor training program for LLA surveyors to be rolled out in Year 3. Senior leadership also frequently met with Director of Projects, the Vice Chairperson, Executive Director, and the Hon. Chairman [REDACTED] on specific issues and coordination requiring their support.

Many of these meetings with specific sections, units, or departments were to plan for joint field visits that were required to either validate specific work completed in a community, or to provide needed surveying services for communities. The LLA was engaged to validate boundary harmonization in eight communities, four of which were completed and that progressed to the confirmatory survey step of the CLRF process. The other four communities still require some additional support to resolve all boundaries and prepare the final paperwork required for LLA validation before advancing to confirmatory survey. The LMA then worked with the LLA to complete the confirmatory surveys in the four targeted communities, which were successful, but the Project is now working with communities to finalize all documents the LLA needs to complete their survey reports. In Year 2, collaboration with the LLA definitely improved due to the strong coordination and proactive communication, as well as funding support being available to bring them to the field.

The LMA and LLA worked very closely together throughout the year to try and resolve an outstanding conflict in Fissebu, which completed its confirmatory survey in December 2022. Several joint visits to Fissebu were made, with the support of the LLA, including the Chairman himself, as well as the District Superintendent and other high-level officials. Relationships were leveraged and ADR methods pursued for resolving this remaining dispute, but all were unsuccessful. In discussions with the LLA, they agreed to organize and finance meetings with Monrovia-based stakeholders to try and finally resolve this issue; this initiative was much appreciated by the LMA. USAID attended those meetings with both communities, which did provide some clarity and more support for a resolution, but national elections have put things on hold. However, the strong coordination with and support from the LLA on this issue should soon help to resolve this dispute and allow Fissebu to apply for its deed.

The LMA also organized a Work Plan Validation workshop early in Year 2 to present the Project's Year 2 Work Plan to the LLA and other stakeholders and to solicit feedback. This was repeated at the end of Year 2, in a revised approach, organizing a Work Plan Validation workshop in September 2023 to present the Project's Year 3 Work Plan. However, prior to this last event, and based on an agreement in the signed MOU between the LLA and USAID, the LMA organized a separate Work Planning workshop, exclusively with the LLA. In Year 2, the LLA had received direct funding from Lantmäteriet to directly implement CLRF in five communities in Rivercess County, from which they had a lot of lessons learned. LMA also updated them on Year 2 achievements and challenges, while working together to discuss plans for Year 3.

#### Coordination with Other Development Actors in the Land Sector

The LMA organized many meetings over the past year to better coordinate its work in the sector, avoid overlap, leverage and share resources, and learn from each other's experiences. Some of the organizations the team met



with during the year include the World Bank, UN Women, UNDP, WPF, FFI, Landesa, CSRF, USAID Conservation Activity, USAID Civil Society Activity, Parley, Women's Land Rights Task Force, and ForumCiv.

In addition to the organizations listed above, had several meetings with the Sustainable Trade Initiative (IDH) to discuss and agree on the handover of communities. They were closing out a project that provided CLRF support to communities in Lofa County and asked if LMA would take over their work. The Project agreed and signed an MOU to confirm its intent to take over 13 communities, which was successfully conducted, in coordination with the LLA, and

concluded midway through Year 2.

### **MAP and CSWG Collaboration**

Working with MAP and the CSWG, the LMA organized and facilitated three meetings in Year 2 to address policy issues, advance regulations and the CLRF process, and improve and formalize coordination among actors in the land sector. Recommendations from this Year's Validation Workshop included a need for more focused coordination among actors in the Land Sector. The LMA will continue to utilize the MAP and CSWG to convene actors around specific issues in Year 3.

### **Lantmäteriet**

The LMA engaged with and collaborated closely with Lantmäteriet, a Swedish project that provides direct financial and technical support to the LLA. LMA senior leadership met with the LLA Vice Chairperson, the Head of the Registration Unit, and Lantmäteriet to discuss training and capacity building requirements. This was the result of a country-wide assessment Lantmäteriet conducted in Q3 of LLA County Offices, assessing capacity gaps that needed to be addressed through focused training and capacity building efforts. The LMA agreed to collaborate with Lantmäteriet on this training initiative, agreeing to wait for the results of the assessment before committing resources to a training program. The LMA agreed to provide trainings to the LLA County Offices in Bong, Lofa, and Nimba, while Lantmäteriet would target others they have prioritized, and that the projects would work together and develop training curriculum, with a focus on the registration unit, as well as the probate courts.

## **4 GRANTS AND SUBCONTRACTS MANAGEMENT**

### **Overview**

The Project's implementing partners (IPs) or subcontractors and grantees played a significant role in the implementation of LMA's approved Year 2 work plan, especially those activities in the field related to the CLRF process. The Project's implementation approach relied on the experience and capacities of each IP to drive specific aspects of the CLRF process in targeted communities. The IPs consisted of three Monrovia-based CSOs. The Project then onboarded four local CBOs in Year 2 through the GUC program. These grantees provide a local presence and more intimate knowledge of the targeted communities, including the traditional norms and practices, as well as the leadership structure and power dynamics in both target and neighboring communities. The IPs worked closely to plan activities, raise awareness, and mobilize and support communities through the process.

### **Subcontracts**

The LMA consortium of subcontractors worked with the grantees in providing field-level and on-the-ground support and mentorship to the grantees in the CLRF process. The following is a breakdown of activities per each subcontractor:

#### **Sustainable Development Institute – Lofa**

- Provide technical assistance to communities in Lofa to advance the boundary harmonization and confirmatory stages of the CLRF process.

#### **Talking Drum Studio – Lofa, Bong, and Nimba**

- Provide technical support for the design and implementation of communications campaigns.

- Support the design and roll out of communication campaign content.
- Develop and hold community dialogues to increase broader awareness of land tenure laws and land management issues in target communities.
- Train practitioners, CSOs, traditional leaders, and local authorities on ADR.
- Increase awareness and use of ADR through targeted engagement to promote dialogue among and between communities, the private sector, and local authorities.

### **Rights and Rice Foundation – Lofa and Bong**

- Provide technical support to communities in Lofa and Bong to advance public consultations.
- Support Community Self Identification (CSI).
- Support Governance Bylaws and Structures.
- Provide CLDMC Trainings.
- Follow-up on key recommendations from the National Land Conference.
- Increase stakeholders' engagement.

### **Grants Under Contract**

Early in Year 2, as part of the Project's implementation approach to strengthen public awareness of the regulatory reforms happening in the land sector, especially those related to the formalization of community customary land rights, the LMA launched a GUC program to identify and partner with select local, county-based CBOs.

As part of this process, the LMA organized three training courses, one for staff and implementing partners, and one for CSOs and CBOs operating in Lofa, Bong, and Nimba Counties. The two courses were on grants management and proposal writing.

#### ***Internal Training in Grant Management***

The first training was provided by LMA's international subcontractor, Tetra Tech, who conducted a virtual, internal Training of Trainers (TOT) on grants management and proposal writing April 6-8, 2022, for the Project's technical staff and representatives from all three of its national IPs. The training provided the team with a clear understanding of 1) the LMA Project's implementation approach, objectives, results framework, and reporting requirements; and 2) an overview of the intended GUC program, grants management requirements, the grants application procedures, including technical proposal writing, budget preparation (cost principles), and the application review and evaluation processes.

#### ***CBO Grants Management and Proposal Writing Training***

Following this initial training, the LMA organized two trainings for eligible CBOs operating in Lofa, Bong, and Nimba Counties. The first training took place in May 2022 in Voinjama, Lofa County, and the second in August 2022 in Gbarnga, Bong County. The main purpose was to train CBOs on grant management and the key elements of good proposal writing. Training content covered a number of topics: 1) USAID rules and regulations for grant management; 2) project lifecycle management; 3) defining strategic objectives; 4) understanding outcomes, inputs, and outputs; 5) monitoring and evaluation; 6) risk management and sustainability plans; 7) addressing GESI; and 8) required technical activities for which to budget.

#### ***Grantee Selection***

After the CBO training, the LMA issued a request for applications (RFA) to pre-qualified CBOs. The LMA conducted a review and evaluation of the applications received, selecting four through a competitive and transparent process: two in Lofa, one in Bong, and one in Nimba. USAID reviewed and approved the grant applications for these four CBOs. These grantees started working with the Project in March 2023 under a one-year grant, providing field-level support in targeted communities under the direct oversight and supervision of the Project's senior technical team and in coordination with its three implementing partners.

The selected grantees were:

1. Liberian Initiative for Developmental Services (LIDS) – Bong
2. Sustainable Health, Agriculture, Protection and Economic Empowerment (SHAPE) – Nimba
3. Volunteers United for Development (VUD) – Voinjama, Lofa County
4. Lofa Women Network (LOWON) – Zorzor, Lofa County

Each grantee is responsible for supporting ten communities in one of the Project’s three counties.

### **Coordinated Implementation Approach**

LMA adopted a coordinated implementation approach, where all three partners focused on specific aspects of the CLRF process based on their organization’s capacities, expressed interest and experience with CLRF, and then worked together to move communities through the process. For example, TDS conducted awareness raising activities in a community about the 2018 LRA and CLRF, generating interest and improved knowledge in these areas. RRF will then enter the community, meet with leaders and key stakeholders, organize public consultations, and mobilize communities on initial steps of the process, taking them through CSI to boundary harmonization. SDI will then enter the community and lead them through the boundary harmonization and confirmatory survey steps. During this process, TDS continues to provide awareness raising and capacity building support for each step, as required. In addition, the LMA’s senior technical team worked closely with LLA in Monrovia and County Offices to provide support when needed to verify completion of steps and provide surveying services. To ensure strong communications and coordination between partners while implementing this approach, monthly coordination meetings were organized to provide updates on work plan implementation, community status, challenges encountered and next steps.

### **Mentoring**

The grantees were meant to work closely with the LMA consortium, providing field-level and on-the-ground support to target communities. This on-the-job collaboration between the subcontractors and the grantees was expected to build the grantees capacity to implement land formalization activities. However, the approach proved challenging, and led to the LMA senior technical team stepping in to provide more direct oversight and mentoring to the grantees for better results. Going forward in Year 3, the LMA will be working to directly to mentor all local partners provide direct support to communities.

### **Achievements/Challenges/Lessons Learned**

Through the IPs and its technical team, LMA mentored the grantees in the stages of the CLRF process. Grantees shadowed the work of IPs in advocacy, awareness raising, and workshops related to these steps in the CLRF process, helping to prepare the grantees to lead these steps in other communities.

The coordinated implementation approach proved to have many challenges, including delays due to individual organizational schedules and staffing, sequencing of events, and limited access to internal funds to pre-finance travel and activities. The LMA worked with the organizations to accommodate many of the organizational limitations, but delays in individual partner implementation affected the entire activity.

### **Evaluation of Grantees**

As per their grant agreements, the grantees were evaluated after six months to ascertain whether they were ready to lead implementation of the CLRF process. The evaluation was conducted in four phases and showed that due to the proximity to the communities, they can make frequent visits where they can provide in depth support to the communities, making implementation continuous and resulting in greater achievements. Grantees will still be supported and mentored by the LMA’s senior technical team in Year 3.

## 5 MONITORING AND EVALUATION

### 5.1 PROGRESS ON ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS

This section provides an analysis of each indicator with respect to the annual target as set in the LMA Monitoring, Evaluation, and Learning Plan. It explains the relationship between the target and the actual data, and presents both the reasons why LMA fell short, met, or exceeded annual targets and lessons learned.

#### Intermediate Result (IR 1): Communities Obtain Deeds to their Customary Land.

**EG.10.4-5 Number of parcels with relevant parcel information corrected or incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance.**

The LMA set a target of ten for Year 2, but zero was achieved. However, five confirmatory surveys were started and near completion in Lofa County (Palama, Vavala, Fissebu, Viawulu, and Wonegizi), with just a few outstanding boundary disputes. In addition, there are already another five communities almost ready to start their confirmatory surveys, with all boundaries nearly harmonized, and another cluster of communities right behind those. LMA will continue to work with LLA to ensure these communities are incorporated into LLA's official land administration system, advance toward deeding and completing the CLRF process.

**1.1.1: Number of land surveyors successfully completing certification from the Geomatic Education Program (GEP) the Forestry Training Institute (FTI).**

The Project developed a revised approach for an advanced surveyor training program offered through AME University that will be conducted in Year 3 and has been reviewed and approved by USAID.

**1.1.2: Number of steps in the six-step CLRF process completed by communities (total number of steps across all communities supported).**

LMA completed 23 steps of the CLRF process across 23 communities, in Lofa, Nimba, and Bong Counties. Step 1 one of the CLRF process, Community Self Identification, was completed in 13 communities, with all CSI certification pending from the LLA. Step 3, Land Identification and Mapping, was completed in five communities in Lofa (Central Guma, Upper Guma, Lower Guma, Lower Tengia, Hassala). Step 4, Boundary Harmonization, was completed in four communities in Lofa (Palama, Vavala, Viawulu, Wonegizi). Step 5 of the CLRF process, the final step prior to deeding, was carried out in one community, Fissebu, Lofa County.

**1.1.3: Number of regulations or guidelines drafted or advanced with the LLA to guide communities and CSOs through the steps of the CLRF process.**

LMA supported the advancement of regulations and the drafting of guidelines. The four documents include:

#	DOCUMENT	DATE
1.	Land Rights Act Regulation 2022	April 2023
2.	LLA Handover Procedures for Communities Supported through the CLRF Process	June 2023
3.	Alternative Dispute Resolution Training Manual	June 2023
4.	Field Manual for Systematic Registration of Customary Land	September 2023

**Table 2: LMA-Supported Advancement of Regulations and Guideline Drafts**

**1.1.4: Number of CSOs and CBOs trained to support communities in the CLRF process.**

Working together with the LLA, the LMA trained 20 CBOs on the CLRF process, using the LLA's approved Field Manual, as well as other supplemental materials on advocacy, women's land rights, ADR, and electronic data management. Earlier in the year, the LMA also provided focused CLRF training to its five CSO/CBO partners on the CLRF process and related data collection for M&E reporting, as well as other related topics, introducing them to the Project's specific approaches and tools.

## **Intermediate Result (IR 2): Communities Plan and Manage Customary Land for Productive Use.**

### ***2.1.1: Number of CLDMCs with land-use plans that are actively implemented and regularly updated.***

In Year 2, the LMA conducted trainings on PLUPs and established LUPs in ten Project communities in Lofa County. LMA will continue to support CLDMCs to regularly update these plans as required. The communities that were trained include: Hassala, Tahamba, Wanwoma, Wulukoha, Lower Guma, Central Guma, Upper Guma, Lower Tengia, Upper Wuam, and Palama. LMA worked together with the LLA Lofa County Office Land Administrator to conduct these trainings.

### ***2.1.2: Number of CLMDCs that have increased revenue.***

LMA supported three CLDMCs in Vahun District (Upper Guma, Lower Guma, and Central Guma) in Year 2 in dispute resolution between the CLDMCs and the community leaders on fund management and distribution arising from the revenue collected from planks/pit sawyers.

A conflict with community leaders resulted in three CLDMCs being suspended, but CLDMC leadership requested LMA to intervene and resolve the dispute. LMA had separate discussions with the conflicting parties to better understand the dispute. The main issue was a difference in opinion about how revenues would be shared and used, and a plan had never been presented to them. The CLDMCs' plan was to use the revenues generated to support community development initiatives, but it had been unable to effectively communicate this. The LMA was able to resolve this by training the CLDMCs on financial management and bookkeeping, and to develop a revenue-sharing plan to present to community leaders. After the LMA communicated this process and the CLDMCs presented their plans, the community leaders were satisfied and reinstated the CLDMCs. LMA continue to follow up with the community to make sure that they have a good financial management system and that their financial records are properly managed.

### ***2.1.3 Number of individuals provided training, information, and/or legal advice with respect to negotiating contracts and agreements with the private sector.***

LMA organized meetings with CLDMCs and community members in seven communities in Bong and Lofa Counties, facilitating a full day of information sharing on how to conduct contract negotiations and conclude agreements with the private sector. Information shared with CLDMCs, local authorities, and smallholder farmers included discussions on potential investment ideas/opportunities in each community. These meetings reached a total of 118 participants (Bong: Kpatawee, 10 males and 7 females; and Lofa: Palama, 4 males and 6 females; Fissebu, 6 males and 3 females; Wanwoma, 14 males and 6 females; Upper Waum, 10 males and 8 females; Lower Tengia, 12 males and 12 females; Lower Rankollie, 14 males and 6 females).

### ***3.1.1: Number of CLDMCs in which women, youth, and other marginalized groups hold leadership positions.***

The LMA supported 17 CLMDCs in Year 2, eight in Bong County (Kporyorquelleh, Menquelleh, Kpatawee, Mawuta, Gbanshay, Zota, Gwilapilu, and Kpoaquallie) and nine in Lofa County (Wanwoma, Wulukoha, Tahamba, Hassala, Upper Guma, Central Guma, Lower Tengia, Upper Waum, and Lower Guma) all of which have women, youth, and other marginalized groups in leadership positions (chairperson, vice chair, secretary, treasury, or any other leadership position even in sub-groups). The LMA worked with CLDMCs to review their membership list, including members who hold leadership positions. After the review, gaps were identified, with either women or youth not included in the leadership positions. LMA encouraged the CLDMC bodies to add women and youth to leadership positions. In all 17 communities, CLDMCs did so.

### ***3.1.2: Number of CLDMCs that prioritize agreements with private sector entities, specifically with women-and/or youth-led community enterprises or associations.***

The Project had a number of meetings with firms and CLDMCs about potential income generating and investment opportunities. While there are opportunities for CLDMCs to engage with the private sector, most companies are only willing to engage with communities after securing a deed to their land.

## **Intermediate Result (IR 4): Land Disputes and Grievances Resolved Appropriately through Alternative Dispute Resolution.**

**4.1.1: Number of CLDMCs that have a grievance resolution mechanism.**

In Year 2, the LMA supported 13 CLDMCs to develop and put into place grievance resolution mechanisms in their bylaws (Lofa: Fissebu, Palama, Bluyema Zone II, Lower Tengia, Upper Waum, Vavala, Wanwoma, Wonegizi, Wulukoha, Lower Guma, Central Guma, and Upper Guma; Bong: Kpatawee) The LMA reviewed community’s previous bylaws with CLDMCs and community members and revised them to include a grievance resolution mechanism. When these bylaws were updated, they were reviewed and approved by the General Assembly.

**EG 10.4-3 Number of disputed land and property rights cases resolved by local authorities.**

In Year 2, LMA helped resolve 11 disputes through local leaders, traditional leaders, implementing partners, and LMA local partners. These disputes included nine boundary disputes with signed boundary MOUs as the source documentation for the resolutions reached between communities. The other two disputes involve land related disagreements that the LMA helped resolve with local authorities, traditional leaders, and CLDMC members.

#	CLAN/COMMUNITY	NUMBER OF YEARS	COUNTY
1.	Tahamba vs. Wulukoha	Over 10 years	Lofa
2.	Nyendiana vs. Gbehlahun	Over 20 years	Lofa
3.	Upper Guma vs. Central Guma	Over 30 years	Lofa
4.	Zolowu Township vs. Palama	Over 10 years	Lofa
5.	Palama vs. Vavala	Over 2 years	Lofa
6.	Fissebu vs. Zelemai	Over 2 years	Lofa
7.	Lukambah vs. Wahassa	Over 10 years	Lofa
8.	Zota Clan CLDMC vs. Community Private Buyer	Within 1 year	Bong
9.	Palama vs. Gizima	Over 10 years	Lofa
10.	Viawulu vs. Wonegizi	Over 10 years	Lofa
11.	Upper Guma, Central Guma, and Lower Guma CLDMCs vs. Local Leader	Within 1 year	Lofa

**Table 3: Disputed Land and Property Rights Cases by Clan/Community**

***Cross-Cutting: Number of meetings or other forums held between CSOs/CBOs and the GoL with the purpose of advancing policy, legislation, and/or regulations on ADR.***

Through the MAP and CSWG, the LMA organized three key meetings in the year between CSOs/CBOs and the GoL to advance policy/regulations on: 1) the 2018 LRA, policy/legislation; 2) ADR for Customary Land Implementation Guide; and 3) coordination on CLRF processes and implementation, including community handover and tracking. In addition, the LMA conducted a three-day training in Nimba, co-facilitated by the LLA, to introduce their CLRF Field Manual and train 20 CBOs involved in the land sector.

***Cross-cutting: Number of public awareness raising activities on land management issues and community land rights.***

Awareness raising on the 2018 LRA and CLRF was a major priority for the LMA in Year 2, with most community members having a very limited or incorrect understanding. This also holds true for many of the development actors working in the land sector. To address this and improve awareness, the LMA developed and disseminated 1,600 flyers, 350 posters, and seven banners on the CLRF process across its target communities. In addition, the LMA broadcast spot messages on multiple radio stations and collaborated with six radio stations (ZORLAYEA, HAILENGI, SUPER BONGES, RADIO BANGA, KINTOMA, VOICE OF LOFA) to broadcast talk shows on specific customary land rights issues. In addition, the LMA organized 61 awareness raising activities, including public consultations, town

hall meetings, General Assemblies, community discussions, and CLDMC meetings, across its communities. These activities targeted traditional leaders, local authorities, CLDMC members, elders, landlords, other influential leaders, and community members for receive information on the CLRF process, reaching a total of 2,579 community members through these initiatives (excluding radio).

**5.2 PERFORMANCE INDICATOR TABLE**

Type of Indicator	Indicator	Result Measured by Indicator	Reporting Frequency	Data Source & Collection Method	Baseline (Source) Date / Value	Year 2 Target	Year 2 Achievement	Percent of Achievement	Life of Project / End-line	Comments
Standard	EG.10.4-5: Number of parcels with relevant parcel information corrected or incorporated into an official land administration system (whether a system for the property registry, cadaster, or an integrated system) as a result of USG assistance.	<b>IR 1:</b> Communities Obtain Deeds to their Customary Land.	Annually	Collected from land agencies' database annually, CLDMCs, or organizations who report to the LLA with clear evidence of formalized land rights in hard copies or electronic forms.	0	10	0	0%	25	In Year 2, the Project was unable to secure a deed for any of its communities. However, five confirmatory surveys were started and near completion, with just a few outstanding boundary disputes that need to be resolved. In addition, there are already another five communities almost ready to start their confirmatory surveys, with all boundaries nearly harmonized, and another cluster of eight communities right behind those.
Custom	<b>I.1.1:</b> Number of county-based land surveyors successfully completing certification from the Geomatic Education Program (GEP) the Forestry Training Institute (FTI).	<b>IR 1:</b> Communities Obtain Deeds to their Customary Land.	Annually	Number of Individuals receiving a certificate in surveying technology with confirmation from the FTI.	0	20	0	0%	20	Rolled over into Year 3 due to USAID approved modified plan.
Custom	<b>I.1.2:</b> Number of steps in the six-step CLRF process completed by communities (total number of steps across all communities supported).	<b>IR 1:</b> Communities Obtain Deeds to their Customary Land.	Annually	<b>Baseline Survey required</b> LMA technical staff monitoring visits and spot checks. Field reports from IPs and LLA working with communities.	0	15	23	153%	150	LMA completed a single confirmatory survey in Q1 (one step) in Fissebu; CSI in 13 communities (10 in Nimba and 3 in Bong); Land Identification and Mapping in 5 in Lofa; and Boundary Harmonization in 4 in Lofa. A total of 23 steps in 23 different communities were completed.
Custom	<b>I.1.3:</b> Number of regulations or guidelines drafted or advanced with the LLA to guide communities and CSOs	<b>IR 1:</b> Communities Obtain Deeds to their Customary Land.	Annually	LMA activity reports and LLA records; copies of proposed, drafted or adopted guidelines	0	1	4	400%	4	LMA had the opportunity to advance four regulations/ guidelines, thus exceeding the target.



Type of Indicator	Indicator	Result Measured by Indicator	Reporting Frequency	Data Source & Collection Method	Baseline (Source) Date / Value	Year 2 Target	Year 2 Achievement	Percent of Achievement	Life of Project / End-line	Comments
	through the steps of the CLRF process.									
Custom	<b>1.1.4:</b> Number of CSOs and CBOs trained to support communities in the CLRF process.	<b>IR 1:</b> Communities Obtain Deeds to their Customary Land.	Quarterly	Completed participants attendance forms, attendance records; records from IPs; annual reports from CSOs; direct observations by LMA staff	0	20	25	125%	70	LMA exceeded the target for this indicator.
Custom	<b>2.1.1:</b> Number of CLDMCs with land-use plans that are actively implemented and regularly updated.	<b>IR 2:</b> Communities Plan and Manage Customary Land for Productive Use.	Quarterly	CLDMC and IP records collected by LMA staff	0	5	10	200%	15	Ten CLDMCs in Lofa trained on LUPs using the LUP template developed and in collaboration with the LLA. Support to these ten communities to update their LUPs will continue.
Custom	<b>2.1.2:</b> Number of CLMDCs that have increased revenue.	<b>IR 2:</b> Communities Plan and Manage Customary Land for Productive Use.	Annual	CLDMC financial record review conducted by LMA staff	0	4	3	75%	10	Currently, the priority for CLDMCs is to obtain their deeds. As communities obtain their deeds, CLDMCs will focus exclusively on land management.
Custom	<b>2.1.3</b> Number of individuals provided training, information, and/or legal advice with respect to negotiating contracts and agreements with the private sector.	<b>IR 2:</b> Communities Plan and Manage Customary Land for Productive Use.	Quarterly	LMA training and other activity records; completed participant attendance forms	0	50	118	236%	150	Exceeded target. The LMA conducted information sharing for CLDMCs in seven communities and had better than expected turnout in each.
Custom	<b>3.1.1:</b> Number of CLDMCs in which women, youth, and other marginalized groups hold leadership positions.	<b>IR 3:</b> Women, Youth, and Other Marginalized Populations Participate in and Benefit from Customary Land Management.	Annually	<b>Baseline Survey Required</b> CLDMC elections, LMA staff collected records	0	15	17	113%	50	Through CLDMC training, awareness raising, and support, LMA strives to ensure that all CLDMCs include women, youth, and other marginalized groups in leadership positions as expected under the 2018 LRA. LMA exceeded its target.

Type of Indicator	Indicator	Result Measured by Indicator	Reporting Frequency	Data Source & Collection Method	Baseline (Source) Date / Value	Year 2 Target	Year 2 Achievement	Percent of Achievement	Life of Project / End-line	Comments
Custom	<b>3.1.2:</b> Number of CLDMCs that prioritize agreements with private sector entities specifically with women- and/or youth-led community enterprises or associations.	<b>IR 3:</b> Women, Youth, and Other Marginalized Populations Participate in and Benefit from Customary Land Management.	Annually	CLDMC bylaws and LMA internal records reviewed	0	4	0	0%	12	This activity is rolled over into Year 3
Custom	<b>4.1.1:</b> Number of CLDMCs that have a grievance resolution mechanism.	<b>IR 4:</b> Land Disputes and Grievances Resolved Appropriately through Alternative Dispute Resolution.	Annually	CLDMC bylaws and LMA internal records reviewed	0	8	13	163%	12	Had an opportunity to work with 13 CLDMCs to review bylaws and ensure a grievance mechanism was included/added, exceeding the target.
Standard	<b>EG 10.4-3</b> Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance.	<b>IR 4:</b> Land Disputes and Grievances Resolved Appropriately through Alternative Dispute Resolution.	Quarterly	LMA/IP records that report on ADR efforts; CLDMC-level meetings that mention ADR activities	0	5	11	220%	60	Eleven land-related disputes were resolved during the year.
Custom	<b>Cross-Cutting:</b> Number of meetings or other forums held between CSOs/CBOs and the GoL with the purpose of advancing policy, legislation, and/or regulations on ADR.	Cross-Cutting	Quarterly	GoL and CBO/CSO meeting records	0	3	4	133%	12	LMA exceeded the target because several meetings were required and held with the LLA/GoL for the purposes of advancing regulations and other CLRF policies and guidelines.
Custom	<b>Cross-Cutting:</b> Number of public awareness raising activities on land management issues and community land rights.	Cross-Cutting	Quarterly	LMA Activities	0	10	52	520%	55	Due to huge gaps in public awareness and knowledge of the 2018 LRA and related CLRF process, LMA supported more public awareness raising activities than planned, exceeding the target.

## 5.3 FY23 PROGRESS NARRATIVE

### Learning Questions

During Year 2, the Project continued with its use of a qualitative methodology, called Learning Questions, to collect data that will provide an in-depth analysis and learning opportunity of Project interventions. The questions correspond to the expected results of the Project components and are intended to inform the Project of the impact of its interventions, inform decisions, and test assumptions. Information gathered will be used to analyze the status of achieved results.

Per the approved MEL Plan, the following questions were developed to be administered semi-annually in Year 2:

- **LQ1:** To what degree do adults perceive their tenure rights to land is secured?
- **LQ2:** Do communities have access to and are they utilizing land management planning resources? Has the land-use plan been used for private sector engagement?
- **LQ3:** To what extent do women, youth, and other marginalized group members perceive themselves to be fully participating in their CLDMC?
- **LQ4:** Do the target communities meaningfully engage community ADR practitioners? How are they accessing them? What other methods of dispute resolution do they rely on (traditional leaders, community fora, CSO approaches, etc.)?
- **LQ5:** What specific risks and context factors are having an impact on target communities in achieving CLRF process steps, and how have communities mitigated these risks?

### 5.3.1 ROUND ONE LEARNING QUESTIONS

#### Learning Questions administered during Q2

In Year 2, two rounds of data collection were planned, once toward the end of Q2, and a final time toward the end of Q4.

During the first data collection cycle in Q2, the LMA conducted FGDs in four communities in Lofa and two communities in Bong. A total of 136 people participated in this initial round (94 males and 42 females).

COUNTY	DISTRICT	CLAN	COMMUNITY	MALE	FEMALE	TOTAL
Lofa	Salayea	Palama	Telemu	15	5	20
Lofa	Salayea	Vavala	Gbanway	17	3	20
Lofa	Foya	Lower Rankollie	Kondobengu	16	9	25
Lofa	Foya	Upper Waum	Porluma	12	9	21
Bong	Suacoco	Kpatawe	Gokai	18	10	28
Bong	Suacoco	Kporyorquelleh	Kayata	16	6	22
<b>Grand Total</b>				<b>94</b>	<b>42</b>	<b>136</b>

**Table 4: Communities in which LMA held FGDs**

The following section summarizes the results of the data collected for each of the five learning questions.

#### **LQ1: To what degree do adults perceive their tenure rights to land is secured?**

In both Bong and Lofa Counties, 82 percent, or 111 people (78 males, 33 females) believed they have full rights to the land they live on. Eighteen percent, or 25 participants (16 males, 9 females), all in Lofa, believe that they don't have rights to the land they live on due to a lack of proper documents as per Article 5 of the Land 2018 Right Act that defines ownership. The LMA anticipates that the difference between the perception in the counties is potentially due to the extensive CLRF work that has been done by the Project and other IPs in Lofa providing information about the need for documentation, compared to the communities in Bong.

In relation to advantages and disadvantages of land tenure by inheritance for men and women, 28 respondents, a minority (21 percent) of the participants, mentioned “we own the land because it was given to us by our parents, and we have planted live trees so nobody can take it away from us.”

**LQ2: Do communities have access to and are they utilizing land management planning resources?**

The technical team agreed that this question should not be administered since none of the communities had developed land-use plans, as would happen later in the CLRF process.

**LQ3: To what extent do women, youth, and other marginalized group members perceive themselves to be fully participating in the CLDMC?**

All respondents reported that their communities had CLDMC structures fully established. It should be noted that CLDMCs are required by law to have representation by women and men. Community members participating in the FGDs were asked whether there was a CLDMC structure in their various communities; all 136 participants said that there is a CLDMC in their community, and they all confirmed that there are women in the various structures.

On the participation of youth and persons with disabilities in CLDMCs, all the discussants (136) said there are young people participating in the committees and that their views are recognized in decision making, but that there are no persons with disabilities in the CLDMC structures in the six targeted communities in Lofa and Bong. LMA’s understanding is that persons with disabilities did not want to be involved in the CLDMCs as they feel that their physical condition may limit their ability to function in the CLDMCs, but they are actively engaged in community activities.

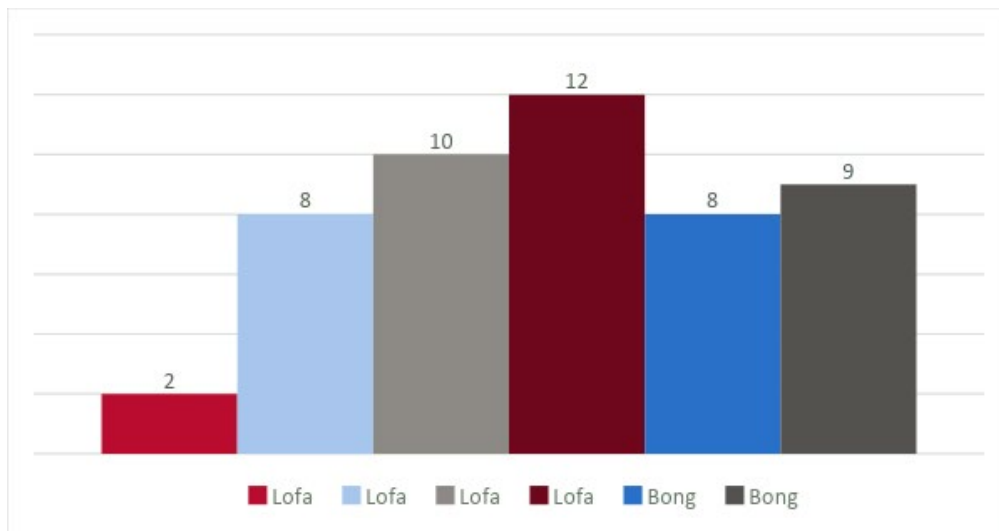


FIGURE 8: FEMALE REPRESENTATION IN CLDMCS

**LQ4: Do the target communities meaningfully engage community ADR practitioners?**

Community members participating in FGDs were asked whether there were ADR practitioners (specifically, practitioners trained in formal ADR) in their communities. One hundred fifteen participants (85 percent) said that there is no ADR committee in their community, while 21 participants (15 percent) mentioned that there is an active ADR committee specifically established to address land issues. In the communities where there is an ADR committee, they mentioned that there are both male and female committee members. There were a few instances where ADR committees in the communities used traditional methods (i.e., involving local chiefs, community elders, or other local societies in mediation) to resolve boundary disputes. It should be noted that the ADR committees and traditional methods often work in consultation. There is an apparent need to provide training in ADR for community members.

Responses	BONG		LOFA	
	No	Yes	No	Yes
Responses of female respondents	16	0	17	9
Responses of male respondents	34	0	48	12
Total Number of Respondents	50	0	65	21

**Table 5: Responses Regarding Community’s Meaningful Engagement with ADR Practitioners**

**LQ5: What specific risks and context factors are having an impact on target communities in achieving CLRf process steps, and how have communities mitigated these risks?**

The responses revealed that there are several factors that are slowing down the CLRf process in the communities, for example, boundary disputes among neighboring communities and the sale of land by community leaders. When asked about ways to mitigate these risks, most respondents agreed that awareness of the CLRf process is an important mitigation measure. Similarly, respondents cited the importance of community members’ involvement throughout the CLRf process and made the following recommendations:

- Create community awareness and sensitization about achieving the CLRf processes.
- Agree as a community to settle land disputes and demarcate boundaries amicably.
- Facilitate meetings to agree on all the boundary points with neighboring communities.
- Support the LLA and NGOs in working with the communities.

All participants in the FGDs from the six communities mentioned that boundary disputes are mostly resolved through traditional methods. The traditional norms and practices in Lofa County, more so than in Bong, are highly respected by community members.

**5.3.2 ROUND TWO LEARNING QUESTIONS**

**Learning Questions administered during Q4**

The second round of Learning Questions was administered in Q4 through FGDs in six different communities: three in Bong and three in Nimba. In total, 120 community members (66 males and 54 females) were targeted, 20 from each community.

During this round, a slightly different approach was taken than that followed in the first round. In Q2, there was a single FGD conducted in each community, with at least 20 participants, both male and female. For the second round in Q4, two FGDs were conducted in each community, one comprised of ten females, the other of ten males. It was believed that women might be more open and honest when providing feedback on the learning questions if separated from the men, and if the questions were administered by a woman as well. In total, 12 FGDs were organized in the six communities: six for women and six for men. The number of men who participated ended up being slightly more than the women, but this approach clearly provided different results.

**1.1.2.1 SUMMARY OF KEY FINDINGS**

The following section presents the findings from the second round of learning questions conducted, which took place in Q4 in September 2023. A total of 120 participants participated in the FGDs in the following counties and communities.

NO.	COUNTY	DISTRICT	CLAN	COMMUNITY	MALE	FEMALE	TOTAL
1.	Nimba	Zoe Gboah	Leepea	Zayglay	10	10	20
2.	Nimba	Gbor	Zuoplay	Zuoplay	11	10	21
3.	Nimba	Zoe Gboah	Zoe	Gblah	10	10	20
4.	Bong	Sanoyea	Menquelleh	Gbonota	11	9	20
5.	Bong	Suacoco	Kpatawe	Gokai	11	9	20
6.	Bong	Jorquelleh	Gbanshay	Tamayta	13	6	19
	<b>Total</b>				<b>66</b>	<b>54</b>	<b>120</b>

**Table 6: Participants in Learning Question FGDs**

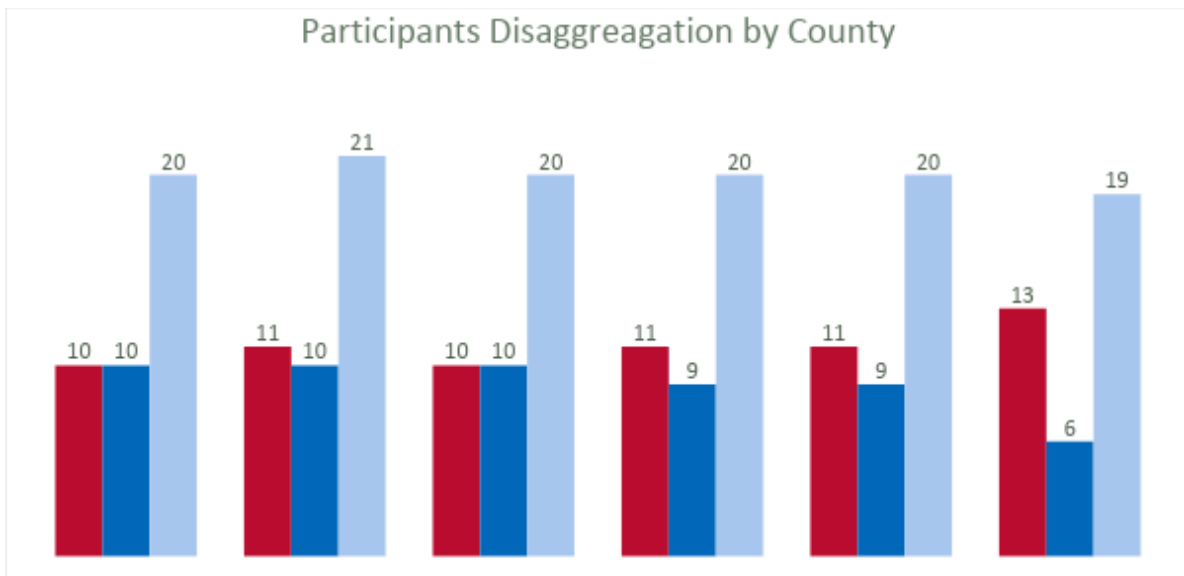


FIGURE 9: PARTICIPANTS IN FGDS FOR LEARNING QUESTIONS

A total of 12 FGDs were conducted with respondents described in the section above in Nimba and Bong Counties. The data are analyzed related to the following key themes/areas.

**LQ1: To what degree do adults perceive their tenure rights to land is secured?**

Perception of Tenure Rights: 100 percent of the male and female respondents believe that their tenure rights to land are not secure. They expressed concerns about informal land transactions, encroachment by powerful entities, and the absence of formal land titles. The assessment also revealed that all 120 respondents in Bong and Nimba Counties do not have deeds or any other documents or claim of ownership to their customary land.

However, when respondents were asked about their perception of their rights to the land they live on, all 120 participants (male 66, female 54) in both Bong and Nimba Counties said they have rights to the land they live on.

**LQ2: Do communities have access to and are they utilizing land management planning resources?**

As in round one, the Technical Team agreed that this question should not be administered since none of the targeted communities have land-use plans in place yet.

**LQ3: To what extent do women, youth, and other marginalized group members perceive themselves to be fully participating in the CLDMC?**

The survey results indicate that women perceive themselves as having limited representation and inclusion in CLDMCs. They often feel marginalized and face challenges in making their voices heard, primarily due to traditional gender roles and cultural norms. This perception hampers their ability to fully participate in decision-making processes.

Another significant hurdle women highlight is the limited access to information. They often lack timely and relevant information regarding land development projects and decision-making processes. This lack of transparency inhibits their ability to provide valuable input and contribute effectively to the committee's functioning.

All respondents in the two clans in Bong County (Menquelleh and Kpatawee), representing 40 participants (22 males, 18 females) or 33 percent, reported that their communities had CLDMCs structures fully established with only a few women in leadership positions. The other clans, Gbanshay in Bong County, Zuoplay, Zayglay and Gblah in Nimba Counties, representing 80 participants (44 males, 36 females) or 67 percent, reported that there are no CLDMCs structures but rather established ICCs. It should be noted that the CLDMCs are required by law to have representation of women, youth, men, and persons with disabilities.

The two clans in Bong County with CLDMC structures have no mechanism in place for revenue collection by CLDMCs.

On youth and persons with disabilities participation in CLDMCs, all 40 respondents from Menquelleh and Kpatawee Clans mentioned that there are youth participating in the committees and that their views are recognized in decision making but there are no persons with disabilities in the CLDMC structures.

**LQ4: Do the target communities meaningfully engage community ADR practitioners?**

Community members participating in FGDs were asked whether there were ADR practitioners in their communities, and all 120 participants (100 percent) said that there are ADR committees in their communities specifically intended to address land issues through traditional means. They further mentioned that there are male and female committee members. As mentioned, ADR committees in the communities often use traditional methods (i.e., involving local chiefs, community elders, or other local societies in mediation) to resolve boundary disputes. For example, boundaries were reported to be resolved between Menquelleh and Nyanllie, Kporyorquelleh and Kpatawee in Bong Counties, but there is no documented evidence to show that they were resolved.

It should be noted that the ADR committees and traditional methods are often used together.

**LQ5: What specific risks and context factors are having an impact on target communities in achieving CLRF process steps, and how have communities mitigated these risks?**

Similar to the first round in Q2, the responses from the 120 participants (male 66, female 54) revealed that there are several factors slowing down the CLRF processes in the communities, including boundary disputes among neighboring communities, the sale of land by community leaders, and boundaries not harmonized.

When asked about ways to mitigate these risks, the respondents also agreed that greater awareness of the CLRF process is an important mitigation measure. Similarly, respondents cited the importance of community members' involvement throughout the CLRF process and made the following observations:

- Create community awareness and sensitization about achieving the CLRF processes.
- We need to agree as a community to settle our land disputes and demarcate our boundaries amicably.
- We as community dwellers need to come together to agree on all the boundary points with neighboring communities.
- The LLA and NGOs need to work with the communities to settle boundaries disputes.

**5.3.3 BOUNDARY DISPUTES**

During the assessment, the following boundaries disputes were identified, none of which have been resolved, with some of these disputes existing for over 20 years:

COUNTY	COMMUNITY	NEIGHBOR	STATUS
Nimba County	Zuoplay	Miaplay	Not resolved
Nimba County	Zayglay	Zlanpea	Not resolved
Nimba County	Zayglay	Taylay	Not resolved
Nimba County	Gblah	Mlutontuo	Not resolved
Nimba County	Gblah	Lordplay	Not resolved
Nimba County	Gblah	Bahn	Not resolved
Nimba County	Gblah	Gbarplay	Not resolved
Nimba County	Gblah	Rlantuo	Not resolved
Nimba County	Gblah	Miaplay bonah	Not resolved
Bong County	Menquelleh	Walahun	Not resolved
Bong County	Menquelleh	Kpatawee	Not resolved
Bong County	Menquelleh	Kporyorquelleh	Not resolved
Bong County	Menquelleh	Kpequelleh	Not resolved
Bong County	Kpatawee	Suacoco	Not resolved
Bong County	Kpatawee	Zeanshue	Not resolved
Bong County	Gbanshay	Yaindewon	Not resolved
Bong County	Gbanshay	Sheansue	Not resolved

**Table 7: Boundary disputes in Nimba and Bong Counties**

### 5.3.4 RECOMMENDATIONS

The following recommendations come from the information gathered through the conducted FGDs.

**Strengthen Legal Frameworks:** The Liberia Land Authority should actively prioritize the enactment and enforcement of existing land tenure laws that protect the rights of all individuals, including women and marginalized groups.

**Public Awareness Campaigns:** Continue campaigns to raise awareness among communities' members about their land tenure rights, legal remedies, and available support services.

**Strengthen Governance:** Improve land governance systems by enhancing transparency, accountability, and participation, while addressing corruption and power imbalances.

**Gender-Sensitive Approaches:** Develop and implement gender-sensitive land tenure policies and initiatives that prioritize women's full participation, decision-making, and access to land.

**Capacity Building:** Invest in more capacity-building initiatives for relevant stakeholders, including local government officials, community leaders, and civil society organizations, to enhance their understanding of land tenure rights and effective implementation strategies.

Youth respondents also expressed a need for capacity-building initiatives and mentorship programs to enhance their knowledge and understanding of land development issues.

### 5.3.5 CONCLUSION/NEXT STEPS

The findings of this assessment highlight the urgent need to address the perception of insecurity in land tenure rights among community members and emphasizes the need for planned Project interventions and activities supporting communities to move through the CLRF process and secure their deeds. The LMA continues to provide information and awareness campaigns to targeted communities, as well as capacity building for stakeholders. Over the course of the year, the Project focused a significant amount of time and resources to increase awareness in our communities but despite this effort, there continues to be information gaps. The Project will continue to seek ways to increase awareness and help communities to secure tenure rights to their lands so that all individuals can enjoy secure and equitable access to land.

Overall, this report reveals that women, youth, and marginalized group members perceive themselves as inadequately included in CLDMCs. Addressing the barriers identified, such as limited representation, access to information, recognition of youth voices, capacity building, and inclusion of marginalized groups, is necessary for promoting more meaningful participation and ensuring equitable land governance. In Year 3, the Project will implement SBCC campaigns in targeted communities that focus on improving men and boys' perceptions of women's land rights. The Project will continue to reinforce the need of CLDMCs to adopt inclusive policies and facilitate spaces for diverse voices, in order to harness the collective wisdom and perspectives of all community members for sustainable land development.

## 5.4 TRAINING IN ELECTRONIC DATA COLLECTION USING KOBO COLLECT

In June 2023, the Project team, comprised of the M&E Specialist, Deputy Chief of Party (DCOP), and M&E Intern, conducted two major training activities for LMA's four grantees in Bong, Lofa, and Nimba Counties on the Project's approved MEL Plan and data collection tools. The DCOP conducted a session in two of the counties on CLRF data requirements and reporting, while the M&E Specialist led the training in the other county. A detailed discussion of the LLA's documentation requirements was held, explaining the importance of complete documentation for the CLRF process. The LLA CLRF checklist was used to review data with partners and to clearly understand what documentation requirements are in the CLRF process. The training also focused on LMA data collection requirements and was delivered in three phases: 1) a detailed presentation of the Project's MEL Plan and data collection tools; 2) a comprehensive presentation on data collection using the Kobo Toolbox; and 3) a practical session illustrating various features of the platform on participants' phones and tablets. There were 21 participants from the four CBOs (16 males, 5 females).

## 5.5 INTERNAL DATA QUALITY ASSESSMENT

During the same field visit, the Project also conducted an internal data quality assessment (IDQA) with its grantees and implementing partners in June 2023 as part of its LMA MEL Policy requirements. Its purposes were:



- (a) To assess the effectiveness of LMA's IPs' and grantees' MEL reporting systems,
- (b) To train IPs and grantees on CLRF data requirements and reporting,
- (c) To identify the location of the source documents (routine and survey data) for all reported data, and
- (d) To provide practical recommendations to LMA's IPs and grantees on how the project can strengthen its data collection and reporting.

The IDQA was comprised of two parts: 1) data verification, and 2) system assessment. A report was prepared that included a systems assessment, identifying both the strengths and gaps of the grantees' and implementing partners' M&E systems. The system assessment findings focused on specific M&E system functional areas, i.e., M&E structure, functions and capabilities, data-collection and reporting forms/tools, data management processes, and SOPs for ensuring expected data quality and data management.

The M&E system used by both IPs and grantees has its strengths in keeping source documents (paper-based). The one area that was identified as an area to strengthen is to have a documented training plan that will be followed to build the capacity of staff involved in data-collection and reporting at all levels, from the collection of data to final verification and reporting processes. Regular needs-based trainings on M&E, specifically on data collection tools and processes, is needed, such as refresher trainings, especially when there are changes on data collection tools and reporting practices, or when there are changes to indicators and how data is collected and measured.

The findings of the M&E systems assessment identified data quality issues and areas of improvement needed in the data management and reporting from LMA partners. This function will be strengthened in Year 3 to increase confidence in the system and the data reported on, as well as readiness for an external data quality audit.

## **6 CHALLENGES AND LESSONS LEARNED**

### **6.1 IMPLEMENTATION CHALLENGES**

During Year 2, the Project experienced a range of technical, operational, and administrative challenges that impeded implementation. However, the team had regular feedback mechanisms in place that allowed it to respond quickly and adapt as needed to challenges and varying dynamics on the ground. Partners submitted weekly and monthly reports, and participated in monthly coordination meetings. Near the end of Year 2, LMA organized a Pause & Reflect workshop for the whole team that provided a platform for everyone to come together and carefully examine what was achieved in the year, what some of the biggest challenges were, and what was learned that would help guide the Project going forward. This section captures some of these key implementation challenges that the team identified and responded to and provided a common understanding for a revised implementation approach going forward.

#### **Incorrect Status of Inherited Communities**

Most of LMA's communities were inherited from other projects, such as the USAID-funded LGSA and Integrated Land and Resource Governance (ILRG) programs. When LMA started, there had already been a time gap between when previous projects had ended and when LMA was able to re-engage with these communities. When initial assessments were conducted, the feedback communities provided regarding their status in the CLRF process often turned out to be incorrect. As LMA entered fully into these communities in Year 2 and conducted a more detailed analysis and validation of their status, it discovered that many communities had defunct governance structures (ICCs or CLDMCs), missing, incomplete, or incorrect documentation, and a general lack of awareness about what was happening. LMA spent a significant amount of time in these communities trying to locate supporting documentation for completed steps, following up with the LLA, and, where possible, the previous organizations that had supported the communities. In many instances, LMA had to reorganize defunct governance structures, and redo previously completed steps.

**Table 8: Inherited Communities from Previous Implementers**

LMA Inherited Communities									
No.	Community	Year Added	Activity Progress for Customary Land Formalization						
			Community Self-Identification	Draft By-laws*	CLDMC Formation*	Participatory Mapping	Boundary Harmonization	Confirmatory Survey	Community Deed Registered
			Completed	Not Started					
<b>Lofa County</b>									
1	Fissebu Community	Year I							
2	Palama Clan	Year I							
3	Vavala Clan	Year I							
4	Viawulu	Year I							
5	Wonegizi	Year I							
6	Bluyema Zone II	Year I							
7	Hassala	Year I							
8	Tahamba	Year I							
9	Wanwoma	Year I							
10	Wulukoha	Year I							
11	Upper Guma	Year I							
12	Lower Guma	Year I							
13	Central Guma	Year I							
14	Lower Tengia	Year I							
15	Lower Rankorlie	Year I							
16	Upper Tengia	Year I							
17	Upper Waum	Year I							
18	Upper Rankollie	Year I							
19	Lower Waum	Year I							
<b>Bong County</b>									
20	Kpatawee								
21	Kporyorquelleh								
22	Gwilapolu								
23	Zota								
24	Kpaquallie								
25	Menquelleh								
<b>Lofa County</b>									
26	Zolowee								
27	Yolowee								
28	Gbassa								
29	Zortapa								
30	Gbosua-Gbeleyee Blein								

## **Improper Documentation and Filing**

Documentation requirements for the CLRF process have been revised and changed since the introduction of the 2018 LRA, however, the LLA has released a Field Manual to guide practitioners and communities through the CLRF process, which includes a detailed list of documents required from communities for verification by the LLA. As stated above, missing, incomplete, or incorrect documentation was a large problem in communities inherited from other projects, but this remains a challenge for all stakeholders working in the land sector; this issue was raised many times through coordination meetings, with documentation storage and filing also raised as a constraint, both within communities, and with the LLA.

## **Infrequent Coordination**

Throughout the year, there was infrequent coordination among stakeholders in the land sector, which led to missed opportunities to share and learn from each other, as well as overlap in some communities and a duplication of resources prepared that could have been avoided. There were different coordination meetings scheduled, and all were well attended, but they did not happen regularly, and there seemed to be a lack of follow-up on decisions made. MAP and CSWG organized four meetings in the year, each with a specific focus, and the joint LLA/USAID/Lantmäteriet donor coordination meeting started up again in June, but then again did not reconvene throughout the remainder of the year. Each time a coordination meeting was held, there were always strong desires expressed for more frequent, focused meetings in the future.

## **Implementation Approach**

In Year 2, LMA's approach focused on three local implementing partners to drive Project implementation in targeted communities. Additional grant funds were used to engage another four CBOs to support the implementing partners in their work and to mobilize communities for planned community interactions. Implementing partners were expected to also mentor these locally based CBOs in the CLRF process, preparing them to take more of a lead in implementing activities going forward, but this proved challenging, perhaps because IPs saw the local CBOs as a threat to their own continued funding and relevance. Implementing partners are all based in Monrovia, and trips to the field to visit and support communities proved expensive and limited, often constrained due to poor road conditions. After completing a training in a community, it was often weeks or months before the community was visited again, creating a time gap and interrupting the momentum that was building, often leaving communities frustrated.

## **Insufficient Stakeholder Mapping**

When entering a community, the team conducted a detailed stakeholder mapping exercise to clearly understand the power dynamics in a community and how decisions were made. Initial meetings were then organized with traditional leaders and local authorities to discuss and agree on the way forward, which usually presented no problems. However, when the Project was involved in more difficult steps of the CLRF process, specifically boundary harmonization, it became clear that stakeholders in the community were often not the key decision makers. This proved true in the boundary conflict between Fissebu and Zelemai that stretched on through most of the year. Most efforts to resolve the dispute were made at the community level, even engaging Clan and Paramount Chiefs in the negotiations. However, the team soon realized that there were other external stakeholders, many of them Monrovia based but also overseas, that led or impacted decision-making and hindering the resolution process.

## **General Lack of Awareness**

There is an overall complete lack of awareness of the 2018 LRA and related CLRF process in the country, despite significant efforts made by the LMA and other current or predecessor actors in the sector to create greater awareness through a wide range of initiatives. The problem is also somewhat exacerbated by the individuals selected to represent communities being assisted through the CLRF process. Many of the communities engaged are extremely large in terms of land size and population, making widespread participation challenging. Therefore, communities nominate a few individuals to represent them on CLDMCs and in other related activities, but with the mandate to disseminate information to the community on progress being made. This rarely happens, perhaps due to financial and time constraints, but wider community members not directly involved in the process often are unaware of what is happening.

## **Boundary Negotiations and Harmonization**

Boundary harmonization is probably the most time consuming, resource intensive, and contentious step of the CLRF process and has created delays across LMA's communities. In addition to previous work conducted in land

identification, mapping, and boundary harmonization being lost or needing to be revised, as described above, there are many boundary disputes in communities that have lasted for 10, 20, and even 30 years or longer for which there are no easy solutions. The LMA has worked with a wide range of stakeholders and key decision makers to try to resolve these long-standing disputes, often successfully, yet even one remaining dispute can halt the process of land formalization in a community until it is resolved, as seen in Fissebu. Delays at this stage can be significant and difficult to overcome, preventing communities from obtaining their deeds.

### **LLA Engagement and Technical Capacity**

The LMA had limited ability to provide financial support to the LLA for conducting required verification and surveying support to Project communities. To reduce delays in the implementation of CLRF, understanding that the LLA has limited funding available to fulfill its mandate, basic financial support is required to bring LLA staff to the field for needed verification and surveying activities. In addition, this support has been limited to Monrovia based staff as LLA County Offices have limited human resources with the needed technical capacity to support Project implementation.

## **6.2 LESSONS LEARNED**

Despite numerous challenges faced in Year 2 by the LMA and other actors supporting similar work in Liberia, there is still significant optimism and commitment to continue moving forward. Customary land formalization in Liberia is still new, with the 2018 LRA only recently passed, and regulations still not widely disseminated or understood. Much of the previous work done in this sector was conducted through pilot projects implemented under different conditions and expectations, lacking much of the guidance and structure that is available now. In addition, these pilots generally ended at boundary harmonization, with very little information or lessons learned available on how to navigate this difficult step with communities. There are a growing number of projects and stakeholders in Liberia dedicated to implementing the CLRF process in Liberia, which represents a tremendous opportunity to learn from each other and how to better mitigate the challenges in the sector moving forward.

### **Community Status Update**

The Project, working with its partners, conducted a detailed assessment of each community, clearly understanding where they are in the CLRF process, developing a tailored road map for how each community will be advanced in the CLRF process in Year 3. This road map will be regularly reviewed and continually updated throughout the year as activities are implemented and steps in the CLRF process completed.

### **Adapted Implementation Approach**

The LMA has shifted its implementation approach leading into Year 3 to focus more on localized support available from its CBO partners in each county. In Year 2, LMA dedicated significant time and resources working with each grantee to assess and build knowledge of and capacity to implement the CLRF process. These local organizations have strong ties to the communities they work in and have the ability to more frequently and cost effectively engage with them to drive the CLRF process forward. The Project is shifting its mentoring approach away from its implementing partners to its senior technical team, as well as recruiting experienced land tenure coordinators who will be based at the county level and provide direct daily mentoring support to grantees, while overseeing and guiding the planned work in each community.

### **Stakeholder Engagement and Awareness Raising**

The Project has started conducting more detailed stakeholder analysis in new communities, attempting to identify those stakeholders, decision-makers, and influencers, both inside and outside the community, whether in Monrovia or diaspora elsewhere, who, with the right information, can support customary land formalization in their communities and remove potential obstacles for obtaining deeds. LMA will also continue its awareness raising on CLRF in Year 3, engaging with traditional leaders, local authorities, CLDMCs, community members, and other existing structures in the community through public consultations, general assemblies, and focused community discussions, as well as the through radio and other available media.

### **Generate Community Buy-in and Ownership**

Identifying the right stakeholders and creating broad awareness of the CLRF process is important for creating ownership and buy-in at the community level. Historically, communities have seen projects as resources and responsible for driving their own initiatives in the community. Community members benefit from the meals and other activities provided, and have been content with participating, but not necessarily driving any of the work. Moving forward, clear communication of the benefits of CLRF will be communicated, and expectations set for what

communities need to do to advance through the process. LMA has limited the financial support for feeding and transportation reimbursements moving into Year 3, with communities needing to mobilize their own resources to participate in activities.

### **Frequent/Regular Coordination**

The LLA, USAID, UN, Lantmäteriet, and most actors active in the donor and CSO/CBO community working in the land sector are willing and ready to coordinate more frequently, both generally and more specifically around defined issues. For example, land-use planning is something that more and more projects and organizations are getting involved with, but limited in-country implementation experience exists. The need for a working group that convenes frequently to review and share available resources and lessons learned in land-use planning has been discussed. The same is true for boundary negotiations and harmonization.

The LLA/USAID-led donor coordination group has committed to more frequent, bimonthly meetings, which will be very useful. Early in Year 3, the LMA will also work with MAP and CSWG to develop a list of technical issues/topics around CLRF implementation for workshops that actors working in the sector will address together.

The LMA will also continue coordinating closely with the LLA in Monrovia, as well as with each County Office, including relevant units such as M&E, surveying and mapping, and registration.

### **Capacity Strengthening of the LLA**

In addition to a continued commitment to engage proactively with the LLA, the Project has also committed to its capacity development in Year 3, working together to address defined gaps that will help support the decentralization of services available, and provide more county-based support, reducing a reliance on limited Monrovia-based staff. The LMA has committed to training 20 LLA county-based residents and assistant resident surveyors through an advanced surveyor training course provided through the AME University. In addition, and in collaboration with both the LLA and Lantmäteriet, the LMA will develop and provide a training program for the registration and customer service units at the county level, increasing capacity to support CLRF activities, and formalizing documentation filing/storage and deed registration processes.

### **Boundary Harmonization and Approach**

Boundary negotiations and harmonization are activities that really need to be owned by the communities and addressed early on. In new communities, LMA started sensitizing communities to this step during the CSI process and initial sketch mapping. Clear expectations are being set early for communities to begin identifying their boundaries and engaging with their neighbors to discuss and agree upon boundaries. The Project will remain as a resource for communities during this important and challenging step, but communities need to drive this process, leveraging their traditional relationships and dispute resolution mechanisms to clear their boundaries. LMA will continue build the capacity of its CLDMCs in ADR, empowering them to step in and directly engage with neighboring communities in a productive way to discuss and agree on how to resolve exiting boundary conflicts. In addition, the Project will explore ways to leverage other key influencers and decision makers, often not residing in communities, to help communities get through this process.

## **7 MANAGEMENT AND ADMINISTRATIVE ISSUES**

**Staffing:** In Year 2, LMA's Chief of Party (COP), [REDACTED], had to return to the United States permanently for serious unforeseen medical reasons. LMA launched a critical recruitment process for a new COP and brought on Mr. [REDACTED] as acting COP to cover in-country leadership during this interim period. Mr. [REDACTED] has extensive knowledge of the land sector in Liberia and originally served as LMA's M&E Specialist during Project start-up. After an exhaustive search, LMA selected Mr. [REDACTED] to take over as COP, starting in April 2023.

In line with its goal of strengthening local leadership in Liberia, LMA intends to elevate Mr. [REDACTED] to COP in the final year of implementation. To continue building Mr. [REDACTED] leadership skills, LMA reorganized its staffing structure to add a Deputy Chief of Party position. Over the course of the next year and a half, Mr. [REDACTED] will strengthen his management skills under Mr. [REDACTED]'s mentorship to prepare him to take on the role of COP.

NAMES	POSITIONS
[REDACTED]	Chief of Party
[REDACTED]	Deputy Chief of Party
[REDACTED]	Land Management and Administration Specialist
[REDACTED]	Gender, Equity, and Inclusion Specialist
[REDACTED]	Monitoring and Evaluation Specialist
[REDACTED]	Communications & Community Land Tenure Specialist
[REDACTED]	Private Sector Engagement Officer
[REDACTED]	Senior Finance and Operations Manager
[REDACTED]	Grants and Subcontracts Manager
[REDACTED]	Accountant
[REDACTED]	Driver
[REDACTED]	Driver

**Table 9: LMA Staffing Plan**

# ANNEXES

## ANNEX I: LMA COMMUNITY CLRF TRACKER

	Completed
	Not Started
	Ongoing

List of LMA Communities										
No.	Community	Year Added	Activity Progress for Customary Land							Grantee
			Community Self-Identification	Draft By-laws*	CLDMC Formation*	Participatory Mapping	Boundary Harmonization	Confirmatory Survey	Community Deed Registered	
<b>Lofa County</b>										
1	Fessibu Community	Year 1								LOWON
2	Saygbama Clan	Year 1								LOWON
3	Womama Clan	Year 1								LOWON
4	Sylakore Clan	Year 1								LOWON
5	Wangolodu Clan	Year 1								LOWON
6	Barkedu	Year 1								LOWON
7	Palama Clan	Year 1								LOWON
8	Vavala Clan	Year 1								LOWON
9	Viawulu	Year 2								LOWON
10	Wonegizi	Year 2								LOWON
11	Bluyema Zone II	Year 2								LOWON
12	Yeala	Year 2								LOWON
13	Hassala	Year 1								VUD
14	Tahamba	Year 1								VUD
15	Wanwoma	Year 1								VUD
16	Wulukoha	Year 1								VUD
17	Upper Guma	Year 1								VUD
18	Lower Guma	Year 1								VUD
19	Central Guma	Year 1								VUD
20	Lower Tengia	Year 2								VUD
21	Lower Rankollie	Year 2								VUD
22	Upper Tengia	Year 2								VUD
23	Upper Waum	Year 2								VUD
24	Upper Rankollie	Year 2								VUD
25	Lower Waum	Year 2								VUD
<b>Bong County</b>										
26	Kpatawee	Year 1								LIDS
27	Kporyorquelleh	Year 1								LIDS
28	Gwilapolu	Year 1								LIDS
29	Zota	Year 1								LIDS
30	Kpaquallie	Year 1								LIDS
31	Walahune Clan	Year 2								LIDS
32	Mawuota	Year 2								LIDS
33	Menquelleh	Year 2								LIDS
34	Sheansue	Year 2								LIDS
35	Gbanshay	Year 2								LIDS
36	Nyallai	Year 2								LIDS
<b>Nimba County</b>										
37	Zolowee	Year 1								GAI
38	Yolowee	Year 1								GAI
39	Gbassa	Year 1								GAI
40	Zortapa	Year 1								GAI
41	Gbosua–Gbeleyee Blein	Year 1								GAI
42	Gbor Payee	Year 2								SHAPE
43	Gbor Zuoplay	Year 2								SHAPE
44	Gbor Wehplay	Year 2								SHAPE
45	Gbor Gampa	Year 2								SHAPE
46	Miaplay Yeezlay & Miaplay Bonnah	Year 2								SHAPE
47	Gblah	Year 2								SHAPE
48	Zayglay	Year 2								SHAPE
49	Zuo Luapa	Year 2								SHAPE
50	Bayleglay	Year 2								SHAPE
51	Siaplay 1 & Siaplay 2	Year 2								SHAPE

## ANNEX 2: QUALITY ASSURANCE AND SURVEILLANCE PLAN TRACKING

DELIVERABLE/SERVICE REQUIRED	PERFORMANCE STANDARD	AQL	PRIMARY METHOD OF SURVEILLANCE	FREQUENCY	STATUS	COMMENTS
<b>Project Management Deliverables</b>						
Annual Work Plans	Deliverable submitted on time	100%	Document review and approval	Annually, or when revised	<b>Submitted</b>	
Environment Monitoring and Mitigation Plan	Deliverable submitted on time	100%	Document review and approval	Annually, or when revised	<b>Submitted</b>	
Monitoring and Evaluation Plan	Deliverable submitted on time	100%	Document review and approval	Annually, or when revised	<b>Submitted</b>	
Quality Assurance and Surveillance Plan (QASP)	Deliverable submitted on time	100%	Document review and approval	Annually, or when revised	<b>Submitted</b>	
Quarterly Progress Reports	Deliverable submitted on time	100%	Document review and approval	Quarterly	<b>Submitted</b>	
Annual Progress Reports	Deliverable submitted on time	100%	Document review and approval	Annually	<b>Years 1 &amp; 2 Submitted</b>	
Accrual's report	Submitted on time	100%	Submission email	Quarterly	<b>Submitted</b>	
Annual Inventory Report	Submitted on time	100%	Submission email	Annually	<b>Submitted</b>	
Reporting on Foreign Taxes	Submitted on time	100%	Submission email	April 16 of each year	<b>Submitted</b>	
Short-Term Consultant Reports, Technical Reports and Other Developed Materials	Deliverables, as needed, submitted on time	95%	Document review	Quarterly	<b>Submitted</b>	
Demobilization/ Disposition Plan	Deliverable submitted on time	100%	Document review and approval	Six months prior to contract end		
Final Report	Deliverable submitted on time	100%	Document review and approval	Contract completion		
<b>Technical Deliverables (TO Section F.4.2)</b>						
Grants Manual	Deliverable submitted on time	100%	Document review and approval	90 days after award, or when revised	<b>Submitted</b>	
<b>Objective I: Communities obtain deeds to their customary land</b>						
Criteria for the selection of target communities completed	Deliverable submitted on time	95%	Document review and approval	Year 1	<b>Completed</b>	
Guide for the registration of customary land (prepared under LGSA) updated	Guides updated, adhering to current land legislation and GoL guidance documentation, including forms and/or templates	95%	Deliverable reviewed and approved	By Year 3		
One costed plan for communities prepared to outline cost for completing the CLRFP per community.	Deliverable approved	95%	Deliverable reviewed and approved	By Year 3		
Training Manual finalized to outline procedures along each step of the CLRFP. The manual will be a living document and will be updated as new trainings are identified.	Scheduled as described in approved work plans(s)	95%	Project records / reports	Quarterly or annually	<b>Supplemental Training and Tools for the</b>	



DELIVERABLE/SERVICE REQUIRED	PERFORMANCE STANDARD	AQL	PRIMARY METHOD OF SURVEILLANCE	FREQUENCY	STATUS	COMMENTS
					<b>CLRF process Submitted</b>	
Comprehensive evidence-based tools and processes to guide communities to complete all steps for CLRF finalized	Scheduled as described in approved work plan(s)	85%	Deliverables reviewed/ Project records / reports	By Year 3		
Organized system to track and/or store information for registered communities established (e.g., written profiles on the history and makeup of the community, governance bylaws, land-use plans, maps, etc.)	Scheduled as described in approved work plan(s)	85%	Deliverables reviewed/ Project records / reports	By Year 2, and updated as needed	<b>In place</b>	
Advocacy plan concluded with CSWG and the MAP	Scheduled as described in approved work plan(s)	85%	Deliverables reviewed/ Project records / reports / direct observation	Year 1	<b>In process</b>	
Work with CSOs, grantees, and LLA to finalize a coordinated messaging unique to all communities including advocacy messages and leverage innovative channels and medium	Scheduled as described in approved work plan(s)	85%	Project records / reports	Year 1 – 4 <i>*Replicated as new communities are on ramped to the activity</i>	<b>Ongoing</b>	
Methods and procedures for the recruitment of new cohorts or surveyors at the GEP established.	Scheduled as described in approved work plan(s)	85%	Deliverable reviewed/ Project reports / direct observation	Year 1	<b>Ongoing discussions with USAID</b>	
An up-to-date needs assessment for services that communities will need from the LLA at county and national level conducted	Deliverable submitted one time. Scheduled as described in approved work plan(s)	95%	Assessment report/ Deliverable review	Year 1	<b>Draft Completed and submitted to USAID for approval</b>	
100 New surveyors trained in modern land surveying technology from the GEP at FTI.	Scheduled as described in approved work plan(s)	85%	# of surveyors trained/ Project records/ reports	By Year 4		
100 customary communities registered, and deeds obtained, or deeds at final step ready for LLA to issue	Scheduled as described in approved work plan(s)	85%	Deeds issued by LLA/ Status report of communities CLRF process/ Project records/ reports	By Year 4		
<b>Objective 2: Communities Plan and Manage Customary Land for Productive Use</b>						
Template/model for Communities Land Use Plan finalized	Scheduled as described in approved work plan(s)	100%	Deliverables reviewed/ Project records/ reports	Year 1	<b>Submitted</b>	
In collaboration with the LLA, review and update the Land Use Plan Template, relying on key lessons learned from implementations at the early stages of the program	Scheduled as described in approved work plan(s)	85%	Deliverables reviewed/ Project records/ reports	Year 3		
Produce/revise/finalize community bylaws with a clear outline on mechanism to update and enforce communities land-use plans.	Scheduled as described in approved work plan(s)	85%	Project records/ reports	Year 1- 4 <i>*Replicated as new communities are on ramped to the activity</i>	<b>Currently being drafted</b>	

DELIVERABLE/SERVICE REQUIRED	PERFORMANCE STANDARD	AQL	PRIMARY METHOD OF SURVEILLANCE	FREQUENCY	STATUS	COMMENTS
Produce a guide to layout strategies on how CLDMCs can negotiate and engage with the private sector.	Deliverable submitted on time	95%	Deliverable reviewed/ Project record/ reports	Year 1	Submitted	
Develop a model business plan on how communities will transact with their land to the benefit of members.	Deliverable submitted on time	95%	Deliverable reviewed/ Project record/ reports	Year 2	Submitted	
Produce a report on the legal and political feasibility of tax incentives for companies partnering with communities on an equitable basis	Deliverable submitted on time	95%	Deliverable reviewed/ Project record/ reports	Year 2	Submitted	
<b>Objective 3: Women, Youth, and Other Marginalized Populations Participate in and Benefit from Customary Land Management</b>						
A gender / inclusion analysis developed to assess the impact of implementation on marginalized populations, including women and youth	Deliverable submitted on time	95%	Deliverable reviewed/ Project record/ reports	Year 3		
An institutionalized knowledge sharing platform established for women and youth serving on CLDMCs to share experiences	Quality and accessibility of knowledge management (KM) platform; number of people accessing the platform	95%	Monitoring platform use/ Project record/ reports	Year 2	Completed	
<b>Objective 4: Land Disputes and Grievances Resolved Appropriately through Alternative Dispute Resolution</b>						
In collaboration with the LLA, conduct an assessment of local ADR capacity in the counties of operation and recommend a model for dispute resolution	One Deliverable per County selected	85%	Review of deliverables/ Project records/ reports	Year 1 – 4 <i>*Replicated if/when new counties are on ramped to the activity</i>	In process	
Standard operating procedures on dispute resolutions produced in collaboration with the LLA.	Deliverable submitted on time	85%	Review of deliverables/ Project records/ reports	Year 2	In process	
In collaboration with the LLA and CSOs, support the adoption of a revised Land Dispute Resolution Policy that is consistent with the LLA.	Number of consultative meetings held to discuss draft policy; participation of CSOs/stakeholders	85%	Project records/ reports	Year 2	In process	
Drafting and supporting the adoption of a national ADR legislation.	Number of consultative meetings held to discuss draft policy; participation of CSOs/stakeholders	85%	Review of deliverables/ Project records/ reports	Year 3		
Finalize report documenting disputes presented to CLDMCs and the number of those resolved, including dispute resolution success story.	Deliverable submitted on time	95%	Review of deliverable/ Project records/ reports	Year 4		

**ANNEX 3: ANNUAL FINANCIAL STATUS REPORT**  
[REDACTED]

**ANNEX 4: COMPARISON OF ACTIVITY ACCOMPLISHMENTS VERSUS OBJECTIVES**

*See Monitoring and Evaluation Section in report narrative above ([Section 5](#)).*

**ANNEX 5: SUCCESS STORIES**

[REDACTED]

## **ANNEX 6: ACTIVITY BIBLIOGRAPHY**

### **TECHNICAL PRODUCTS**

Knowledge-sharing platform for women and youth to share experiences and learn from each other

Community Handover Protocol

Model business plan on how communities will transact with their land to the benefit of members

Report on the legal and political feasibility of tax incentives for companies partnering with communities on an equitable basis

Knowledge, Attitudes, and Practices Baseline Assessment

Private Sector Engagement Training Manual

Advocacy Training Manual

Alternate Dispute Resolution Manual

Land-Use Plan Template and Guidelines and Process for Land Use Planning

Leadership Training Manual

Gender Equality and Social Inclusion Manual – *in progress*

Subcontractor Monthly Reports

Public awareness raising materials on the CLRF process (flyers, posters, and banners)

### **CONTRACTUAL PRODUCTS**

FY23Q1 Quarterly Report

FY23Q2 Quarterly Report

FY23Q3 Quarterly Report

Quarterly accruals reports

Weekly reports

Year 3 Annual Work Plan

Quality Assurance and Surveillance Plan

## ANNEX 7: TECHNICAL ASSISTANCE ACTIVITIES

Specialist Name	Duration	Purpose	Achievements/Problems
[REDACTED]	July 26, 2021 – present	Rolling consultancy to support various points in implementation. From October to December 2022, Ms. [REDACTED] traveled to Liberia to provide interim in-country leadership and field team oversight during the COP's medical absence. During this time, she oversaw the team's field implementation and provided technical guidance to keep activities moving forward, led the development of several Project deliverables, contributed to the grant agreements' development, and served as the main point of contact in Liberia for USAID and other stakeholders.	Kept activities on track during this quarter according to the implementation plan she had developed, led the team in developing its Annual Report for Year 1, and provided critical in-country management support.
[REDACTED]	November 9 – December 31, 2022	Mr. [REDACTED]'s consultancy was to support and build the capacity of the M&E Specialist and support the verification of Year 1's project data, make improvements to the project's M&E systems, particularly around data collection.	Improved approach to data collection, performed an internal data verification audit, mentored the M&E Specialist to more thoroughly understand LMA's indicators, performance indicator reference sheets, learning questions, data collection tools and SOPs, and data filing system. No problems identified.
[REDACTED]	January 30 – March 31, 2023	Mr. [REDACTED] served as the Project's interim COP, providing in-country leadership to field office team, overseeing activity implementation, and supporting the develop of deliverables.	Oversaw and advised local partners, supported the grantee negotiation process to finalize grant agreements, managed the issuance of new subcontracts, served as main in-country point of contact with USAID, and oversaw organization and implementation of the grantee orientation. No problems identified.

[REDACTED]	March 23 – September 30, 2023	Ms. [REDACTED]’s consultancy was to implement the Project’s Private Sector Engagement Strategy, support the development of several PSE technical deliverables for the Project and to support and build the capacity of the junior PSE Officer to strengthen the engagement between targeted LMA communities and the local Liberian private sector or international private sector.	Created a training module to guide local partners how to engage private sector entities for CLDMCs, develop a guide to lay out strategies on how CLDMCs can negotiate with potential private sector partners, produce a model business plan on how communities can transact with their land to benefit community members, produced a report on the legal and political feasibility of tax incentives for companies partnering with communities on an equitable basis. Several delays and lack of responsiveness required extensions to the consultancy’s period of performance.
[REDACTED]	July 28 – September 30, 2023	Dr. [REDACTED] was brought on to develop and refine an agenda for LMA’s learning events to fully ensure all learning priorities are incorporated, draft tools and activity guides, as needed, to facilitate and guide the discussion of the workshops.	Facilitated the Project’s pause and reflect workshop with LMA staff and partners and conducted a larger validation workshop of LMA’s draft Year 3 annual work plan with numerous external stakeholders.



## ANNEX 8: LIST OF WORKSHOPS

TRAINING/WORKSHOP	DATE	LOCATION	# PARTICIPANTS
Capacity Building for CLDMC	April 26, 2023	Kolahun	23
Capacity Building for CLDMC	April 27, 2023	Kolahun	22
Capacity Building for CLDMC	May 1, 2023	Foya	9
Capacity Building for CLDMC	May 2, 2023	Foya	10
Capacity Building for CLDMC	April 29, 2023	Vahun	17
Capacity Building for CLDMC	April 30, 2023	Vahun	17
Women's Land Right Training	April 25, 2023	Saygbama	26
Women's Land Right Training	May 4, 2023	Saygbama	26
Women's Land Right Training	April 29, 2023	Wangolodu	25
Women's Land Right Training	April 28, 2023	Wangolodu	27
Women's Land Right Training	April 30, 2023	Nyanmakamadu	27
Women's Land Right Training	May 1, 2023	Nyanmakamadu	26
Women's Land Right Training	May 3, 2023	Saygbama- Sarkonadu	27
Women's Land Right Training	May 2, 2023	Saygbama	26
Women's Land Right Training	April 26, 2023	Sylakore	27
Women's Land Right Training	April 27, 2023	Sylakore	26
Development of ADR Training Manual Workshop	June 12-16, 2023	Paynesville	14
LMA Y3 Work Planning Workshop	August 7-8, 2023	Monrovia	28
LMA Annual Pause and Reflect Workshop	August 3-4, 2023	Corina Hotel	29
One-day Working Session with TDS & LMA	July 13, 2023	Monrovia	6
LMA Year 3 Work Planning Session with LLA	August 23, 2023	Monrovia	16
LMA Year 3 Workplan Validation Workshop	August 29, 2023	Monrovia	37
Learning Workshop	February 13, 2023	Monrovia	11
LMA Grantee Orientation	March 20-22, 2023	Monrovia	29
LMA Grantee Orientation	September 6-7, 2023	Monrovia	7
MEL Training	September 5, 2023	Monrovia	4
LMA Annual Work Plan Validation Workshop	October 20, 2022	Monrovia	45
LMA Annual Pause and Reflect Workshop	October 19, 2022	Monrovia	32
Women's Land Rights Training & Focus Group Discussion	May 23, 2023	Gbor Payee	31
Women's Land Rights Training & Focus Group Discussion	May 25, 2023	Miaplay Yeezlay	32
Women's Land Rights Training & Focus Group Discussion	May 26, 2023	Zayglay	32
Women's Land Rights Training & Focus Group Discussion	May 27, 2023	Gampa	40
Women's Land Rights Training & Focus Group Discussion	May 29, 2023	Wehplay	32
Women's Land Rights Training & Focus Group Discussion	May 30, 2023	Gblah	31
Women's Land Rights Training & Focus Group Discussion	May 31, 2023	Siaplay	32
Women's Land Rights Training & Focus Group Discussion	June 1, 2023	Bayleglay	30
Women's Land Rights Training & Focus Group Discussion	June 2, 2023	Zoeluapa	31
Women's Land Rights Training & Focus Group Discussion	May 24, 2023	Zuoplay	32
Women's Land Right Training	March 13, 2023	Zota	26
Women's Land Right Training	March 15, 2023	Jorquilleh	26
Women's Land Right Training	March 14, 2023	Zota	26
Enumerator Training for Data Collection	November 21, 2022	Zorzor	9

TRAINING/WORKSHOP	DATE	LOCATION	# PARTICIPANTS
Enumerator Training for Data Collection	November 22, 2022	Zorzor	9
Enumerator Training for Data collection	November 28, 2022	Gbarnga	10
CLRF Training for CBOs	September 26-27, 2023	Ganta	35
Leadership Skills Training	September 11-13, 2023	Vahun	30
Leadership Skills Training	September 14-16, 2023	Kolahun	40
Leadership Skills Training	September 18-20, 2023	Zorzor	31
Data Collection Training (LOWON)	June 16, 2023	Zorzor	3
Data Collection Training (VUD)	June 20, 2023	Voinjama	6
Data Collection Training (LIDS)	June 22, 2023	Jorquelleh	6
Data Collection Training (SHAPE)	June 26, 2023	Ganta	6
Women's Land Rights Training & Focus Group Discussion	May 29, 2023	Wehplay	32

**ANNEX 9: EQUIPMENT AND MATERIALS**

[REDACTED]

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