LAND GOVERNANCE SUPPORT ACTIVITY

INCEPTION PLAN

Tetra Tech Contacts:

Mark Marquardt, Chief of Party
mark.marquardt@tetratech.com

Megan Huth, Project Manager
megan.huth@tetratech.com

David Felson, Deputy Project Manager
david.felson@tetratech.com

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OCTOBER 2015

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
ADS	Automated Directive System
AML	Arcelor Mitta Liberia
APLSUL	Association of Professional Land Surveyors of Liberia
C4C	Communications for Change
CBO	Community-Based Organization
CDCS	Country Development Cooperation Strategy
CDR	Collaborative Decision Resources Associates
CFWG	Community Forest Working Group
CLA	Collaborating, Learning, and Adapting
CLAC	Customary Land Advisory Committee
CLDMA	Community Land Development and Management Association
CLRU	Community Land Rights Unit
CNDRA	Center for National Documents and Records Agency
COP	Chief of Party
COR	Contracting Officer's Representative
CRL	Community Rights Law
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DCOP	Deputy Chief of Party
DLSC	Department of Lands, Surveys, and Cartography
DPM	Deputy Project Manager
DQA	Data Quality Assessment
E-HELD	Excellence in Higher Education for Liberian Development
EMMP	Environmental Monitoring and Mitigation Plan
ePORT	Electronic Project Observation, Reporting, and Tracking

FDA	Forest Development Authority
FOCAS	Functional Organization Capacity Assessment Tool
FPIC	Free, Prior, Informed Consent
GEMS	Government and Economic Management Support Project
GMP	Grants Management Plan
GOL	Government of Liberia
GUC	Grants Under Contract
HO	Home Office
IE	Impact Evaluation
IQC	Indefinite Quantity Contract
KAP	Knowledge, Attitude, and Practice
KNUST	Kwame Nkruma University of Science and Technology
LA	Land Authority
LAP	Land Administration Project (World Bank)
LC	Land Commission
LCC	Land Coordination Center
LCRP	Land Conflict Resolution Project
LGA	Land Governance Advisor
LGSA	Land Governance Support Activity
LIPA	Liberian Institute of Public Administration
LISGIS	Liberia Institute for Statistics and Geo-information Services
L-MEP	Liberia Monitoring and Evaluation Project
LOA	Life of Activity
LPIS	Land Policy and Institutional Support Program
LRCFP	Land Rights and Community Forestry Project
LRL	Land Rights Law
LTPR	Land Tenure and Property Rights
M&E	Monitoring and Evaluation
MAST	Mobile Applications for Secure Tenure
MCC	Millennium Challenge Corporation
MDTF	Multi-Donor Trust Fund
MEP	Monitoring and Evaluation Plan

MFDP	Ministry of Finance and Development Planning
MIA	Ministry of Internal Affairs
MIS	Management Information System
MLME	Ministry of Lands, Mines, and Energy
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
PAC	Project Advisory Committee
PIDS	Performance Indicators Database System
PLAAS	Poverty, Land, and Agrarian Studies
PM	Project Manager
PMP	Performance Monitoring Plan
POC	Point of Contact
PPP	Public-Private Partnership
PRADD	Property Rights and Artisanal Diamond Development Project
PROSPER	People, Rules and Organizations Supporting the Protection of Ecosystem Resources
QA	Quality Assurance
QC	Quality Control
RRI	Rights and Resources Initiative
SDI	Sustainable Development Institute
SIDA	Swedish International Development Agency
SOP	Standard Operation Procedure
STARR	Strengthening Tenure and Resource Rights
STTA	Short-Term Technical Assistance
TBD	To Be Determined
TO	Task Order
UAS	Unmanned Aircraft Systems
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security

WLRTF   Women's Land Rights Task Force

WONGOSOL   Women's NGO Secretariat of Liberia

WRI   World Resources Institute

EXECUTIVE SUMMARY

USAID/Liberia contracted Tetra Tech as the Prime Contractor to implement the Land Governance Support Activity (LGSA) Task Order (TO) under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract (IQC). LGSA supports the establishment of more effective land governance systems, ready to implement comprehensive reforms to improve equitable access to land and security of tenure, so as to facilitate inclusive sustained growth and development, ensure peace and security, and provide sustainable management of the environment.

LGSA objectives support USAID/Liberia's Country Development Cooperation Strategy and the LGSA Theory of Change (see Figure 2.1 in Section 2). Tetra Tech provides technical and organizational assistance to the Government of Liberia (GOL), civil society, and communities to achieve the four project objectives:

- Objective 1 (O1): Policy, legal and regulatory framework for land governance strengthened

- Objective 2 (O2): Functionality of GOL land governance institutions improved

- Objective 3 (O3): Protection of customary land rights strengthened

- Objective 4 (O4): Stakeholder engagement in land governance strengthened

Activities are implemented through consultative processes with USAID; the Project Advisory Committee (PAC); and government, civil society, and donor counterparts. Our gender-sensitive approach ensures buy-in from all stakeholders, leading to a stronger sustainability model.

The Inception Plan is comprised of five sections. The first provides an overview of the LGSA Year 1 work plan. The work plan is based on several assumptions: that the Land Rights Law and Land Authority Law are both promulgated in the first year of the project; and that the GOL remains supportive of the LGSA objectives. A risk analysis is provided in Section 1.1 outlining potential risks and LGSA mitigation measures. Section 2 is the Performance Monitoring Plan/Monitoring and Evaluation Plan (MEP). The final MEP was also submitted to USAID under separate cover.

The Communications and Outreach Plan is outlined in Section 3, including the LGSA Branding Implementation and Marking Plan and a summary project communications plan. Section 4 describes LGSA's Deployment Plan for the three project Key Personnel as well as the employment plan. Lastly, Section 5 provides an Activity Timeline for the Year 1 work plan and subsequent years.

1.0   YEAR ONE WORK PLAN

Tetra Tech and partners Landesa, World Resources Institute (WRI), Namati, Collaborative Decision Resources Associates (CDR), Sustainable Development Institute (SDI), and Parley form a collaborative team ready to assist the Government of Liberia (GOL) in its land rights reform process. LGSA will apply USAID's collaborating, learning, and adapting (CLA) principles through the demand-driven support to the land reform agenda led by the GOL (Component 1); strengthening of land governance human and institutional capacity (Component 2); development of a customary land rights recognition model based on the Land Rights Policy that can be scaled up (Component 3); and support of stakeholder engagement in land governance through communications and outreach and strengthening of local capacity through the provision of land sector services (Component 4). In all project activities, LGSA will invest in government and civil society partnerships to develop a focused and results-oriented approach through innovative yet cost-effective tools and best practices. Our approach will strengthen the sustainability of project activities as all work will be conducted in collaboration with Liberian counterparts. As such when we reference the LGSA project in our discussion below we refer to the larger team of Tetra Tech and subcontractors and the GOL. The use of LGSA applies to Tetra Tech and subcontractor specific activities.

The administrative start-up of LGSA will involve locating an office space and housing for expatriate team members, procuring office equipment and supplies and recruiting remaining members of the LGSA team. The technical start-up of LGSA will involve drafting initial documents such as the Monitoring and Evaluation Plan (MEP), grants manual, and gender strategy, in addition to the Year 1 work plan in the first quarter. A baseline study will be initiated by the second quarter to capture the current status and knowledge base of project stakeholders. Results will be tracked against indicators established with USAID, GOL, and existing land tenure programming in Liberia so that impact can be monitored and programming can be adapted as necessary.

1.1   RISK ANALYSIS

Throughout our Year 1 work plan LGSA makes the assumption that the Land Rights Bill and Land Authority Bill will be passed as anticipated in the upcoming legislative session. LGSA also assumes that the Land Commission (LC) and forthcoming Land Authority (LA) will continue to support the scope of our project. In Table 1.1 below we outline some of the potential risks and how LGSA will mitigate those risks should they occur. LGSA will monitor these risks, and others as they emerge, through a quarterly review to be included in the quarterly reports. Through project implementation LGSA staff will have a sense of what to anticipate and when to engage USAID, the GOL and the PAC in a discussion on implementing mitigation measures.

TABLE 1.1. LGSA IMPLEMENTATION RISKS AND MITIGATION MEASURES IN ORDER OF PROBABILITY OF OCCURRENCE

Risk	Mitigation Measure
Land Authority Act not promulgated	Collaborate with GOL in identifying alternative institutional arrangements for continuation of land legal reforms and implementation of those policies and laws. Given the end of the Land Commission's mandate GOL will need to identify an alternative institutional home for Land Commission roles and responsibilities.
Delay in functionality of Land Authority	Increase efforts with transition team by providing additional institutional restructuring expertise. Clarity on the timing of functionality will be necessary to avoid unrealistic expectations on full functionality, necessitating a prioritization of critical areas of effort.

Risk	Mitigation Measure
Delay in World Bank Land Administration Project (LAP)	Clearly define responsibilities of LAP versus LGSA; adapt flexible approach to respond to technical needs not covered by the World Bank LAP; maintain open communication with donors and GOL through Land Coordination Working Group.
Land Rights Act not promulgated	Continued work with rural communities to develop governance structures to manage access to community land and resources in accordance with the Land Rights Policy adopted by government. Collaborate with CSOs and Land Authority on actionable steps.
Declining support of GOL stakeholders	Remain flexible to adapt to changing needs with the demand-driven approach; engage PAC consistently for guidance and communication of LGSA priorities; MOU between LGSA, LC, and USAID to detail steps to be taken when there is a change in level and type of support. With any changes in leadership, either at the Land Commission or the Land Authority, comes the potential for a change in support of LGSA objectives. LGSA will work with the current leadership to ensure that a transition plan is in place to support LGSA activities, and engage the PAC as necessary should new leadership not be as supportive.
Community input not sufficient in application of Land Rights Law	Engage in community outreach once the LRL passes; hold participatory consultations on content of Land Rights Policy and Law to engage CSOs and communities in implementing regulations and customary land rights recognition process. Continuously monitor community engagement and understanding of options available and resources provided.
Key land rights messages not appropriately disseminated	Form partnerships with local organizations/individuals with high social legitimacy to take on community engagement, public education, and outreach roles. Work will focus on media options and CSO/NGO partners.
Community land rights activities generate or exacerbate land conflicts	Collaborate with Land Coordination Centers (LCCs) and local dispute resolution entities to analyze risks and establish dispute resolution systems before work begins in the communities; CDR and Parley provide additional dispute resolution training as needed.
Customary land rights recognition process more time and resource intensive than anticipated	Share responsibility for implementation of agreed upon land rights process with government, CSOs and communities. Re-evaluate phased and costed customary land rights implementation plan to learn from ongoing experience and modify implementation plan accordingly.
Existing legislative framework for deed registration doesn't adequately support community deed process	Collaborate with the LC/LA to clarify the legal foundation for deeds registration in hopes of simplifying the process. Propose legislative/regulatory reform if appropriate.
Re-emergence of Ebola virus	Train staff/counterparts on health and safety measures; restrict activities as necessary.
Elections	Presidential elections to be held in 2017 and legislative (House of Representatives and Senate) elections may impact the level of support for land governance. Remain flexible to changing focus of GOL actors. Monitor role of land in campaign dialogue.

1.2 SUPPORT PROJECT ADVISORY COMMITTEE (PAC) AND GOL ENGAGEMENT

1.2.1 Establish Project Advisory Committee

The LGSA project will review existing and planned committees to see if the project can utilize a standing working committee in place of creating yet another committee with the same representative groups. The Land

Commission has raised their concern about the establishment of yet another committee with similar institutional representation having similar oversight when redefining the roles of an existing or proposed committee could accomplish the same end. This Project Advisory Committee (PAC), to be headed by the Land Commission (or successor body), will include representation of entities currently having a land administration role in government and expected to consolidate into the new authority (e.g. DLSC of MLME, CNDRA, Ministries of Internal Affairs, Finance, and Public Works, etc., other relevant government agencies such as LIS/GIS, Ministry of Gender, FDA, etc.) and representatives of the NGO/CSO community. Members will be selected with the Land Commission based on their ability to commit to providing real-time feedback and understanding of the issues associated with the LGSA objectives around institutional development and recognition of customary land tenure. The PAC will be provided with LGSA work plans, meet twice a year to review project implementation relative to those work plans, provide feedback on project activities, and review project reports as they are produced. Members of the PAC will be encouraged to partake in project activities both in Monrovia and in the counties, as well as lobby for support of LGSA activities with their GOL and CSO counterparts as necessary. LGSA anticipates the PAC to be established in early 2016 after the Land Commission's mandate expires and the Legislature votes on the Land Authority Bill.

1.2.2 Serve as Secretariat to Host Meetings and Facilitate Exchange of Information

LGSA will support this activity in two ways:

1. Support the Land Coordination Working Group that consists of donors and implementers working on activities in support of land governance. Help identify and resolve overlap with existing working groups including FAO-sponsored Land Task Force; and

2. Host seminars at the Land Commission/Land Authority on issues of concern and interest. The LGSA project will require that anyone providing technical assistance to the project, both Liberian and international, present their scope and/or findings to interested GOL land governance authorities. Through these presentations our government partners will both be informed of project activities and increase their knowledge of the subject matter.

1.2.3 Support Capacity Development and Engagement in LGSA Activities

The Land Commission and other GOL authorities as appropriate will be invited to participate in all project field activities as active contributors. All project activities will involve a GOL or CSO representative in the planning and implementation so that capacity is built and activities become sustainable over time. In year 1, LGSA and its GOL and CSO partners will: review and draft the regulatory framework in support of the Land Rights Act; undertake the transition and institutional development plans for the Land Authority; select and begin implementation of the action research around the customary land rights recognition process; conduct the market study around private land services; and develop and conduct communications and outreach activities.

Landesa will continue their work with national stakeholders to help shape, develop, and support the successor entity to the Women's Land Rights Task Force. Support will be provided for two key functions: (1) ongoing provision of technical support for application and enforcement of existent women's land rights, including public information and education, and access to justice services; and (2) ongoing provision of technical advisory services to relevant government agencies on development of new and amended legislation, regulations and policies, to ensure that these adequately incorporate gender equitable approaches and safeguards to women's land rights.

1.3 COMPONENT 1: STRENGTHEN POLICY, LEGAL AND REGULATORY FRAMEWORK FOR LAND GOVERNANCE

The LGSA project will improve the quality of policies, laws, and regulations under development by ensuring that they are developed in a participatory manner and that they adhere to international best practices like the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security (VGGT). The LGSA COP will be embedded within the LC/LA and will lead these efforts with support from the Land Governance Advisor (LGA) and project partners Landesa, WRI and Namati.

The Liberia Land Authority Act and the Land Rights Act are currently under review by the National Legislature and are expected to be passed during the next legislative session (November 2015). Public consultations and outreach will be conducted throughout the legal framework strengthening process to ensure broad participation and awareness of land laws.

1.3.1 Provide Advisory and Demand Driven Support to Land Policy Development

LGSA will embed the COP within the LC/LA where he will spend half of his time providing day-to-day advice and mentorship on direction of the legal framework and general technical assistance. In addition, LGSA technical experts like the Land Governance Advisor and Land Administration Specialist, will be located part-time in the LC/LA. Other technical specialists (Gender and Land Specialist, Land Lawyer, and Communications and Outreach Specialist) will be partially embedded as space and their scopes of work permit.

Initial priorities will include final promulgation of the Liberia Land Authority and Land Rights Acts, as well as adoption of the Land Administration Policy, identifying and addressing gender dimensions of the various laws from the outset with support of the Gender and Land Specialist. Once the Land Rights Act is passed (becoming the Land Rights Law or LRL) LGSA will assist the LC/LA to begin drafting implementing regulations. Table 1.2 provides an illustrative legislative roadmap for Year 1 of the project.

Priorities of the LC/LA, as laid out in their work plans and discussed through task force meetings, will drive legal reforms and research topics. LGSA will provide technical assistance and mentoring in legal drafting and legal reviews by short-term consultants such as Rachael Knight of Namati once policies, laws, and regulations are written. Namati will actively monitor other GOL policy and legal development processes that may have implications on customary land documentation/recognition, and will advise the LC/LA on important implications of related policy/legal processes.

Jen Duncan and Tzili Mor of Landesa will also provide gender-sensitive legal analysis and drafting assistance on draft legislation and regulations, considering whether and how for example, they could differentially impact women and men, accounting as relevant for socio-economic, marital, and reproductive status (e.g. single, divorced, "abandoned", widowed, cohabiting, or married, with / without children, age), and other potential factors of discrimination such as disability, minority, and ethnic background. Landesa will provide immediate input and collaboration around the Land Rights Act/Law and constitutional reforms processes as relevant to women's land rights.

TABLE 1.2. YEAR 1 ROAD MAP FOR POLICY AND LEGAL REFORM

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Land Rights Act	Under review by legislature; once passed, public outreach, guidelines for implementation	Formal recognition of customary land tenure; public awareness of land rights improved	Q1 – Q4

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Land Authority Act	Under review by legislature; once passed, public outreach, guidelines for implementation	Establishment of LA; streamlined approach to land governance; cohesion among GOL partners	Q1 – Q4
Land Administration Policy	Finalized by LC; public outreach	Guidelines for LA on implementation of land administration (registry, surveying) issued	Q1 – Q6
Regulations under Land Rights Law	Not yet begun; begin consultations and drafting after Land Rights Act promulgated	Enables demarcating and registering customary land; establishment of community land and management associations	Q3 – Q10
Regulations under Land Authority Law	Not yet begun; begin consultations and drafting after Land Authority Act promulgated	Procedures for making applications to LA; codes of conduct established	Q3 – Q10
Regulations under Land Administration Policy	Not yet begun; begin consultations and drafting	Procedures for demarcation of land, deed registry, spatial data infrastructure	Q4 – Q12
Amendments to harmonize policies and laws	Harmonize Land Rights Act's customary land provisions with CRL; Land Administration Policy provisions with legislation; and regulations related to survey, land valuation, and taxation	Harmonized legal framework; fewer misinterpretations of policies, law, regulations	Ongoing over life of project
Draft policies and laws related to land tenure	Ongoing review and comment on draft policies and laws related to land tenure (e.g. mining, decentralization, environmental protection, and forestry)	Policies, laws and regulations streamlined across sectors; less confusion in implementation	Ongoing over life of project

1.3.2 Conduct and Disseminate Policy Research and Analysis

Within the second quarter, the LGSA project will engage John Bruce to update his proposed strategy for *Reform of Liberia's Civil Law Concerning Land* to provide a current analysis of legal status and gaps of land legislation in Liberia. This document will provide a legal mapping for all land reform under the anticipated LA. This research is expected to inform key policy decisions and serve as a guiding document for future land reform priorities. Project partners will review and provide inputs as it relates to gender and land, customary land rights, dispute resolution, and land administration.

Potential areas for policy research center around harmonizing policy and procedures as well as studying specific focus groups. With relevant stakeholders, Landesa will update and deepen the Women's Land Rights Study developed under the Land Policy and Institutional Support (LPIS) project. They will build on this study through field research linked to identifying key issues related to women's land rights, especially in the context of decentralizing land governance to the community level, to inform potential interventions for optimal implementation of the land policy, related policies and laws. Wherever possible the LGSA project will augment and support existing national efforts related to policy research and analysis by government (e.g., Ministry of Gender), multi-lateral organizations (e.g., UN-FAO, UN-Women) and non-governmental organizations (NGOs) (e.g., Female Lawyers Association, Women's NGO Secretariat of Liberia [WONGOSOL]).

The LGSA project will also consider how best to engage with youth, especially young men, to the implementation of the LRL. The relationship that youth have to land and resources and how these rights are allocated and upheld will be an important factor in the successful application of land governance principles.

Harmonization between the Community Rights Law and the Land Rights Act will need to be examined both in policy and practice. LGSA will collaborate with the People, Rules and Organizations Supporting the Protection of Ecosystem Resources (PROSPER) project on the identification of community land and resources and the governance structures put in place to manage resources.

Even though WRI's commitments to LGSA have been reduced due to a change in staffing, LGSA will explore options with WRI to host a Liberian Fellow (approximately one month every year) in their Washington, DC office to collaborate on research related to Liberia's land reform process as prioritized by the GOL, to further objectives under Component 1, and to receive training on advanced legal research and writing. Alternatives are to explore options with Landesa's Visiting Professional Program, a six-week intensive program on women's land rights, as stated in Activity 1.4.1.

Once policy ideas and recommendations are developed Tetra Tech, CDR, Parley, and other partners will assist the LC/LA, other government entities, and local facilitators to disseminate findings, explain recommendations, address stakeholder concerns, and implement procedures to build support. These will involve procedures for refinement/revision of policy-relevant research, additional options, or negotiations to build support and consensus. As the link to communities, Liberian CSOs will be consulted to inform the GOL on the challenges of implementing the laws or policies being discussed. Throughout the dissemination process, Landesa will provide gender-specific recommendations for effectively targeting women in formulation and validation processes, including how to ensure women are not excluded when information is disseminated, venues/timing of events are chosen, input is invited, and results are reported.

The LGSA project will organize an annual Conference on Implementation of the National Land Rights in the fourth quarter to showcase research results and progress on legal reforms. LGSA will seek private sector co-funding to elicit buy-in and input into research.

1.3.3   Develop and Disseminate Public Information on Proposed Reforms

As part of this Inception Plan, an initial gender-responsive communications strategy for the entire project is included (Section 3.0). The Communications and Outreach Specialist will use Tetra Tech's Communications for Change (C4C) approach (see Activity 1.6.1) to coordinate appropriate and effective countrywide messaging on the content of the Land Rights Act and subsequent legislation with support of the multi-stakeholder Communications and Outreach Task Force hosted by the LC/LA. The messaging will take account of lessons learned from the public outreach of the Land Rights Policy under USAID-funded LPIS and the Land Conflict Resolution Project (LCRP) and public information campaigns developed by the Community Forestry Working Group (CFWG) under the PROSPER project. As stated in Activity 1.6.1 LGSA will undertake initial and follow-on baseline/knowledge, attitude, and practices (KAP) surveys to gauge the level of understanding of land governance issues contained in the National Land Policy and draft Land Rights Law.

The LGSA project partners will design and carry-out community consultations on how to effectively implement the new Land Rights Law. CDR will assist on the policy dialogue format as well as the broader participatory community consultation procedures. SDI and Parley will be a conduit for the community consultations, implementing the inclusive process along with the GOL as feasible. Landesa will support the Gender and Land Specialist in ensuring that the consultations are inclusive of women, youth, and minorities. These consultations will serve to inform communities about the content of the Land Rights Law, thereby addressing a broad information gap that currently exists; communicate the goals of the GOL with regard to protecting/ promoting interests of women, youth, and minorities; solicit community input into the design of

the community land rights recognition process; inform the pilot community selection process; and mitigate the potential for bad actors to abuse the community land rights recognition process.

1.4 COMPONENT 2: IMPROVE HUMAN AND INSTITUTIONAL CAPACITY FOR LAND GOVERNANCE

1.4.1 Support Master's-Level Training of GOL Land Governance Institutions

Within the first six months, the LGSA project will develop criteria for the selection of four candidates representing Liberian land governance institutions for Masters' programs. The selection committee, to be comprised of project and LC/LA staff, will try to create a balance between male and female candidates and actively solicit female candidates. The programs considered will further support the technical needs of the LA or other future land governance skillsets.

The LGSA project will identify additional training programs in collaboration with the World Bank's Land Administration Project (LAP) for a broader network of people involved in land governance, including LGSA-supported short courses, training programs at the Liberian Institute of Public Administration (LIPA), and fellowships. The LGSA project will look into the possibility of identifying one or two Liberian land specialists in early 2016 to participate in Landesa's six-week intensive program on women's land rights, the Visiting Professional Program, in the first quarter of Year 2 of the project.

> **POTENTIAL MASTERS-LEVEL TRAINING**
>
> - KNUST: International management resources and environment; geomantic engineering
> - PLAAS: Poverty, land and agrarian studies
> - Technical University of Munich: Land management and land tenure
> - Utrecht University: Geosciences; land governance for development
> - University of Groningen: Land acquisition, resettlement, and social sustainability
> - University of Twente/ITC: Land administration, planning

1.4.2 Support Decentralized Management and Institutional Capacity Development

In the first six months of the project, LGSA's organizational development specialists, the LGA, and Land Administration Specialist will develop an institutional map of land governance institutions in Liberia at the national, county, and community levels. Once this guide is established they will conduct an organizational audit of the decentralized land governance institutions, including the six established land coordination centers (LCCs) and the county deed registries. Tetra Tech will employ its **F**unctional **O**rganization **C**apacity **As**sessment (FOCAS) tool to conduct these audits. FOCAS is a participatory methodology that maps existing capabilities to identify gaps, and defines the assistance needed to fill those gaps (e.g., revenue mobilization and management, human resource development, planning for results, and budgeting). A typical FOCAS capacity matrix might cover areas of Staff, Skills, Procedures, Technologies, and Standards and Optimization. The exercise will result in a standardized scoring system that feeds directly into action planning and efforts to monitor capacity improvements. FOCAS can foster dialogue and agreement regarding the functions, capacity gaps, and the relative ranking (or "score") associated with each function. It serves as a self-monitoring tool that allows the LCCs and county deed registries to chart capacity improvements after USAID assistance has ended.

> **STEPS GUIDING FOCAS ORGANIZATIONAL CAPACITY IMPLEMENTATION**
>
> **Step 1:** Review background documents.
> **Step 2:** Build consensus around the purpose and methodology of the FOCAS tool.
> **Step 3:** Conduct key informant interviews to gather information about the organizational framework, functions, responsibilities, services.
> **Step 4:** Interview key stakeholders.
> **Step 5:** Hold three-day FOCAS workshops. Specifically encourage women to attend.
> **Step 6:** Compile results to produce quantitative self-assessments of capacity gaps and practical recommendations for capacity building, timelines, resources required, and targets.

The FOCAS process will record the baseline (original) and subsequent (monitoring) status from follow-on

audits of the organizations' state of capacity for each function that it carries out. Figure 1.1 shows a sample FOCAS table.

Figure 1.1. SIMPLE, GENERIC FOCAS TABLE

	Number of Staff	Staff Skills and Knowledge	Policies and Procedures	Technology and Equipment	Standards and Optimization
Planning	4	3	1	0	0
Revenue Generation					
Financial Management					
Research					
Customer Service					

In collaboration with the LC and CNDRA, or LA if already established, the LGSA project will draft a capacity development plan, defining roles and responsibilities for each county-level institution. The LGSA project will establish a protocol agreement for each institution supported, outlining areas of training supported, provision of equipment, and refurbishment of facilities, identifying support from other donors as applicable. In Year 1 the LGSA project will begin support of the county-level institutional training in areas such as the Land Rights Law, their roles and responsibilities as county-level institutions, facilitation and mediation around community land rights recognition, land use assessment/planning, community outreach, and women's land rights.

As the roles of the county-level land authority are identified, LGSA, with project partner Landesa, will collaborate with the LC/LA and county stakeholders to develop efficient innovations such as a "mobile" or "travelling registrar" to visit remote communities on a periodic schedule and provide a one-stop registration or deposit of documents service for documents related to land that can be conveyed back to central institutions on the county and national level.

1.4.3   Increase Awareness and Capacity of GOL Land Governance Institutions

In early 2016 John Bruce will work with the LC to establish a training program to increase awareness within the institutions impacted by the establishment of the LA on the principles and guidelines for responsible land governance and the implications of the Land Rights Policy and Land Rights Law. This will serve as an opportunity to address concerns that individuals or institutions may have on the new laws or LA itself. LGSA partners will provide input on the design of the participatory training and on the incorporation of women's land rights, customary tenure and dispute resolution, among other subject areas.

The LGSA project will hold workshops on concepts of responsible land governance (customary land tenure, land administration, gender, and dispute resolution), contents of the land legislation, and the roles and responsibilities of each organization. Once the LA is established, the LGSA project will reconfigure training programs to include newly defined roles and responsibilities, as well as performance goals. The LGSA project will ensure that training and capacity development exercises for land administration equitably target and include both women and men.

1.4.4 Develop Business Plan for Liberia Land Authority, Support Institutional Transition, and Establish Management Systems for Sustainability

In the first six months of the project, LGSA will conduct an organizational audit using its FOCAS tool to assess and strengthen the capacity of land governance institutions to be integrated into the new LA. LGSA will utilize the World Bank's draft *Assessment of Land Sector Training Needs and Training Plan* as a starting point so as not to duplicate efforts. This audit will inform a preliminary institutional transition plan which will map old responsibilities to new ones, and will be repeated once the LA is established. Results from the FOCAS exercise, including priority areas for organizational development and capacity building to support the LA, will be shared with the LA for feedback. FOCAS will record the baseline (original) and subsequent (monitoring) status of the LA's state of capacity for each function it carries out.

The capacity gap analysis will focus on the full range of LA functions, including the LA's ability to draft legislation and regulations, improve upon the deed registration, prioritize activities, identify and incorporate gender concerns into land issues, and become financially sound. The areas of focus for the gap analysis will be finalized in collaboration with the GOL and LAP and used to draft:

- An organization plan, including an organizational chart;

- A human resources strategy, including number and types of staff;

- Position descriptions, including responsibilities, training, and technical skills necessary;

- A compensation schedule based on clear standards; and

- A procurement plan.

As skills and activities transitioning to the LA will come from existing land governance institutions, the LGA and Land Administration Specialist will assist with developing appropriate scopes of work to flesh out the organizational chart.

After drafting an organization plan, the LGA, assisted by a short-term Financial Systems Specialist, will assist the LA to develop a business plan to analyze the services to be delivered, identify potential clients, evaluate the financial sustainability and impacts of the institution, and elaborate service delivery models and fee structures based on these sources of funding. The market survey for land-related services will be conducted in conjunction with Component 4.

Tetra Tech and CDR will work with the established LA transition team from integrating agencies to facilitate a seamless transition of authorities and functions to the new entity. The LGSA project will address organizational issues, including developing the vision for the new agency, leading change and resistance to it, clarifying roles and responsibilities, coordinating authorities between GOL entities where they are overlapping with the mandate of the LA, transitioning records into one central location and handling recruitment of new or transitioning existing staff into the new entity. Training materials will be drawn from the capacity assessment and organizational plans and in collaboration with LAP. Target populations for training will include all staff, in particular women and those new to land governance. LIPA will be used for training in personnel, financial and project management, and logistics.

Each land governance institution that will be integrated into the LA brings with it a history and tools and processes on how it has historically accomplished tasks. The Land Commission, with its expiring mandate, MLME, CNDRA and other ministries and departments have accumulated a great deal of documentation on land issues, dispute settlement, outreach efforts, etc. which needs to be catalogued and preserved. LGSA will support the LC in having program officers write a history of their program since the creation of the Commission.

1.4.5   Support Public Outreach and Awareness

Public outreach around the establishment of the LA will begin in year 1 of the project, initially focused on Monrovia-based GOL institutions. An awareness campaign will be developed to inform government, private sector, and civil society stakeholders on the transition of land governance entities under one institution. As the mandate of the LA is made more concrete, the changes in institutional responsibilities and methods for accessing land services will be messaged to the appropriate audiences. The awareness campaign will include leaflets/posters on new roles and procedures as well as community radio programs to discuss the changes in responsibilities and how this affects the public.

1.5   COMPONENT 3: CONDUCT ACTION RESEARCH SUPPORTING LAND RIGHTS POLICY

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

1.5.1   Develop Learning Agenda for Customary Land Rights Implementation

Section 6.0 of the Land Rights Policy defines four steps in the recognition of customary tenure: 1. Community self-identification; 2. Delineating and mapping of boundaries; 3. Deeding and recording of community land; and 4. Establishing legal entities to manage and govern community land. In collaboration

with Tetra Tech and SDI under LCRP, the Land Commission's Community Land Rights Unit (CLRU) tested procedures for recognizing the customary territorial claims and boundaries of rural communities. Through these experiences they have drafted an initial *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* which still requires further consultation, refinement, and review. This field guide mirrors the process developed by SDI with support from Namati used in other Liberian communities.

The LGSA project will first review what has been done to date to support customary land rights in Liberia through impact assessments of past and ongoing donor and government supported work. The LGSA project will conduct an inventory of activities and select those which have progressed far enough in which to learn lessons. By the end of the 2015 calendar year the LGSA project will identify a small team that will evaluate the work completed by SDI, Namati, Green Advocates, Tetra Tech and others in working with communities to identify boundaries. By the first half of 2016 the completed assessments will inform ongoing and identified action research which in turn will inform the customary land rights recognition process. The number of assessments will depend on the number of activities identified in the initial inventory.

ILLUSTRATIVE LEARNING AGENDA TOPICS FOR CONSULTATION WITH LC

- <u>Opportunities, Barriers and Strategies for Community Self-Identification</u> - What are dilemmas and best practices in identifying community land and members?
- <u>Study on Boundary Identification and Negotiations</u> – Build on previous work of CDR and training conducted for LC staff to identify issues, and make recommendations on strategies to address them. Provide recommendations on what will be done if communities can only reach partial and not full agreement on boundaries.
- <u>Study on Current Land Dispute Resolution Models</u> – Research how land disputes of various types are currently and will be resolved in the future. Focus on entities that can or will provide dispute resolution services, their authorities and powers, where they will be located in relation to the LA.
- <u>Study on Models for Community Land Governance</u> – Examination of what currently exists customarily in Liberia, model projects that have developed community governance structures, and procedures developed in other countries. Include relevant international experience and good practices to identify policy/legal/regulatory options to recognize and protect women's rights to land.
- <u>Research Community Representation</u> - Identification of the legal entity/entities and names that will be on documents that recognize legal community ownership.
- <u>Study on Women's Land Rights</u> – Expand on LPIS women's land rights study to include community-based field research in order to design and implement a gender-equitable decentralization process (i.e. how to protect women's land rights in the context of external investment, concessions, and land conversion of community land).
- <u>Develop Compliance and Accountability Mechanisms for Land Governance</u> – Review and provide recommendations for enforcement when communities refuse or fail to comply to respect women's land rights.
- <u>Recommendations on Geospatial Innovations</u>: Review innovative approaches for using GIS and mobile technologies to reduce costs for boundary demarcation and registration of community constitutions and by-laws (i.e. USAID's Mobile Applications for Secure Tenure [MAST], the UNDP's Social Tenure Domain Model, Unmanned Aircraft Systems [UAS]).
- <u>Process for Examining Claims</u>: Review and recommend potential processes for examining all claims within a community boundary (i.e. Tribal Certificates, private land, protected areas, concessions, competing community claims, shared resources, etc.). Pilot a review and adjudication process in one community.
- <u>Definition of Community Membership</u>: Conduct field research to help define what membership means to a community and identify conflicts associated with this process. Examine how to protect rights of strangers, widows, single or divorced women, women in informal unions, vulnerable groups.
- <u>Review of Land Governance Entities</u>: Conduct a desk review and field study of existing and potential CSOs, community groups, private organizations and government entities that can contribute to the customary land rights recognition process.

The LGSA project will conduct between five to ten research activities to inform the customary land rights recognition process that will be carried out in subsequent years of LGSA. The COP will hold initial meetings with the LC to identify priority topics that they would like addressed before beginning the implementation of the recognition process. Tetra Tech and Namati will consult, and co-facilitate a stakeholders' workshop as necessary, with the LC and other land governance institutions to develop a comprehensive learning and site-based action research agenda. CSOs working on community land rights issues will also be consulted in order to incorporate feedback on the potential challenges of customary land rights recognition. The outcomes of these meetings will inform the impact assessment and site-based action research design. A draft learning agenda outlining the issues to be studied and the anticipated processes and timelines will be completed within the first quarter. Preliminary topics to be presented and discussed are in the box on the previous page.

Once priority research areas have been agreed upon, the LGSA project, through its partners and the LC/LA, will begin desk research and field assessments to inform the legal framework and customary land rights recognition process. The assessments will be rolled out over the first year of the project and conducted simultaneously as feasible, so as not to overburden communities and cause "research fatigue". Assessments will also be informed by and coordinated with current and planned donor-supported land tenure work such as the World Bank's LAP, Rights and Resources Initiative's (RRI's) community self-identification pilot, and SIDA's potential contributions.

Upon completion of the research activities Namati's Community Engagement Specialist, with support from other LGSA partners and staff, will assist the CLRU in updating their *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* for application in the customary land rights recognition process in Activity 1.5.2. The Gender and Land Specialist, with support from Landesa, will integrate additional safeguards to protect women's land rights as necessary. A summary of the findings from the action research will be presented in a report and shared during the LGSA project's annual Conference on Implementation of the National Land Rights to be held in quarter four (and in subsequent years).

1.5.2 Develop, Field Test, & Revise Processes for Customary Land Rights Implementation

The following steps from the CLRU's initial draft *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide* will be adapted based on the lessons learned from action research conducted in collaboration with the GOL in Activity 1.5.1. As this is the GOL's first draft the LGSA project partners can collaboratively decide on the methodology to conduct the customary land rights recognition process.

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Step 1: Community Self-Identification

I. Community:

- Determines at what level to be defined such as town, clan, etc.

- Determines membership in line with the draft Land Rights Act, related laws and provision of the Constitution of Liberia

- Determines land area being claimed by the community

- Declares itself as a customary land owning community through a resolution/agreement

II. Government verifies community self-identification process through the following:

- Dialogues with county and community authorities

- Dialogues with requesting and neighboring communities

- Conducts scoping exercise in community

> Community holds town hall meeting with women, elders, youths, traditional leaders, and marginalized people to decide at what level to self-identify, on their membership; sketch map of their community; and sign a resolution. Government verifies community self-identification process.

Step 2: Establishment of a Legal Entity

I. Community:

- Creates Community Land Development and Management Association (CLDMA)

- Drafts, discusses, and adopts necessary by-laws for CLDMA that will include the requirements that a non-primary resident may have to satisfy in order to become a community member

- Elects the CLDMA's governing body, which is inclusive of a fair number of women, men, youth and other representatives of all other stakeholder groups.

II. Government through the Liberia Land Authority:

- Recognizes the community as a legal entity organized in accordance with Section (1) of Article (35) of the draft Land Rights Act.

- Conducts training for members of CLDMA and CSO

> Community organizes the CLDMA and elects members (women, youth, and elders) from their community to govern and manage their community land. They meet to write their by-laws (rules and norms) to govern their representatives and the land. Government recognizes the CLDMA.

Step 3: Identification of Community Land

I. Community:

- Identifies its land

- Organizes joint committee with neighboring communities on boundary identification (wherever there are borders a joint committee must be organized)

- Identifies, and documents community boundary using traditional boundary markers

- Signs boundary agreement with neighboring communities

II. Government verifies community land identification process

- Ensures that appropriate form is filled in and signed by appropriate authorities

> Requesting community (RC) uses sketched map to identify their landscape amongst themselves and with their neighboring communities (NCs). RC and NC walk to identify boundaries, sign agreement on all points they have agreed on. Government verifies the process on the identification of community land

Step 4: Mapping, Survey, and Preparation of Deed

I. Community:

- Collaborates with neighbors to prepare a community sketch map

- Identifies contested boundary spots and resolve them with neighbors

- Signs agreement with neighboring communities

II. Government through the Land Authority:

- Reviews and confirms proposed community boundaries

- Ensures that all related land dispute and conflicting claims brought before it are resolved through mediation or arbitration

- Conducts a confirmatory survey provided for in Article 11 & 37 of the draft Land Rights Act

- Prepares map and deed for community's confirmation

- Presents final deed and map to community

> RC and NC jointly sketch map based on those areas agreed upon in step 3. Settle all disputes on hotspots and sign agreement. Government conducts confirmatory survey of all agreed boundary points and present deed and map to community for confirmation.

Step 5: Recording and Registering of Community Land

I. Community applies for registration of deed and map to Land Authority

- Presents deed, map and all relevant documents for recording and registration to Land Authority as stated in Article 11, section 4 of the Land Rights Act.

II. Government verifies all documents presented by community and record and register deed and map

> RC applies for registration of deed and map presenting all relevant documents to Government/L A. LA verifies all documents record and register deed and map. Government presents deed and map

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In addition to the CLRU field guide, LGSA will work with Namati and SDI at the end of Year 1 to refine their *Community Guide to Protecting Community Lands and Resources* as appropriate for Liberia.

The LGSA project will establish initial site selection criteria for the 45 pilot customary land rights recognition communities. If USAID informs LGSA that an impact evaluation is planned, site selection will incorporate the necessary design requirements. As site selection is a sensitive topic, the LGSA project will rely on CDR to help facilitate an interagency multi-stakeholder dialogue to develop and agree on standards and criteria for selecting communities. Meetings will be held to clarify the process for identification of potential communities that might fit the criteria as well as to determine the process or make the actual selection of communities where piloting will be conducted. Initial criteria will likely include: agro-ecological zones, ethnic representation, homogenous versus diverse members, existing or potential for conflict, and shared boundaries with concessions, community forests, or protected areas.

The LGSA project will consider working in communities in various stages of customary land rights recognition that have received USAID or other civil society or donor support. RRI is supporting a year-long pilot community self-identification process in 12 communities. If appropriate and agreed upon, these communities could provide a good starting point for the customary land rights recognition process. This

approach will allow both new and pioneering communities to advance in the rights recognition process at different stages and fulfill the promise for previously supported projects.

Once the action research is completed, no earlier than Year 2, the LGSA project will pilot the refined customary land rights recognition process in phases, incorporating lessons learned as feasible. The potential for delays to the process include institutional preparedness, legal framework set-backs and timing of completion of the research activities informing the process. If findings from initial LGSA research supports and the GOL and USAID agree to include additional steps in the land rights recognition process, the timeframe and complexity could be altered. For instance, if the team will review all claims (tribal certificates, private land, government land including protected areas, community forests, concessions, etc.) made on land identified as part of the community, steps three through five in the above process will take considerably more time and resources to come to an agreement.

The COP will lead the design and regular reporting of the Environmental Monitoring and Mitigation Plan (EMMP), incorporating principles of USAID's *Environmental Guidelines for Small-Scale Activities in Africa* into relevant activities, before any field work is begun.

1.5.3   Facilitate Community-Led Processes to Strengthen Community Land Governance

Namati's Community Engagement Specialist will work with LGSA project partners (SDI and Parley) and the LC/LA to improve community-based procedures for customary land recognition based on their existing process as well as the findings of the research conducted in Activity 1.5.1. Particular attention will be paid to the gender dynamics of community land governance processes and institutions as a safeguard to women's land rights and representational interests. The majority of tasks under this activity will be implemented in subsequent years once a process has been agreed upon and communities selected.

1.5.4   Conduct Capacity Building of Communities, Local Institutions, and Stakeholders

The Land Rights Policy raised expectations of rural communities to replicate customary land recognition widely because clarification and formalization of customary land rights is viewed as a way to reduce long-standing land conflicts and negotiate stronger terms with external investors. To meet demand for information on how to register customary lands, the LGA and Community Engagement Specialist will begin to prepare training materials during Year 1 and train the LC/LA, community land mobilizers, LCC staff, CSOs, and interested communities on the steps and procedures required for documenting and protecting customary lands, building on Namati's Community Guide to Protecting Community Lands and Resources in Years 2 - 5. The training will pull from expertise outside of the land sector (e.g. Ministry of Gender and the Female Lawyers Association) to ensure that women's rights to land are incorporated.

1.5.5   Develop Phased and Costed Implementation Plan

Parley will lead an initial study during Year 1(Activity 1.5.1) to establish the direct and indirect costs for implementing customary land recognition with inputs from SDI and Namati's experience in rights recognition. The study will calculate the average costs incurred by government, local communities, and supporting civil society from the start of the rights recognition process to the issuance of the community deed. This study will be updated as the process is further refined and will inform the implementation process in subsequent years.

1.5.6   Disseminate Action Research Findings

After vetting with the PAC, the COP will disseminate guides, training programs, and reports generated from activities for public posting on the LC/LA website(s). As noted above the LGSA project will convene an

annual Conference on Implementation of the National Land Rights Policy to facilitate exchanges of evidence-based information on the evolving Liberian land tenure situation. In Year 1, LGSA will invite specialists who have facilitated customary land rights recognition in other countries to exchange applicable international models and experiences. Action research findings will be presented at the conference to further develop recommendations to strengthen the regulatory framework to formally recognize customary land, and begin to design the second phase of the pilot. Action research findings will also be communicated through outreach described under Component 4 below.

1.6 COMPONENT 4: STRENGTHEN CIVIL SOCIETY, PRIVATE SECTOR, AND CITIZEN ENGAGEMENT IN LAND GOVERNANCE

1.6.1 Design and Implement Public Information Campaigns

The LGSA team, led by our Communications and Outreach Specialist, will use our C4C methodology to

FIGURE 1.2. C4C METHODOLOGY
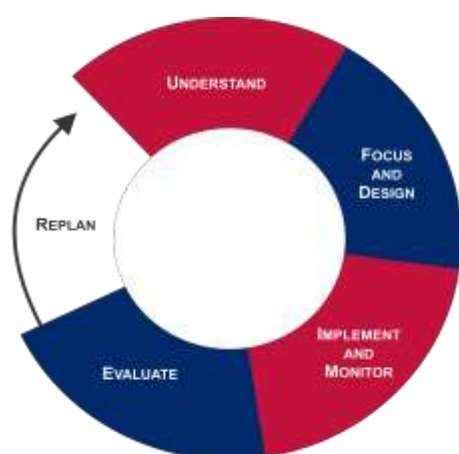
design and implement a public education and outreach plan to catalyze learning and change around the Land Rights Policy principles, demand for enactment of land laws and regulations, and awareness of the roles and responsibilities of the new LA. LGSA will develop a gender-responsive communications strategy for the entire project based on LGSA's baseline survey completed in the second quarter. LGSA will work closely with our LC/LA, local government, and community champions to develop audience-specific messaging for target LGSA stakeholders. Our team will conduct ongoing outreach sessions and hold regular meetings with communities, civil society, private sector, and government offices, to inform the communications strategy. LGSA will develop innovative and engaging information materials that produce high-quality awareness/learning outcomes, recognizing that the intended audiences vary in literacy levels. Consideration will be given to the needs and capacity of different target groups (e.g., women, traditional authorities, youth, and CSOs) with content and media tailored to convey information and messages more effectively. Using grants under contract (GUC) we will identify actors able to continue key elements of the communications plan beyond the life of the project, and prioritize institutionalization of the required changes. Throughout this process, we will build capacity of partners (subcontractors, grantees, communities, and governments) based on the concepts behind C4C through training by Tetra Tech's Public Communications Specialist. USAID and its implementing partners developed successful strategies for communicating with local populations during the Ebola outbreak; LGSA will build on this existing expertise and lessons learned from these effective public outreach and communications activities.

The C4C process includes five steps (Figure 1.2) that will begin immediately during implementation. By the second quarter LGSA will develop an understanding of the current context in each target county as a part of our initial baseline/ KAP survey, which will build buy-in for program activities, encourage stakeholders to be open about local issues, and assist us to identify champions and clarify the mechanisms to implement the communications plan. LGSA will then focus on the primary opportunities and design specific activities in collaboration with the PAC and the Communications and Outreach Task Force—narrowing partners for implementation, focusing the message development on key audiences for each county, and designing the communications strategies. LGSA anticipates the use of local theater, community radio, videos, mobile technology, rallies, and town halls with social mobilizers through grants. LGSA will film local authorities as they discuss relevant issues to provide a community voice which will be shared with policymakers and other

communities. The initial design process will be concluded within the first six months of LGSA implementation. Implementation and monitoring of the communications plan will engage partners to support SMS, radio, video, and television platforms, while working with GUC partners. Finally, our team will evaluate and replan—reviewing and assessing data every quarter with the Communications and Outreach Task Force and conducting annual surveys to engage and accommodate the feedback of partners.

A particular area of focus will be public awareness raising around the policy, legal, and regulatory framework for women's land rights. LGSA will collaborate with stakeholders such as the LC/LA, Ministry of Gender, Female Lawyers' Association, FAO, and UN-Women to implement the Land Rights Policy at the community level, and to link community training to legal and dispute resolution services, to ensure that women's rights to lands are strengthened, not weakened, during the transition to community-based land governance. To ensure collaboration Landesa will provide technical assistance to national stakeholders who will be pursuing similar efforts (i.e., review of the women's land rights community-level training manual being developed by the Ministry of Gender and UN-Women).

In collaboration with activities under 1.3.3, and through SDI, Parley, and grantees, LGSA will support outreach and education activities around the Land Rights Law at the national and community level. Activities will include focus group discussions with CSOs, community leaders and groups, and religious institutions; use of radio, posters, theater, etc. to provide messages on the benefit, risks, and opportunities around the Land Rights Law; and working with local artists and cultural groups to reach out to youth and women's groups.

1.6.2 Develop and Manage GUC Supporting Civil Society and Private Sector

LGSA submitted its grants manual in month one of the project, providing a guideline for the solicitation and management of project grants. LGSA will provide grants to the Liberian private sector and civil society to conduct research, implement outreach programs, and establish new land-related service providers (see Table 1.3 below). It is anticipated that 100% of the grants will be awarded to local organizations. A home office Grants Manager will train staff to implement the grants program and will apprise the field with up-to-date regulatory changes, ongoing quality assurance, and internal compliance audits.

TABLE 1.3. INDICATIVE GUC PRIORITIES

Activity	Potential Grantees
Conduct research on legal reforms; provide organizational development training for LCCs, county deed registries, LA and other land governance institutions; develop training or curricula on land governance topics (surveying, land use, customary land rights, gender)	LIPA, University of Liberia, Green Advocates
Conduct awareness-raising, dialogue, research, capacity-building, or field-based activities around land legal reform (Land Rights Policy and Law, Land Authority Act, Land Administration Policy), customary land rights recognition process	Green Advocates, Crusaders for Peace, TBD CSOs or CBOs
Start up new business models or strengthen existing organizations for land-related services (survey, valuation, dispute resolution, negotiations, development of business plans)	APLSUL, TBD survey or valuation companies

Starting in quarter two or three as feasible LGSA will utilize the GUC program to build the capacity of grantees through financial and administrative management training and specific guidance from our long- and short-term specialists on technical issues such as communications and outreach, research methodologies, and institutional development. A grants tracker will be established to track the status of grants and to ensure that at least 80% of the grants by dollar value are awarded to Liberian organizations (even though it is anticipated that 100% of the grants will be local).

1.6.3   Strengthen Private Professional Organizations of Surveyors and Land Professionals

In Year 1 LGSA will conduct a market survey to examine what land services are needed in Liberia (i.e., surveying, valuation, real estate, third party land dispute resolution entities, and community-private sector negotiators). In Years 2 – 5 the project will support NGOs and the private sector to institute new or strengthen existing organizations to provide affordable services in the areas identified. LGSA will be cognizant of, encourage, and monitor the participation of women in professional organizations and private land sector services.

The LGA and Land Administration Specialist will check on status of the Association of Professional Land Surveyors of Liberia (APLSUL). With assistance from LPIS, APLSUL drafted and approved a new constitution and elected a new Board in March 2013. They have a renewed commitment to maintain surveying standards and ethics. The LGA and Land Administration Specialist will work with APLSUL on any updates needed, ensuring they maintain their membership in the International Federation of Surveyors and that they have an updated training plan. Training will focus on ensuring skills are relevant and applicable to maintaining a modern survey network in Liberia and concentrate on building basic skills of new surveyors at the technician level in collaboration with LAP.

1.6.4   Facilitate Establishment of Public-Private Partnerships (PPPs)

Opportunities to engage with the private sector are numerous in Liberia. Mining, timber and palm oil companies require private sector services such as surveying, land valuation, environmental impact and mitigation, land dispute resolution, and land use planning. At present there are few if any Liberian institutions that can meet these needs. With support of LGSA and the private sector, consultants and institutions will be trained and mentored to perform professional land services to meet these needs.

Tetra Tech has developed positive relationships with the private sector in Liberia and has leveraged support for the management of community forests. Mining companies have historically offered their geodetic network, monuments, survey information, and maps in support of GOL and donor activities. LGSA will look to continue this offer of collaboration. LGSA will support the establishment of Liberian private organizations to demarcate boundaries for communities, facilitating the legal process, obtaining a land deed, then negotiating on behalf of the private sector for a concession.

Parley, with assistance from CDR, will serve as a standing intermediary service accessible to companies and communities to improve the performance of community-company dispute resolution systems measured in terms of an absolute reduction of complaints against companies, fewer disruptions to concession operations, increased fulfillment of commitments by companies, and an improvement in the subjective satisfaction of stakeholders with outcomes produced by these dispute resolution systems. In addition, Parley and CDR will:

- Assess and benchmark the design and performance of existing formal and informal grievance and dispute resolution systems;

- Build on strengths of these systems, and develop areas found to be weak or incomplete;

- Increase the participation of stakeholders (traditional, women, youth, statutory, and company) in terms of quality and frequency of engagement;

- Study how Free, Prior and Informed Consent (FPIC) is impacting company community relations and what could be done to address any issues; compare Liberian practice to international standards and

support the development by the LC/LA of a best practice guidance note for investors and government counterparts, such as the MoA, MLME, FDA; and

- Expand the variety of approaches available to communities.

2.0 PERFORMANCE MONITORING PLAN

2.1 INTRODUCTION

USAID/Liberia contracted Tetra Tech as the prime contractor to implement the five-year, $15.5 million Land Governance Support Activity (LGSA) Task Order (TO) under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract (IQC). LGSA supports the establishment of more effective land governance systems, ready to implement comprehensive reforms to improve equitable access to land and security of tenure, so as to facilitate inclusive sustained growth and development, ensure peace and security, and provide sustainable management of the environment.

LGSA objectives support USAID/Liberia's Country Development Cooperation Strategy (CDCS) and the LGSA Theory of Change (see Section 1.2). Tetra Tech provides technical and organizational assistance to the Government of Liberia (GOL), civil society, and communities to achieve the four project objectives:

Objective 1 (O1): Policy, legal, and regulatory framework for land governance strengthened

Objective 2 (O2): Functionality of GOL land governance institutions improved

Objective 3 (O3): Protection of customary land rights strengthened

Objective 4 (O4): Stakeholder engagement in land governance strengthened

2.2 GUIDING PRINCIPLES

The purpose of this Monitoring and Evaluation Plan (MEP) is to describe how Tetra Tech will monitor and evaluate the LGSA and ultimately measure activity results. This MEP proposes indicators against each of the activity objectives, and describes the processes that LGSA will use to perform monitoring and evaluation (M&E) throughout the life of the activity. Furthermore, the LGSA MEP serves as a guide for learning, accountability, and reporting procedures, and outlines responsible persons, timelines, and data sources of the project during the five-year activity life span. Each indicator has a Performance Indicator Reference Sheet (PIRS), wherein details of the indicator are outlined (see Section 7.0). A Performance Indicator Table also includes the indicators and targets for the activity (see Section 5.0).

The steps involved in the design of the MEP include: setting clear and agreed activity objectives; designing appropriate indicators and measurements at different stages of the activity to those goals; setting performance measure targets and baselines, and performance evaluations; defining roles and responsibilities; developing quality control mechanisms and data collection processes; establishing reporting schedules; and identifying and managing risks. The MEP is a dynamic and flexible document that will be updated throughout the implementation process. New targets or approaches will be incorporated based on activity performance and results, as well as changes in the Mission's priorities.

This document refers only to this activity MEP and not to the overall Mission PMP. The relationship between these two, as well as with any intermediate step such as a Development Objective (DO) Performance Management Plan (PMP), are clearly considered in the development of this MEP and delineated here in this document.

The LGSA MEP will rely upon systematic collection, analysis, and reporting of information (quantitative and qualitative). Information generated from the M&E system will allow project managers to make informed decisions on the overall management and performance of the project, and provide a rationale for any needed changes in project implementation and/or design.

LGSA will train partner staff and grantees in relevant data collection methods, and provide associated feedback to component managers, partners and implementers.

The principles governing the LGSA MEP are based on USAID Automated Directives System (ADS) assessing and learning guidance:

- **Self-assessment:** This MEP should enable the LGSA and USAID management teams to systematically collect and analyze performance information to track progress toward USAID/Liberia's LGSA objectives and results.
- **Planning for early for performance management:** The foundations of the MEP have been planned for and developed since the design and issuance of the LGSA award. This development will help direct data review for performance measures, planning for development of data collection within project activities, and provide for adequate planning across components and within the donor community, among others.
- **Alignment with USAID's strategies and processes:** The MEP is developed based on the USAID/Liberia CDCS. Currently LGSA falls under DO 1: *More effective, accountable, and inclusive economic growth* and DO 2: *Sustained, market-driven economic growth to reduce poverty,* and within Intermediate Result (IR) 1.1: *Public resources managed more transparently and accountably,* IR 1.2: *Improved policies, models, and providers increase access to justice,* IR 1.4: *Civil society and media exercise their advocacy and oversight roles,* IR 2.1: *Food security enhanced,* IR 2.2: *Natural resources managed sustainably,* and IR 2.3: *Enabling environment supports private enterprise growth.* See Figure 3.1 for the LGSA Results Framework.
- **Performance-informed decision-making:** The MEP should be designed to inform and influence project decision-making and resource allocation.
- **Transparency:** To increase transparency, LGSA will conduct data quality assessments (DQAs), and the project will document any known limitations in the MEP and in DQA reports in the future.
- **Gender:** The MEP will capture sex-disaggregated data for LGSA wherever possible, and the LGSA team will use lessons learned on inclusiveness through regular M&E implementation to improve the design of interventions throughout implementation.
- **Youth:** The MEP will also capture differences in youth (defined by GOL as those between the ages of 15 and 35).
- **Communication:** The MEP should be designed to enable the communication of results achieved, or not attained, to advance organizational learning and to tell LGSA's story.
- **Cost effectiveness:** When selecting performance indicators, efforts have been made to streamline and minimize the data collection and reporting burden. Efforts must be made to ensure that only data useful for decision-making is collected. Data collection for each indicator will be reviewed with relevant stakeholders.

The LGSA MEP will serve as a clear guidance of how data is to be collected, the source of information, the responsible person(s), and how data will be analyzed and reported. Analyzed data will be used for program and management issues.

2.3 THEORY OF CHANGE AND IMPLEMENTATION LOGIC MODEL

The LGSA theory of change is that the establishment of more effective land governance systems and the implementation of a more comprehensive reform to improve equitable access to land and security of tenure will facilitate inclusive sustained growth and development, ensure peace and security, and provide sustainable management of the environment. LGSA interventions will strengthen the policy, legal, and regulatory framework for land governance; improve the functionality of land governance institutions; field-test and support phased implementation of key elements of the Land Rights Policy; and strengthen stakeholder engagement in land governance. Components 1, 2, and 3 will directly support these activities while Component 4 cut across all sections. Figure 3.1 demonstrates the LGSA Results Framework.

Component 1 will strengthen the policy, legal, and regulatory framework for land governance. As such, it furthers the land policy reform agenda currently led by the Land Commission. LGSA seeks to improve the quality of policies, laws, and regulations under development by ensuring that they are developed through inclusive processes driven by local stakeholders and informed by national and international evidence, practical experience, and recognized good practices, with particular reference to the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security. LGSA will have an effective consultative process that enables affected stakeholder groups and citizens, including civil society, the private sector, women, youth, and members of disadvantaged groups, to participate meaningfully in policy formulation and validation. In the Liberian context, this will require careful planning and facilitation to overcome logistical challenges, weak local institutions, and varying literacy levels.

Component 2 will improve the human and institutional capacity for land governance, contributing to the establishment of effective GOL land governance systems, and will further result in institutional reforms. Given the uncertainties regarding the future institutional arrangements for land governance, LGSA will be required to adjust activities and work planning in accordance with the developing institutional and policy landscape of land governance in Liberia.

Component 3 will implement field-based action research activities to develop and demonstrate key processes and generate recommendations on key decisions for the successful implementation of the Land Rights Policy, with a focus on the recognition of customary land rights. Interventions under this component will be undertaken under the auspices of the Land Commission or its successor institutional entity. Key processes include, among other things: community self-definition, establishment of representative legal entities, demarcation and registration of community lands, and dispute resolution within the customary land recognition process.

Component 4 will support a broader, more equitable stakeholder engagement in land governance at the national and local levels. Citizens, civil society, and the private sector can contribute to effective land governance in multiple ways. Informed and engaged citizens are better able to exercise their rights, access public services and programs, demand and monitor the equitable application of policies and laws, and peacefully advocate for change. CSOs can support capacity building, service provision, public information, and policy-relevant research in addition to their role in advocacy. Private sector engagement in the provision of land sector services such as surveying, land and natural resource valuation, and real estate legal and advisory services can expand access to services and improve sustainability. The LGSA will design and implement public information campaigns with broad outreach to disseminate key messages on land rights.

FIGURE 2.1. LIBERIA LAND GOVERNANCE SUPPORT ACTIVITY RESULTS FRAMEWORK
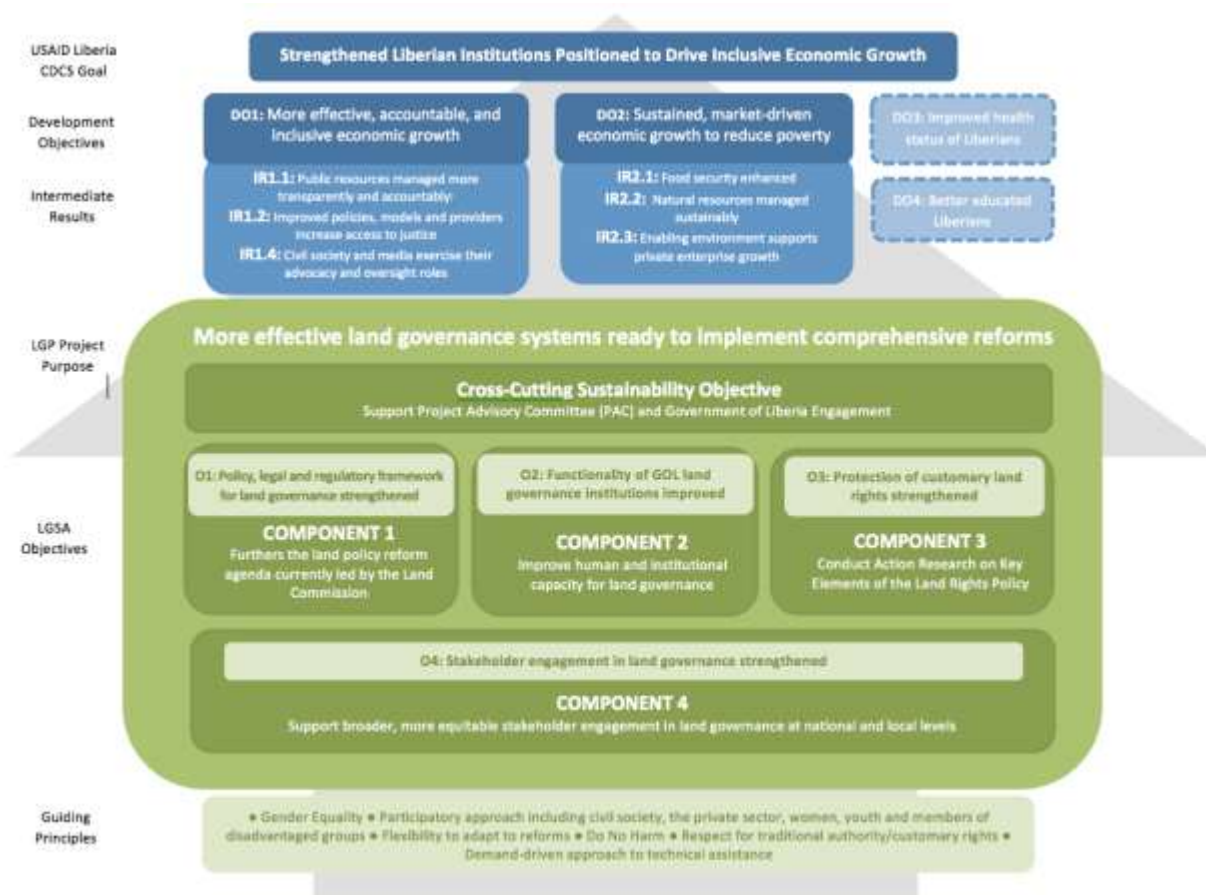
2.4 PLAN FOR ACTIVITY MONITORING AND EVALUATION

2.4.1 Monitoring and Evaluation Structures, Functions, and Capabilities

Given the size of the LGSA, Tetra Tech employs one M&E Specialist to support the project in Liberia. The M&E Specialist provides essential monitoring, evaluation, analysis, reporting, training, and coordination support to LGSA. The M&E Specialist will also advise and train GOL staff on data quality and data collection best practices, so that data received meets rigorous and verifiable data quality in accordance with USAID's standards and procedures. The LGSA M&E Specialist will work along with the Tetra Tech home office (HO) M&E Specialist to make sure all data collected are of high quality and are analyzed and presented properly. The LGSA M&E Specialist will collect reports from LGSA technical and GOL staff monthly or after the completion of any activity. The LGSA M&E Specialist will submit an analyzed report to the LGSA Deputy Chief of Party (DCOP) quarterly and annually. In accordance with the Liberia Monitoring and Evaluation Program (L-MEP), the LGSA M&E Specialist will ensure DQAs are conducted in a timely and thorough manner and provide other support activities and reporting according to USAID standards outlined in ADS 203. The Chief of Party (COP), DCOP, and the M&E Specialist will also make sure that all planned evaluations, either external or internal, are conducted with full LGSA cooperation.

2.4.2   Baseline Data Collection and Establishment of Targets

Baseline data is required for three LGSA indicators. The remaining 14 LGSA indicators have baseline values of zero, as they will measure progress of activities as a direct result of LGSA support.

Baseline data for Indicator 2.2, *Number of individuals seeking land administration services*, and Indicator 2.4, *Number of land transactions completed*, should be available by Q2 FY 2016 and will be determined in conjunction with the Land Commission and based on their records. Data for 2015 will be available from the Land Commission itself. To understand past trends, the project team will gather historical data for several years prior to 2015 from the GOL archive department. These data points will allow LGSA to determine trends in requests for services and the number of land transactions that have been completed prior to LGSA implementation. Once this baseline has been established, LGSA will be able to determine reasonable targets for each year and the life of activity (LOA).

Upon approval of the M&E Plan and selection of the LGSA pilot area, LGSA will undertake a baseline survey to collect data for Indicator 3.1, *Percentage of adults in pilot areas who report that their land tenure rights are secure*. A statistically significant sample will be surveyed in order to determine what percentage of adults feel their land rights are secure prior to LGSA work in those areas. Every other year, LGSA will re-administer the survey to determine the rate of change. Targets for this indicator can only be set once a baseline has been established.

There are two additional indicators for which targets cannot yet be set. Identification of the 45 LGSA communities must precede target setting for Indicator 3.3, *Number of households or organizations with formalized land rights as a result of USG assistance* and Indicator 3.4, *Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance*.

2.4.3   Data Quality and Flow: Data Sources, Collection, Management, Analysis, and Reporting

Every data point provided and reported to USAID will be backed up with supporting documentation that verifies the authenticity of our results. Tetra Tech fully understands the importance of the role that solid, verifiable, accurate, and timely data plays in project learning, transparency, and accountability. Understanding that USAID audits projects using their own methodology and system, LGSA will be proactive in managing data, ensuring the highest quality data possible. LGSA's M&E Specialist will provide routine data auditing. All performance indicator data results will be analyzed to assess the level of data quality, with the aim to identify where data quality can be strengthened. This is relevant given the fact that some project data, and subsequent results, come directly from stakeholders. If and when data quality issues are identified, the M&E Specialist will work with the COP, USAID, and Tetra Tech HO M&E staff to develop strategies to improve data collection and data validity. Internal data quality and auditing will be conducted every quarter for the project. LGSA will also cooperate with L-MEP on external DQAs as required by USAID ADS Chapter 203. The project will conduct the first DQA during Q1 of FY16 and we will examine the planned processes closely for data quality assurance against the ADS 203 defined standards for validity, reliability, precision, integrity and timeliness.

LGSA will collect its quantitative and qualitative data in a continuous and consistent manner throughout the life of the activity. Data will be gathered by the M&E Specialist and other key technical staff and grantees, who will ensure that it is valid and accurate, before entering it into the project's management information system (MIS), the electronic Project Observation, Reporting, and Tracking System (ePORT), and into L-MEP's Performance Indicators Database System (PIDS). Given the data needs of the project, data will be entered into a cloud-based spreadsheet that is used to track achieved results against targets. The performance indicators are the best metric to measure the achievements of the project. LGSA has designed systems that will ensure accurate, timely, and reliable capture of all data in a consistent way by developing data collection procedures, forms, a database, and a training program with the Land Commission (Land Coordination Center

Information Management System). The LGSA M&E Specialist will work with the Land Commission and Land Authority staff to monitor the information collected in the field. Assessment of the data management reporting system and verification of reported data against the five data quality standards of validity, integrity, precision, reliability, and timeliness will be key.

LGSA will produce periodic "Snap Shots" (previously referred to as Success Stories) using USAID standard templates and procedures (http://transition.usaid.gov/stories/submit.html).

To highlight project achievements, LGSA will use pictorials of field activities including but not limited to training, awareness raising, coaching, and dispute resolution process observation as supporting evidence in reports to USAID, the Land Commission/Land Authority and other stakeholders. The project will track all training events with sign-in sheets covering basic information on training duration, trainers, syllabi, and handouts. We will track participants at meetings, focus group discussions, etc., with sign-in sheets. This information will be summarized into themes and statistics and used for reports. Copies will be kept in the office of the M&E Specialist and sent to USAID for their respective records.

Electronic Project Observation, Reporting, and Tracking System (ePORT): LGSA's M&E system will allow for strategic use of data to assess performance against indicators and targets as well as the expected outcomes of activities. Tetra Tech's ePORT is an integrated M&E system that allows for seamless sharing of project data across various reporting mechanisms (L-MEP through its PIDS). Quarterly reports created through ePORT will be provided to USAID and key stakeholders such as dashboards and reports to demonstrate progress and facilitate feedback for improved coordination and performance of LGSA activities. This dynamic web-based portal will make national-level data and analysis available for both internal and a broad target audience (LGSA stakeholders, donors, provincial and district-level government officials, implementers, and civil society) through customized dashboards for easy access to information. In addition to reporting to GOL systems, LGSA will submit data to USAID's Development Data Library in machine-readable, non-proprietary formats in accordance with the Open Data Policy outlined in ADS 579.

FIGURE 2.2. ePORT DATA MANAGEMENT CYCLE

ePORT is a dynamic cloud-based performance monitoring tool that combines commercial technologies and straightforward systems that are secure yet flexible enough to be easily adapted to activity needs. As depicted in Figure 4.1, the ePORT system will enable quick and effective reporting to USAID/Liberia while facilitating learning and reporting through its ability to electronically capture a qualitative and quantitative snapshot of activities. In addition to mobile data collection, ePORT uses Google Apps for Business to harness the power of shared activity workspaces and web-based data collection forms. ePORT addresses three major functions necessary for effective activity monitoring and evaluation:

- **Activity Observation.** ePORT makes data collection (e.g., participant registration; activity tracking and surveys; household and knowledge, attitude, and practices [KAP] surveys; and post-training evaluation forms) more efficient and timely in remote areas with limited or no connectivity. LGSA technical specialists will be connected to the ePORT data reporting system and may use tablets and/or smartphones to submit key monitoring data, which will be verified and synced to reporting dashboards by the M&E Specialist in Monrovia.

- **Data Management.** Once synchronized, all data is viewable in real time by designated staff and stakeholders. Staff will regularly audit incoming data and work with the M&E Specialist in Monrovia and other technical staff and grantees to address gaps or concerns with information.

- **Reporting and Tracking.** Geo-referenced data is pushed seamlessly to a data visualization platform where simple yet effective maps, charts, and graphs can be used for reporting purposes. As shown in Figure 4.2, the ePORT reporting dashboard can be easily embedded in project websites and shared with stakeholders on a collaborative knowledge management platform.

FIGURE 2.3. EXAMPLE OF AN EPORT REPORTING DASHBOARD
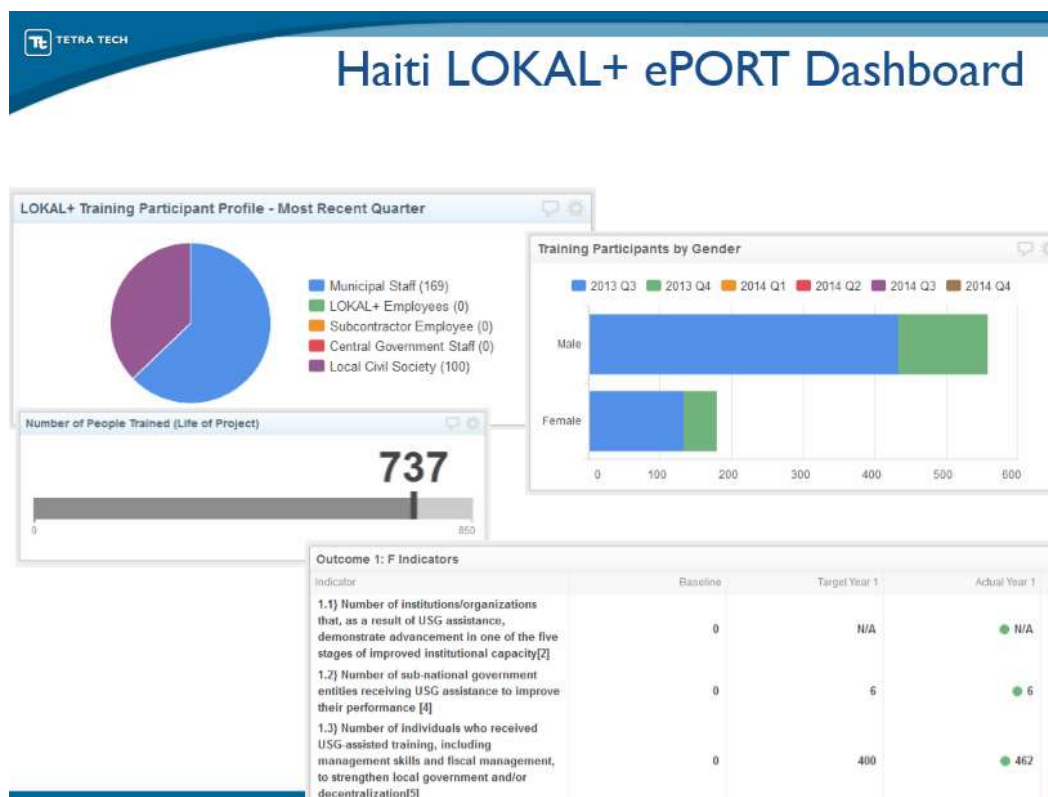
2.4.3 Schedule for Performance Monitoring Tasks

LGSA provides monthly, quarterly and annual reports to USAID. These reports present the LGSA's progress and challenges in measuring and meeting its performance indicator results. Quarterly and annual reports detail achievements to date, achievements during the last reporting period and the percentage of achievements (to date and per reporting period) against final targets.

TABLE 2.1. M&E TASKS, DELIVERABLES, AND RESPONSIBILITIES

Tasks	FY16				FY17				FY18				FY19				FY20			Responsible
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Submit final M&E Plan	●																			M&E Specialist
Develop IE design & sampling methodology w/USAID third-party evaluator (as identified)																				M&E Specialist/COP
Design and implement baseline in coordination with third-party evaluator (if feasible)		●	●	●																M&E Specialist
Customize ePORT system and train staff			●	●																M&E Specialist HO M&E
Develop Performance Monitoring and Reporting Dashboard			●	●																M&E Specialist /HO M&E
Draft M&E Section of Quarterly Report		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	M&E Specialist
Support development of Snap Shots			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	M&E Specialist /Communications
Draft M&E Section of Annual Report				●				●				●				●				M&E Specialist
Conduct Annual Gender Assessment							●				●				●					M&E Specialist
Facilitate M&E Session of Strategic Annual Review				●				●				●				●				M&E Specialist
Revise M&E Plan as needed							●				●				●					M&E Specialist
Annual Stakeholder Survey						●				●				●				●	●	Data Collection Firm
Coordinate with third-party evaluator to implement endline/final evaluation																	●	●	●	M&E Specialist /COP
Draft M&E Session of Final Project Report																		●	●	M&E Specialist
Conduct QC and QA		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	M&E Specialist
Conduct external DQA				●				●				●				●				M&E Specialist and LMEP
Conduct internal DQA			●				●				●				●					HO M&E
Conduct Internal Performance Evaluation		●		●		●		●		●		●		●		●				M&E Specialist /HO M&E
Hold Adaptive Management Meeting		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	M&E Specialist
Regular LGSA data collection		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	All

2.4.4 Plan for Internal/External Studies or Evaluations

The LGSA may require a third-party impact evaluation (IE), which will be scheduled in coordination with USAID and the entity hired to conduct the assessment. LGSA will cooperate fully and as needed to support this type of external evaluation.

Periodically, throughout the life of the activity, special studies will be undertaken to determine the results of various activities within LGSA. These studies will employ various quantitative and qualitative methods, as appropriate, in order to illustrate the change that is (or is not) occurring as a result of LGSA's work. Quick assessment surveys, key informant interviews and focus group discussions will be applied where appropriate.

These studies will allow LGSA staff to make better-informed decisions about future activities and could include, but are not limited to:

- Pre- and post-tests integrated into multi-day LGSA trainings to determine knowledge acquisition by trainees
- Focus group discussions and key informant interviews with LGSA trainees of key trainings, to determine use of newly acquired knowledge
- Quick impact assessment of Customary Land Rights implementation piloted activity

Lastly, stated above, L-MEP will conduct annual data quality assessments throughout the life of the activity. Notwithstanding, the LGSA M&E Specialist will conduct periodic internal data quality checks on all data sources. See Section 6.0 for a sample internal DQA checklist.

2.4.5 M&E Budget

Specific line items have been set aside in the LGSA budget to cover the cost of monitoring and evaluation of project activities. Table 4.2 highlights the short- and long-term labor as well as the general activity support costs associated with M&E oversight of LGSA activities and indicator targets.

TABLE 2.2. PROJECTED M&E BUDGET

Item	Total All Years
LGSA M&E Specialist	$120,000
DCOP M&E Oversight	$40,000
Tetra Tech Technical Pool	$12,000
General Monitoring Activities (trainings, travel, verification, DQAs, etc.)	$80,000
KAP survey and survey needed for Indicator 3.1	$150,000
Special Studies	$50,000
Total	$452,000

2.5   LGSA INDICATORS AND TARGETS

#	Type of indicator	Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	LOA target	Targets				
									Y1	Y2	Y3	Y4	Y5
Objective 1 (O1): Policy, legal and regulatory framework for land governance strengthened													
1	LTPR	**1.1:** Number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance	Legislation or regulations	Q1, Y2	Quarterly	Land agencies or LGSA implementing partners; copies of proposed, adopted or implemented pieces of legislation or regulations affecting property rights collected	0	12	2	3	3	3	1
2	Custom	**1.2:** Number of public consultations held regarding proposed policy, legal and regulatory reforms	Number of public consultations	Q1, Y2	Quarterly	LGSA Event Report, including photographs of the event, attendance information, and summary of event collected	0	36	6	9	9	9	3
3	LTPR	**1.3:** Number of individuals trained in land tenure and property rights as a result of USG assistance	Number of individuals	Q1, Y2	Quarterly	Completed participants attendance forms	0	1900	200	400	550	500	250
Objective 2 (O2): Functionality of GOL land governance institutions improved													

#	Type of indicator	Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	LOA target	Targets				
									Y1	Y2	Y3	Y4	Y5
4	LTPR	2.1: Number of land administration and service entities, offices, or other related facilities that the project technically or physically establishes or upgrades as a result of USG assistance	Number of land administration and service entities	Q1, Y2	Quarterly	Reports of technical or physical assistance provided submitted by LGSA consultants and technical staff	0	7	1	3	2	1	0
5	Custom	2.2: Number of individuals seeking land administration services	Number of individuals	Q1, Y2	Annually	Land agencies track and report this data to LGSA	TBD (LC records)	TBD	TBD	TBD	TBD	TBD	TBD
6	Custom	2.3: Number of individuals from land governance institutions who received Master's-degrees in land administration and governance as a result of USG support.	Number of individuals	Q1 Y2	Annually	Individuals receiving master's degrees will submit a brief report, including a copy of their completed degree	0	4	0	2	2	0	0
7		2.4: Number of land transactions completed	Number of land transactions	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	TBD (LC records)	TBD	TBD	TBD	TBD	TBD	TBD
	Objective 3 (O3): Protection of customary land rights strengthened												
8	FACTS	3.1: Percentage of adults in pilot areas	Percentage of adults	Q1, Y2	Biennially	LGSA Survey data	TBD	TBD	TBD	TBD	TBD	TBD	TBD

#	Type of indicator	Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	LOA target	Targets				
									Y1	Y2	Y3	Y4	Y5
		who report that their land tenure rights are secure					(BL survey)						
9	LTPR	3.2: Number of communities with relevant parcel information corrected or newly incorporated into an official land administration system as a result of USG assistance	Number of communities	Q1, Y2	Quarterly	Collected from LCCs or land agencies database monthly. Household members or organizations report to LCC with clear evidence of formalized land rights in hard copies and or electronic forms	0	40	0	0	5	15	20
10	LTPR	3.3: Number of households or organizations with formalized land rights as a result of USG assistance	Number of households or organizations	Q1, Y2	Annually	Reports collected from Land agencies. Household or organization reports to LCC with clear evidence of formalized land rights	0	TBD	TBD	TBD	TBD	TBD	TBD
11	LTPR	3.4: Number of disputed land and property rights cases resolved by local authorities,	Number of cases	Q1, Y2	Quarterly	Case files from the ministry data/land agencies/LCC/MOUs from Land	0	TBD	TBD	TBD	TBD	TBD	TBD

#	Type of indicator	Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	LOA target	Targets				
									Y1	Y2	Y3	Y4	Y5
		contractors, mediators or courts as a result of USG assistance				Coordination centers or land agencies							
12	Custom	3.5: Percentage of community governance entities implementing rules for the inclusion of women and youth	Percentage entities	Q1, Y2	Annually	Reports from LGSA technical staff, and bylaws submitted	0	90%	0	11%	31%	70%	90%
Objective 4 (O4): Stakeholder engagement in land governance strengthened													
13	Custom	4.1: Number of outreach materials on land tenure and property rights distributed through USG assistance	Number of outreach materials	Q1, Y2	Quarterly	Copies of outreach materials, reports and receipts from printing press and distribution lists collected	0	68	8	22	22	11	5
14	Custom	4.2: Number of public outreach activities on land tenure and property rights held with USG assistance	Number of public outreach activities	Q1, Y2	Quarterly	Reports including summary of each activity, with receipts, where appropriate, and distribution information collected	0	450	50	100	100	150	50
15	Custom	4.3: Number of new or existing private professional	Number of organizations	Q1, Y2	Quarterly	LGSA technical staff and implementing	0	9	1	2	3	2	1

#	Type of indicator	Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline (Source)	LOA target	Targets				
									Y1	Y2	Y3	Y4	Y5
		organizations of surveyors and other land related professions supported				partners submit reports including support provided							
16	Custom	**4.4:** Number of marginalized people who have access to land tenure and property rights services from land governance institutions	Number of marginalized people	Q1, Y2	Quarterly	Reports from LA/LC/LCC showing the marginalized group having access to service	0	225	25	35	45	55	65
17	Custom	**4.5:** Number of NGO's, CSO's and private sector organizations engaged in land tenure and property rights activities as a result of USG assistance	Number of NGO's/CSO's /private sector organizations	Q1, Y2	Quarterly	Reports and other supporting documents to include photographs, estimated attendance	0	25	5	5	5	5	5

2.6   DATA QUALITY ASSESSMENT CHECKLIST

Protocol/ Questions	Potential Issues	Data Quality Criteria					Assessment
		Validity	Reliability	Timeliness	Precision	Integrity	
1. Review the PIRS: does the indicator itself meet quality standards: Direct, Objective, Useful, Practical, Attributable, Timely, and Adequate?	Does not meet one or more of the indicator standards						
2. What pieces of reality (e.g., sources) were selected to use for data collection and how were they selected?	Selection/measurement errors						
3. If survey, how was the sampling frame designed and what was the margin of error?	Sampling error and/or sample size (large margin of error)						
4. How were the data born? Who was the midwife? How were they recorded? Were there multiple midwives? Trained? Same Method? Source documents available?	Methodology inconsistent across midwives. Data not consistent w/ source docs.						
5. For the prior measurement, were the same sources selected in the same way and were the birth process/midwives the same?	Methodology inconsistent across time						
6. What was the path for the data from birth to their role in life?	Transcription error						
7. For the prior measurement, was the path from birth to job the same?	Methodology inconsistent across time						
8. Were the data subjected to any mathematical calculations? If so, what were they?	Distortion						
9. For the prior measurement, was the mathematical calculation done the same way?	Methodology inconsistent across time						
10. Are copies of the protocols, tools, calculation formulas, etc. available for review?	Materials inconsistent with descriptions						
11. Did the data support decision-making? If so, who made what decision(s) and when?	Data not current						
12. Did the level of precision support the intended decision(s)?	Precision not trusted						

Protocol/ Questions	Potential Issues	Data Quality Criteria					Assessment
		Validity	Reliability	Timeliness	Precision	Integrity	
13. How often do(es) that/those decision maker(s) need the data?	Data not frequent enough						
14. Did the data support reporting? If so, what report(s) did they inform and when?	Data not current						
15. How often do (as) that/those report(s) need the data?	Data not frequent enough						
16. Are mechanisms in place as a check against integrity issues?	Integrity issues suspected						

Notes: The job description of a set of indicator data is to tell the most truth about whether a result is being achieved at the least cost when we need to hear it.

Validity: Do the data adequately represent performance? Data Validity includes Indicator Quality Standards. Does the indicator closely track the result it is intended to measure? Is it unit-dimensional and precisely defined (unambiguous)? Does somebody use it to make decisions or to inform a report? Is it a reasonable cost? Do Implementing Partner (IP) outputs have a logical/ causal effect on the data? Are data available when needed for decision making and current? Taken as a group, do the indicators tell the truth about the result?

Reliability involves repeated use of the same instruments and procedures.

Timeliness: Are data collected at the required frequency and are they current? Timeliness has to do with how well the data respond to decision/reporting needs.

Precision has to do with whether data have a sufficient level of detail to present a fair picture of performance and enable management decision making and/or reporting.

Integrity means data have not been compromised for political, personal or professional interests. It is very difficult to demonstrate issues of integrity as the burden of proof lies heavily upon the Assessor. However, informants may provide verbal accounts of manipulation.   In such cases the assessor(s) should ask the informant how the information could be presented in the report without causing personal risk to the interviewee. The assessor should also attempt to get documented evidence independently. Explore whether mechanisms are in place to prevent manipulation and if so, what are they? Examples might include cross-checks by several people of data at various stages of the life cycle. Two people might do the compilation/computation independently. Someone could do spot checks with key informants or data sources in the field.

2.7 PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS)

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.2: Improved policies, models and providers increase access to justice

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O1: Policy, legal and regulatory framework for land governance strengthened	

Name of Indicator: 1.1 Number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance

DESCRIPTION

Precise Definition(s): This indicator measures the number of specific pieces of legislation or implementing regulations that have been either proposed by LGSA, adopted, and/or implemented by GOL. Only those that affect property rights of the urban and rural poor will be counted under this indicator. LGSA expects to work on the Land Rights Act, the Land Authority Act, the Land Administration Policy, the Land Survey Act, the Land Taxation/Valuation Act, the Urban Land Management Policy, the Land Dispute Policy, Regulations under the Lands Rights Act, Regulations under the Land Authority Act, Regulations under the Land Administration Policy, Regulations under the Land Survey Act, Amendments to harmonize policies and laws and Draft policies and laws related to land tenure.

Calculation Model (if applicable): Count

Unit of Measure: Legislation or regulation (one as a unit)

Desired Direction: Upwards

Disaggregated by: Type [regulation or legislation]; Stage [proposed, adopted, implemented]

Geography: Nationwide

Rationale or Justification for Indicator: This indicator supports component 1 which is to strengthen the policy, legal and regulatory framework for land governance system and also fosters the land policy reforms agenda. When these legislations or regulations are proposed and subsequently passed into law, it will support weak land governance institutions and individuals' property and land rights.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Copies of proposed, adopted and/or implemented regulations or pieces of legislation are submitted by land agencies and LGSA implementing partners and kept in the project M&E Specialist's office

Data Source: Land agencies or LGSA implementing partners

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: Land agencies and LGSA M&E Specialist/COP

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP/M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: TBD

Known Data Limitations and Significance (if any): Possible delay in receiving updated laws or regulations

Actions Taken or Planned to Address Data Limitations (if any): Training of project staff and partners on how to collect the data and continuous monthly mentoring/supervision of data collection staff

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by type and stage

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: The political and historical land tenure situation in Liberia and a realistic legal and regulatory timeframe inform the agenda.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target –
	Baseline	**Target**	**Actual**	
FY2016	0	2		
FY2017		3		
FY2018		3		
FY2019		3		
FY2020		1		
LOA		12		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE:** 14 Nov 2015

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O1: Policy, legal and regulatory framework for land governance strengthened

Name of Indicator. 1.2: Number of public consultations held regarding proposed policy, legal and regulatory reforms

DESCRIPTION

Precise Definition(s): Public consultations are those open to all, and unrestricted in their attendance. Consultations here mean discussions, talks, conferences, meetings, sessions, etc. These consultations can be either held by or hosted in some way in connection with LGSA or should be related to the work that LGSA has done around the proposed policies, and legal and regulatory reforms. The topic of these consultations should be land tenure, customary land rights and property rights, or some related topic.

Calculation Model (if applicable): Count

Unit of Measure: Number of public consultations

Desired Direction: Upwards

Disaggregated by: Type of consultation [proposed policy, legal reform, regulatory reform]

Geography: Nationwide

Rationale or Justification for Indicator: To have more stakeholders, i.e., citizens, freely participating in the development of policies, and legal and regulatory reforms. It will help give people more understanding and voice to speak out on land and property rights issues.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Participants attendance will be taken, where feasible, on an LGSA attendance form and reports will be written by the LGSA Communications Specialist using the LGSA M&E template

Data Source: LGSA Event Report, including photographs of the event, attendance information, and summary of event

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LGSA Implementing partners with the LC/LA, and the LGSA Communications Specialist with input from the LGSA Land Lawyer

Individual Responsible at USAID: COR

Individual Responsible at Activity COP/ M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments. TBD

Known Data Limitations and Significance (if any): None to date

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed by type of consultation

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will review and submit a report to the COR quarterly

Review and Use of Data Analysis: COP will review and use the analyzed data for reporting and management decision making

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: The logic of having 36 consultations as an LOA target is because each policy, regulation or legislation will be open to the public for public discussions for at least 3 times in different locations. As such, 12 policies, legislations or regulations multiplied by 3 public consultations equal 36.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	6		
FY2017		9		
FY2018		9		
FY2019		9		
FY2020		3		
LOA		36		
THIS SHEET LAST UPDATED BY: Erika Dunmire			**DATE: 14 Nov 2015**	

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.4 Civil society and media exercise their advocacy and oversight roles**

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O1: Policy, legal and regulatory framework for land governance strengthened

Name of Indicator: 1.3 Number of individuals trained in land tenure and property rights as a result of USG assistance

DESCRIPTION

Precise Definition(s): This indicator measures the number of individuals trained through workshops or other formalized training on topics related to land tenure and property rights, through the efforts of LGSA. LGSA expects to train dispute resolution practitioners, surveyors, line agencies staff, local governance institution staff, Land Commission/Land Agency staff, the judiciary, school authorities, police, journalists, and members of NGOs/CSOs working in areas connected to land tenure, among others. Within this indicator there will be no double counting of attendees. Each individual will only be counted once, even if they attend multiple trainings. In order to capture sub-populations participating in LGSA training data will be reported by sex as well as age categories [18-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-+]

Calculation Model (if applicable): Count

Unit of Measure: Number of individuals

Desired Direction: Upwards

Disaggregated by: Date of birth; sex [female, male]

Geography: Project/activity implementation sites

Rationale or Justification for Indicator: Empowering individuals with skills related to land tenure and property rights will strengthen communities to more effectively deal with land issues as they arise

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Participants are required to register each morning during the period of the training on a specifically designed data collection tool (i.e., participant's attendant form).

Data Source: Technical staff who conduct trainings, implementing partners or Land Commission/Land agencies will be required to provide completed participants' attendant forms and training reports. These will be submitted to the M&E Specialist.

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: Trainers or implementing partners/contractors

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP/M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: TBD

Known Data Limitations and Significance (if any): Acquiring data from GOL land agencies, LGSA trainers and other implementing partners might pose some challenges due to data management limitations. Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant

Actions Taken or Planned to Address Data Limitations (if any): Training of data collectors on how to collect the data and continuous monthly or quarterly mentoring/supervision of data collection staff to correct any mistakes

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by sex and age category

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: The current targets set are LGSA's best estimates at this point in time. Since the status of the LC is undetermined, we expect the targets will need to be reviewed periodically and will likely change over the life of the activity to reflect the changing contextual dynamics.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	200		
FY2017		400		
FY2018		550		
FY2019		500		
FY2020		250		
LOA		1900		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE:** 14 Nov 2015

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.1 Public resources managed more transparently and accountably**

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O2: Functionality of GOL land governance institutions improved

Name of Indicator: 2.1: Number of land administration and service entities, offices, or other related facilities that the project technically or physically establishes or upgrades as a result of USG assistance.

DESCRIPTION

Precise Definition(s): This indicator measures the number of land administration and service entities (e.g. Land Coordination Centers, Land Commission and/or land agencies), offices, or other related facilities (e.g. Land Mines and Energy ministries) that LGSA provides support to through technical assistance, or through physical establishment or by the upgrading of their current facilities.

Calculation Model (if applicable): Count

Unit of Measure: Number of land administration and service entities (one as unit)

Desired Direction: Upwards

Disaggregated by Established vs. upgraded; technically vs. physically supported; geographical location [county]

Geography: Nationwide

Rationale or Justification for Indicator: Based on the limited resources at the land administration, other service entities and related facilities, and the numerous challenges they face which has contributed to low functionality, this indicator was selected to track upgrading or enhancements of support to GOL. As a result, this will help to increase functionality and productivity of services in land tenure and property rights in Liberia

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Copies of reports of technical or physical assistance provided are submitted and kept in the project M&E Specialist's office

Data Source: LGSA project reports

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LGSA M&E Specialist via LGSA consultants, DCOP and COP

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: TBD

Known Data Limitations and Significance (if any): None to date

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by established vs. upgraded; technically vs physically supported; geographical location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit a mid-term review report to the COR quarterly

Review and Use of Data Analysis: COP will use analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator. N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: LGSA will support 5 of local institutions in the counties/communities selected, and 1 at national level (Land commission or Land Agency) for a total LOA target of 6.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target –
	Baseline	**Target**	**Actual**	
FY2016	0	1		
FY2017		3		
FY2018		2		
FY2019		1		
FY2020		0		
LOA		7 (6 counties and 1 national)		
THIS SHEET LAST UPDATED BY: Erika Dunmire			**DATE: 14 Nov 2015**	

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O2: Functionality of GOL land governance institutions improved	
Name of Indicator: 2.2: Number of individuals seeking land administration services	

DESCRIPTION

Precise Definition(s): This indicator measures the number of individuals looking for or requesting assistance through land administration services. Services here would include land conflict resolution, deed registration, information on land agencies services and any land related issues.

Calculation Model (if applicable):.Count

Unit of Measure: Number of Individuals

Desired Direction: Upwards

Disaggregated by Type of service [Land conflict resolution, registration of deeds, etc.]; geographic location [county]; sex [female, male]; Date of birth

Geography: Nationwide

Rationale or Justification for Indicator: This indicator will help measure enhanced awareness of LTPR activities. One measure of the awareness campaigns will be an increase in requests for land administration services

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Copies of reports based on reviewed LC/LA/LCC ledgers of individuals seeking land administration services collected from land services agencies

Data Source: Land agencies track and report this data to LGSA

Frequency and Timing of Data Acquisition by USAID: Annually

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LC/LA and LCC

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by type of service, geographic location and sex

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit a report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator. N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline data for this indicator should be available by Q2 FY 2016. Baseline data is being sought through the LC based on their historical requests for services, prior to LGSA implementation. 2015 data will be available from the LC itself, and historical data, needed to understand past trends will be sought from the GOL archive department

Rationale for Targets: Targets will be set once actual baseline figures are available

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	TBD			
FY2017		TBD		
FY2018		TBD		
FY2019		TBD		
FY2020		TBD		
LOA		TBD		

THIS SHEET LAST UPDATED BY: Erika Dunmire | | **DATE: 14 Nov 2015** | |

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.2 Improved policies, models and providers increase access to justice**
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O2: Functionality of GOL land governance institutions improved	
Name of Indicator: 2.3: Number of individuals from land governance institutions who received Master's-degrees in land administration and governance as a result of USG support.	
DESCRIPTION	
Precise Definition(s): Number of individuals, both male and female, who completed course work and received Master's-degrees in land administration and governance at an accredited institution through LGSA support. This indicator will be reported based on the following age categories [18-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-+]	
Calculation Model (if applicable): Count	
Unit of Measure: Number of individuals	
Desired Direction: Upwards	
Disaggregated by: Sex [female, male]; type of masters; date of birth	
Geography: Nationwide	
Rationale or Justification for Indicator: To track the number of individuals supported to increase their overall capacity in land administration and governance at a masters level	
PLAN FOR DATA ACQUISITION BY USAID	
Data Collection Method: Individuals receiving master's degrees will submit a brief report, including a copy of their completed degree	
Data Source: Completion report, degrees and or other relevant documents from university at which the individual studied	
Frequency and Timing of Data Acquisition by USAID: Annually	
Estimated Cost of Data Acquisition: Included in specific activity budget	
Data Collected by: COP/LGSA M&E Specialist	
Individual Responsible at USAID: COR	
Individual Responsible at Activity: M&E Specialist	
Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)	
DATA QUALITY ISSUES	
Date of Initial/Previous Data Quality Assessment: 1st quarter year 2	
Date of Future Data Quality Assessments: N/A	
Known Data Limitations and Significance (if any): Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant	
Actions Taken or Planned to Address Data Limitations (if any): N/A	
PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING	
Data Analysis Method: Data will be analyzed on an quarterly basis by sex, age category of student and type of masters	
Responsible for Data Analysis: M&E Specialist	
Presentation of Data Analysis: Tables, graphs or charts in an excel sheet	
Reporting of Data Analysis: COP will submit a report to the COR quarterly	
Review and Use of Data Analysis: COP will use analyzed data for project review and management	
CHANGES TO INDICATOR	
Changes to Indicator. N/A	
Other Notes:	
PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)	
Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed	
Rationale for Targets: Based on the expressed needs of land governance institutions and considering the resources available in this grant, 4 persons were considered as the LOA target	

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	0		
FY2017		2		
FY2018		2		
FY2019		0		
FY2020		0		
LOA		4		
THIS SHEET LAST UPDATED BY: Erika Dunmire			**DATE: 14 Nov 2015**	

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.2: Improved policies, models and providers increase access to justice
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O2: Functionality of GOL land governance institutions improved	
Name of Indicator: 2.4: Number of land transactions completed	

DESCRIPTION

Precise Definition(s): This indicator measures the number of land transactions completed. Land transactions in this case could include property registry, depute resolution, etc. Completed here means concluded and agreed to by both parties, where appropriate. Those transactions that are still pending or still in progress would not be counted under this indicator.

Calculation Model (if applicable): Count

Unit of Measure: Number of Land transactions

Desired Direction: Upwards

Disaggregated by Type of transactions [property registry, dispute resolution, etc.]; geographic location [county]

Geography: Nationwide

Rationale or Justification for Indicator: To be able to track the completeness of services provided by land administration and services entities or related facilities, this indicator was selected to measure the completeness of services against the number of services registered during the period.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Copies of reports based on reviewed LC/LA/LCC documentation regarding transactions completed

Data Source: Land agencies track and report this data to LGSA

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LC/LA

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by type of transactions

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit a report to the COR quarterly

Review and Use of Data Analysis: COP will use analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator. N/A

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline data for this indicator should be available by Q2 FY 2016. Baseline data is being sought through the LC based on the historical number of land transactions that have been completed, prior to LGSA implementation. 2015 data will be available from the LC itself, and historical data, needed to understand past trends, will be sought from the GOL archive department

Rationale for Targets: Targets will be set once actual baseline figures are available.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	TBD			
FY2017		TBD		
FY2018		TBD		
FY2019		TBD		
FY2020		TBD		
LOA		TBD		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE: 14 Nov 2015**

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O3: Protection of customary land rights strengthened

Name of Indicator: 3.1: Percentage of adults in pilot areas who report that their land tenure rights are secure

DESCRIPTION

Precise Definition(s): This indicator measures the percentage of adults (18 years and older) in pilot areas who report that their land tenure rights are secure. Secure in this case will mean that they feel no one has tampered with their rights and/or the land in question has no disputes upon it either on a local community level or from those outside their community. This indicator will be reported along the following age categories [18-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-+]

Calculation Model (if applicable): Percent, where numerator = number of adults in pilot area who report their land rights are secure, extrapolated to the population, and denominator = population of area measured

Unit of Measure: Percentage of adults

Desired Direction: Upwards

Disaggregated by: Sex [female, male];Date of birth; ; geographic location [county]

Geography: Project implementation areas

Rationale or Justification for Indicator: To strengthen the protection of customary land rights and security, LGSA seeks to increase the percent of adults who report that their land tenure rights are secure due to numerous activities and support provided by the USG. To be able to measure the increase of people who reports that their land tenure rights are secure

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: A survey will be conducted using a vetted questionnaire that has been piloted prior to roll out. The survey will be administered to a statistically significant sample of the project implementation area

Data Source: LGSA Survey data

Frequency and Timing of Data Acquisition by USAID: Biennially

Estimated Cost of Data Acquisition: Estimated to be approximately $25,000 per iteration of survey. Actual costs TBD

Data Collected by: Trained enumerators overseen by LGSA M&E Specialist, GOL land agencies and LGSA implementing partners

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist/COP

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit), in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): Understanding and the use of survey tools by enumerators may be a challenge. Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant

Actions Taken or Planned to Address Data Limitations (if any): Training of enumerators including a practicum in which enumerators are observed administering the survey questionnaire

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed by sex, age category and geographic location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit report to the COR annually

Review and Use of Data Analysis: COP will use it the analyzed data for program improvement and reporting

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: A baseline value will be set once a baseline survey can be agreed to with USAID and then undertaken.

Rationale for Targets: Targets will be set once actual baseline figures are available

Year	Indicator values –			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	TBD			
FY2017		TBD		
FY2018		TBD		
FY2019		TBD		
FY2020		TBD		
LOA		TBD		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE:** 14 Nov 2015

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O3: Protection of customary land rights strengthened

Name of Indicator: 3.2 Number of communities with relevant parcel information corrected or newly incorporated into an official land administration system as a result of USG assistant.

DESCRIPTION

Precise Definition(s). This indicator measures the number of communities in the LGSA project area where relevant or appropriate parcel information has been corrected or fixed in an official land administration system. Communities can also be counted if parcel information has been newly incorporated or established into an official land administration system. Parcels in this case could mean lots, acres or hectares of land. An official land administration system is the GOL system for property registry.

Calculation Model (if applicable): Count

Unit of Measure: Number of communities

Desired Direction: Upwards

Disaggregated by: Geographical location [county]; parcel corrected vs. newly incorporated

Geography: Project selected sites

Rationale or Justification for Indicator: To measure the protection and security of customary land rights of rural communities as a result of USG assistance, this indicator is chosen to give donors and other stakeholders' information on the number of parcel information corrected or newly incorporated into an official land administration system.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Reports of number of parcels corrected or newly incorporated are collected from Land Coordination centers or land agencies database monthly. Household members or organizations reports to LCC with clear evidence of formalized land rights in hard copies and or electronic forms

Data Source: Land Coordination centers or land agencies documents

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LC/LA

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): Acquiring data from GOL land agencies might prove difficult due to staffing constraints and data management limitations

Actions Taken or Planned to Address Data Limitations (if any): Training of data mangers and continuous monthly mentoring/supervision of data staff

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed by geographic location and parcel corrected vs. newly incorporated

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs and charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: Forty is the LOA target because this project intends to be working in 45 communities and expects that approximately 85% to 90% of community land information will be incorporated or corrected.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	0		
FY2017		0		
FY2018		5		
FY2019		15		
FY2020		20		
LOA		40		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE: 14 Nov 2015**

Performance Indicator Reference Sheet		
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty	
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably	

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O3: Protection of customary land rights strengthened

Name of Indicator. 3.3: Number of households or organizations with formalized land rights as a result of USG assistance

DESCRIPTION

Precise Definition(s): This indicator will measure the number of households (families or homes) or organizations (groups or societies) with formalized (official or approved or certified) land rights

Calculation Model (if applicable): Count

Unit of Measure: Number of households or organizations

Desired Direction: Upwards

Disaggregated by: household vs. organization

Geography: Project target areas

Rationale or Justification for Indicator: In order to strengthen the protection of customary land rights and land security in Liberia, this project seeks to improve the number of households or organizations with formalized land rights as a result of USG assistant. This indicator will help track this

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Reports collected from land agencies such as land coordination centers (TBD) quarterly. Household or organization reports to LCC with clear evidence of formalized land rights

Data Source: LC/LA

Frequency and Timing of Data Acquisition by USAID: Annually

Estimated Cost of Data Acquisition: Included in activity budget

Data Collected by: LC/LA

Individual Responsible at USAID: COR

Individual Responsible at Activity COP/ M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments. N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed household vs. organization

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs and charts in an excel sheet

Reporting of Data Analysis: COP will review and submit a report to the COR quarterly

Review and Use of Data Analysis: COP will review and use the analyzed data for reporting and management decision making

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: Targets for this indicator cannot be determined until after the 45 LGSA target communities have been selected

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	**0**	TBD		
FY2017		TBD		
FY2018		TBD		
FY2019		TBD		
FY2020		TBD		
LOA		TBD		
THIS SHEET LAST UPDATED BY: Erika Dunmire		**DA TE: 14 Nov 2015**		

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.1 Public resources managed more transparently and accountably
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O3: Protection of customary land rights strengthened	

Name of Indicator: 3.4: Number of disputed land and property rights cases resolved by local authorities, contractors, mediators or courts as a result of USG assistance.

DESCRIPTION

Precise Definition(s): Land conflict related disputes resolved through the collaborative decision resources (CDR) mitigation approach by and with the involvement of third party. A case is considered resolved when the Land Coordination Center (LCC)'s records show that the status of the records has moved to the "resolved" category which in turn means the parties involved in the conflict have signed documentation acknowledging and agreeing on resolution of the conflict. When possible, cases will also be reported by the following age categories [18-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-+]

Calculation Model (if applicable): Count

Unit of Measure: Number of cases

Desired Direction: Upwards

Disaggregated by: Participant position [i.e., chief, community leader, etc.]; sex [female, male];date of birth ; geographic location [county]

Geography: Project implementation sites

Rationale or Justification for Indicator: To avoid customary land and land related insecurity in communities, this indicator was chosen to help track community leaders and or mediation practitioners resolve land conflict between people or communities using mediation technics as a result of USG support.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Review of LCC files, hardcopies and database

Data Source: Case files from the ministry data/land agencies/LCC/MOUs from Land Coordination centers or land agencies

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LC/LA

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP/ M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): Acquiring data from GOL land agencies might prove difficult due to M&E staff constraints and data management limitations. Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant

Actions Taken or Planned to Address Data Limitations (if any): Training of data mangers and continuous monthly and quarterly mentoring/supervision of data staff will be key.

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by participant position, sex, age category and geographic location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, charts or graphs in an excel sheet

Reporting of Data Analysis: COP will submit a report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: Targets for this indicator cannot be determined until after the 45 LGSA target communities have been selected estimated to be in Q3 or Q4 Year 1

Year	Indicator values – Baseline	Target	Actual	Explanation of Deviation in Comparison to Annual Target
FY2016	0	TBD		
FY2017		TBD		.
FY2018		TBD		
FY2019		TBD		
FY2020		TBD		
LOA		TBD		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE: 14 Nov 2015**

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	IR 1.2: Improved policies, models and providers increase access to justice
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O3: Protection of customary land rights strengthened	
Name of Indicator: 3.5: Percentage of community governance entities implementing rules for the inclusion of women and youth	

DESCRIPTION

Precise Definition(s): In this case, entities will include the Land Commissions, land agencies and/or ministries, the Land Coordination centers and community organizations. Implementing rules for the inclusion of women and youth means that rules have been established within the organizations to include women and youth and community governance entities have provisions for women and youth in their bylaws. Youth in Liberia is considered up to the age of 35.

Calculation Model (if applicable): Percent, where the numerator = number of community governance entities implementing rules for the inclusion of women and youth, and denominator = total number of community governance entities in LGSA project area.

Unit of Measure: Percentage of entities

Desired Direction: Upwards

Disaggregated by: Geographic location [county]

Geography: Nationwide

Rationale or Justification for Indicator: LGSA intends to have more community governance entities implementing rules that are increasingly inclusive, i.e., they include women and youth. This indicator will help to track LGSA work in this area.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Reports from LGSA technical staff and bylaws submitted

Data Source: Reports or documents from GOL or community entities implementing rules for inclusion of women and youth collected quarterly and reported annually

Frequency and Timing of Data Acquisition by USAID: Annually

Estimated Cost of Data Acquisition: As built in the project

Data Collected by: Land agencies or land coordination centers and LGSA technical staff

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP/M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any) N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on an annual basis by geographic location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit an annual report to the COR

Review and Use of Data Analysis: COP will use the analyzed data for reporting and project management decisions

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed. The baseline is zero because to date, there has no work on bylaws for community governance entities by any project

Rationale for Targets: We estimate that 5 out of the 51 entities will not implement inclusion rules. The total number of entities calculated for this indicator is 51 based on the fact that there are 45 communities in the project area, 5 at the county level, plus 1 at the national level. The project intends to have 46 (90%) of these institutions include women and youth in their governance structures throughout the LOA.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	0		
FY2017		11% (6/51)		
FY2018		31% (16/51)		
FY2019		70% (36/51)		
FY2020		90% (46/51)		
LOA		90% (46/51)		
THIS SHEET LAST UPDATED BY: Erika Dunmire			**DATE: 14 Nov 2015**	

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.4 Civil society and media exercise their advocacy and oversight roles**
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O4: Stakeholder engagement in land governance strengthened	
Name of Indicator: 4.1: Number of outreach materials on land tenure and property rights distributed through USG assistance	

DESCRIPTION

Precise Definition(s): Number of outreach materials, such as leaflets, t-shirts, stickers, brochures, caps, banners, scarves, etc. on land and property rights, distributed to individuals, entities or community members through USG assistance. USG assistance in this case can include payment by LGSA of materials and/or design of materials and messaging, assistance with distribution, etc.

Calculation Model (if applicable): Count

Unit of Measure: Number of outreach materials

Desired Direction: Upwards

Disaggregated by: Type of materials [leaflets, t-shirts, stickers, brochures, caps, banners, scarves, other]; potential outreach [number of people reached]

Geography: Nationwide

Rationale or Justification for Indicator: Outreach materials are one of the major ways to disseminate information in Liberia. This project seeks to produce and distribute outreach materials on LTPR to have more people/stakeholders informed and engaged in LTPR, thus strengthening LTPR in Liberia. This indicator will measure the number and types of material distributed

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Copies of outreach materials, reports and receipts from printing press and distribution lists collected

Data Source: LGSA Communications Specialist

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: As built in the project

Data Collected by: LGSA Communications Specialist

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP/M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any) N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by type of materials

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will submit a quarterly report to the COR

Review and Use of Data Analysis: COP will use the analyzed data for reporting and project management decisions

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: A LOA target of 68 is set as LGSA plans to have a broad range of materials to distribute to raise awareness on LTPR issues in Liberia.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	8		
FY2017		22		.
FY2018		22		
FY2019		11		
FY2020		5		
LOA		68		

THIS SHEET LAST UPDATED BY: Erika Dunmire   **DATE: 14 Nov 2015**

Performance Indicator Reference Sheet				
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty			
Name of Project Results Measured:	**IR 1.4 Civil society and media exercise their advocacy and oversight roles**			

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O4: Stakeholder engagement in land governance strengthened

Name of Indicator: 4.2: Number of public outreach activities on land tenure and property rights held with USG assistance

DESCRIPTION

Precise Definition(s): Public outreach activities in this case include workshops, meetings or public sessions where the primary objective of the event is to raise awareness and/or distribute materials regarding LTPR issues in Liberia. With USG assistance in this case means that LGSA hosts the event, pays for all or part of the event, and/or LGSA staff work on the event

Calculation Model (if applicable): Count

Unit of Measure: Number of public outreach activities

Desired Direction: Upwards

Disaggregated by: Type of outreach activities [workshops, meeting, public session, other]; Geographic location [county]; potential outreach [number of people reached]

Geography: Project target areas

Rationale or Justification for Indicator: Public outreach activities are a way of getting pertinent information to the public in an efficient way, and thus hopefully strengthening stakeholder's engagement in land governance. This indicator was selected to track the number of outreach activities to the public utilizing the media, brochures, leaflets, and other means of providing public information to the public.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Reports including summary of each activity, with receipts, where appropriate, and distribution information

Data Source: Reports on public outreach activities with supporting documents of public outreach activities on LTPR held with USG assistance collected monthly

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LGSA Communications Specialist

Individual Responsible at USAID: COR

Individual Responsible at Activity COP/ M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments. TBD

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by type of outreach activity and geographic location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs or charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will review and use the analyzed data for reporting and management decision making

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: A LOA target of 450 was set because the project intends to implement 10 different activities in 45 communities before the end of the project.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	**0**	**0**		
FY2017		**50**		
FY2018		**100**		
FY2019		200		
FY2020		100		
LOA		450 (10 different activities in 45 communities)		

THIS SHEET LAST UPDATED BY: Erika Dunmire | | **DATE: 14 Nov 2015** | |

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.4 Civil society and media exercise their advocacy and oversight roles**
Activity Purpose: More effective land governance systems ready to implement comprehensive reforms	
Name of Activity Result Measured: O4: Stakeholder engagement in land governance strengthened	
Name of Indicator: 4.3: Number of new or existing private professional organizations of surveyors and other land related professions supported	

DESCRIPTION

Precise Definition(s): In this case only private organizations, those not controlled by the GOL, that are professional organizations, groups or societies of surveyors and other land related professions, such as land use planners, lawyers, real estate agents, architects, land valuators and bankers, will be counted if they have been supported in some way through LGSA work. This support could include training, mentoring, facilitation of access to international organizations, creation of an organization where one did not exist before, etc.

Calculation Model (if applicable): Count

Unit of Measure: Number of organizations

Desired Direction: Upwards

Disaggregated by: Sex of owner [female, male]; New vs. existing

Geography: National

Rationale or Justification for Indicator: To have more stakeholders at all levels, including professionals, engaged in land governance strengthens overall efforts towards improving land governance systems in Liberia.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Receipts and or reports from LGSA or implementing partners will be submitted to the M&E Specialist

Data Source: LGSA or implementing partners

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: Included in specific activity budget

Data Collected by: LGSA technical staff and implementing partners

Individual Responsible at USAID: COR

Individual Responsible at Activity: COP / M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: N/A

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis. Data will be analyzed by sex of owner and new vs. existing

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs and charts in an excel sheet

Reporting of Data Analysis: COP will submit a quarterly report to the COR

Review and Use of Data Analysis: COP will use analyzed data project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: The LOA target is set at 9 as the project intends to support fewer organizations with deeper support versus many organizations with shallow support. More in-depth support is expected to ensure sustainability beyond the life of LGSA.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	1		
FY2017		2		
FY2018		3		
FY2019		2		
FY2020		1		
LOA		9		
THIS SHEET LAST UPDATED BY: Erika Dunmire		**DATE: 14 Nov 2015**		

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR 1.2 Improved policies, models and providers increase access to justice**

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O4: Stakeholder engagement in land governance strengthened

Name of Indicator: 4.4: Number of marginalized people who have access to land tenure and rights services from land governance institutions

DESCRIPTION

Precise Definition(s). Marginalized people, in this case includes women, youth, and persons with disabilities. Access in this case means they can reach land tenure services and be attended to for land tenure and rights services by land governance institutions. In this case, youth is defined as it is in Liberia, as those from 18 to 35 years of age.

Calculation Model (if applicable): Count

Unit of Measure: Number of marginalized people

Desired Direction: Upwards

Disaggregated by: Sex [female, male], type of marginalized group [women, youth, persons with disabilities]; Date of birth; geographical location [county]

Geography: Project selected sites

Rationale or Justification for Indicator: This indicator was chosen to track the strengthening of marginalized people (women, youth, persons with disabilities and etc.) to have equal rights and access to land governance and property rights entities that are implementing land tenure and property rights services.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Review of LCC files, hardcopies and database

Data Source: Case files from the ministry data/land agencies/LCC/MOUs from Land Coordination centers or land agencies

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: As built into the project

Data Collected by: LC/LA/LCC

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: TBD

Known Data Limitations and Significance (if any): Acquiring data from GOL land agencies might prove difficult due to staffing and data management limitations on their part. Establishing date of birth can be problematic and inexact especially with rural people. In some cases date of birth will be estimated by the participant

Actions Taken or Planned to Address Data Limitations (if any): Training of data mangers and continuous monthly mentoring/supervision of data staff.

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by sex, type of marginalized group and geographical location

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs and charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: 225 is set as LOA target because LGSA intends to have a steady increase in access for marginalized people over the life of the activity as services are strengthened and awareness is raised among citizens.

Year	Indicator values.		Actual	Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**		
FY2016	0	25		
FY2017		35		
FY2018		45		
FY2019		55		
FY2020		65		
LOA		225		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE: 14 Nov 2015**

Performance Indicator Reference Sheet	
Project Purpose:	**DO1:** More effective, accountable, and inclusive economic growth; **DO2:** Sustained, market-driven economic growth to reduce poverty
Name of Project Results Measured:	**IR1.4: Civil society and media exercise their advocacy and oversight roles**

Activity Purpose: More effective land governance systems ready to implement comprehensive reforms

Name of Activity Result Measured: O4: Stakeholder engagement in land governance strengthened

Name of Indicator: 4.5: Number of NGOs, CSOs and private sector organizations engaged in land tenure and property rights activities as a result of USG assistance

DESCRIPTION

Precise Definition(s). This indicator will measure the number of NGOs (nongovernmental organizations) and CSOs (community-based organizations) and private sector organizations, such as surveying organizations, engaged, involved or participating in land tenure and property rights activities. Engagement in this case will mean actively participating in activities such as through advocating, training others, working in the sector to help provided services or strengthening other players in the sector, etc.

Calculation Model (if applicable): Count

Unit of Measure: Number of organizations

Desired Direction: Upwards

Disaggregated by: Organizational reach [national, county, local]; type of organization [NGO, CSO, private sector organization]

Geography: National

Rationale or Justification for Indicator: Increased inclusion of NGO's, CSO's and private sector organizations in land tenure and property rights in Liberia will strengthen the sector overall, and will contribute to implementing needed reforms and ultimately providing increased services for Liberian citizens.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Reports and other supporting documents to include photographs, estimated attendance submitted to M&E Specialist

Data Source: LC/LA

Frequency and Timing of Data Acquisition by USAID: Quarterly

Estimated Cost of Data Acquisition: As built in the project

Data Collected by: LC/LA and LGSA technical staff

Individual Responsible at USAID: COR

Individual Responsible at Activity: M&E Specialist

Location of Data Storage: Data will be stored at LGSA office in Monrovia (M&E unit) , in the ePORT cloud-based M&E System, and on the L-MEP data management system (PIDS)

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: 1st quarter year 2

Date of Future Data Quality Assessments: TBD

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations (if any): N/A

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: Data will be analyzed on a quarterly basis by organizational reach and type

Responsible for Data Analysis: M&E Specialist

Presentation of Data Analysis: Tables, graphs and charts in an excel sheet

Reporting of Data Analysis: COP will review and submit report to the COR quarterly

Review and Use of Data Analysis: COP will use the analyzed data for project review and management

CHANGES TO INDICATOR

Changes to Indicator: N/A

Other Notes: N/A

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Baseline Timeframe: Baseline is zero therefore no baseline timeframe needed

Rationale for Targets: LGSA intends to work with 5 NGO's, CSO's or private sector organizations a year therefore the LOA target will be 25.

Year	Indicator values			Explanation of Deviation in Comparison to Annual Target
	Baseline	**Target**	**Actual**	
FY2016	0	5		
FY2017		5		
FY2018		5		
FY2019		5		
FY2020		5		
LOA		25		

THIS SHEET LAST UPDATED BY: Erika Dunmire	**DATE: 14 Nov 2015**

3.0 COMMUNICATIONS PLAN

The primary purpose of this plan is to serve as a guide for LGSA project personnel who play a critical role in reporting and communications processes. Section 3.1 contains a summary of the project reports, Section 3.2 is the Branding Implementation Plan and Marking Plan, and Section 3.3 summarizes project public information and awareness. The guidance below should assist staff in preparing for and realizing timely, efficient, and effective reporting and communications.

3.1 SUMMARY OF PROJECT REPORTS

3.1.1 Periodic Reports

Weekly

- **Weekly bullets (COB Friday):** Brief weekly listing of project plans/events/issues/items of interest for the coming week.

Quarterly

- **Quarterly reports (January, April, and July):** Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the upcoming period.

- **STARR IQC quarterly reports (January, April, and July):** Summary of accomplishments and upcoming plans excerpted from the LGSA quarterly reports, as required by USAID/Washington for the STARR IQC.

Annual

- **Annual reports (October):** A compilation of the information provided in the LGSA quarterly reports, serving as a scorecard of plans and accomplishments of the year.

- **Annual work plan (September):** An update to the inception report for the coming year, intended primarily for USAID, GOL, and LGSA staff, as well as other stakeholders.

3.1.2 Occasional Reports

Technical and Trip Reports

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

- Trip reports (as appropriate)

3.1.3 Guidance on Content and Process for Completion

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

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

1. As soon as possible, following completion of the technical assignment, Tetra Tech will provide USAID with a draft version of the technical report. As Draft, the document is submitted for informal review and comment on a general level, to ensure that USAID is kept up to date on project activities and has the opportunity to provide input regarding any major changes as needed. The technical writer will proceed to finalize the document, considering any comments received from USAID, as well as other inputs from technical reviewers as appropriate.

2. After addressing suggestions, Tetra Tech will submit a draft final report for USAID approval. USAID will provide final edits if deemed necessary within two weeks of submission, though it is hoped at the stage that few detailed edits would be needed.

3.1.4   Periodic Reports Tables

TABLE 3.1 QUARTERLY REPORTS

Overview	Scorecard of accomplishments of the past quarter against plans that had been in place, accompanied by a summary of plans for the period upcoming.
	For quarters that the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.
Due dates	January 15 (for period October 1–December 31)
	April 15 (for period January 1–March 31)
	July 15 (for period April 1–June 30)
	October 15 (for period July 1–September 30)
Submitted to	USAID
LGSA coordinator	COP
Content	• References to activities referenced in the Inception Report and Annual Work Plan activities
	• Activities planned and held during the quarter
	• Brief description of significant events that occurred during the reporting period
	• Status of each activity, any results achieved, and overall project progress, which includes significant and potentially significant financial and performance-related issues. This includes qualitative and quantitative descriptions of both completed and uncompleted activities.
	• Chart that represents progress accomplished versus scheduled completion date
	• Summary of problems, issues and means of addressing/correcting them. For each corrective action proposed, designate responsible parties and establish timeframe for completion of the action.
	• Summary of opportunities and constraints within the target institutions and the rule of law and anti-corruption sectors at large that warrant USAID/Liberia's attention, along with recommendations to USAID for related sector activities
	• Quarterly funds expended and a funding pipeline analysis
Appendices	• Accurate quantitative information on project specific performance indicators
	• Success story between 300 and 500 words, with four photos

	• Two-page project brief update that contains an overview, summary and status of activities/objectives, successes, challenges and future activities. Includes two photos and a text box highlighting significant narrative.
	• Media as applicable (links to videos, blogs, newspaper articles, etc.)
	• Table containing all home office and project staff names and email addresses, identifying new or departing staff
Internal LGSA process	• Component/activity leaders submit information to COP by the seventh day of the month.
	• COP reviews and submits to USAID by the fifteenth day of the month.
	• These should be simple, straightforward documents, and therefore not require the inputs of an information specialist.
	• USAID suggests revisions by end of third week in January, April, July, and October.
	• COP finalizes report.

TABLE 3.2 STARR INDEFINITE QUANTITY CONTRACT QUARTERLY REPORTS

Overview	Summary of accomplishments and upcoming plans excerpted from the LGSA quarterly reports, as required by USAID/Washington for the STARR IQC
	For quarters in which the Annual Report is due, the brief quarterly reports will be appendices to the Annual Report.
Due dates	January 15 (for period ending December 31)
	April 15 (for period ending March 31)
	July 15 (for period ending June 30)
	October 15 (for period ending September 30)
Submitted to	USAID
LGSA coordinator	COP
Content	• Key accomplishments from previous quarter
	• Major objectives for next quarter's activities and results
	Note: This is a subset of the information provided for the Quarterly Reports and the Annual Reports. The only difference between the reports is that the standard STARR Quarterly Report does not require appendices and only calls for simplified "key accomplishments" in the results section, rather than "milestones planned and present status."
Internal LGSA process	COP summarizes information submitted by activity leaders, and submits to Tetra Tech by the dates noted above.

TABLE 3.3. ANNUAL REPORTS

Overview	A compilation of the information provided in the LGSA Quarterly Reports, serving as a scorecard of plans and accomplishments of the past year
Due dates	October 15
Submitted to	USAID
LGSA coordinator	COP
Content	• Executive Summary on results achieved and challenges for next year.
	• Content required in Quarterly Reports (see Table 3.1)
	• Challenges and recommendations to consider for the following year
	• Milestones planned and present status, including key accomplishments
Appendices	• Quarterly report for last quarter
	• Annual cumulative results data and indicators presenting a quantitative comparison of project accomplishments to date vs. project benchmarks, M&E indicators and targets, and overall end of project objectives
	• List of all technical tasks, including specialist names, purpose and duration of consultation, achievements, and problems if encountered (if any)
	• List of all in-country courses and trainings organized and number of participants, with a gender disaggregation of training participants
	• Two success stories suitable for use by USAID and consistent with USAID guidance for success stories
Internal LGSA process	• Activity leaders combine Quarterly Report information, refine, and submit to COP by the October 7.
	• COP reviews and submits to USAID by October 15.
	• COP finalizes report with USAID inputs.
	• Tetra Tech Deputy Project Manager submits report to Development Experience Clearinghouse.

TABLE 3.4 ANNUAL WORK PLANS

Overview	An action plan for the year, intended primarily for USAID and LGSA staff, as well as other stakeholders
Due dates	September 1
Submitted to	USAID
LGSA coordinator	COP
Content	• By component:
	– Proposed activities for the given year and relation to contract results
	– Corresponding timeframe for implementation
	– Detailed budget for implementation
	– Information on how activities will be implemented in a collaborative and coordinated manner with implementing partners and other entities, if any
	– A review of the previous year's accomplishments, problems, and progress towards achieving contract results
	– Gantt chart for the coming year

Internal LGSA process	• Team workshop held at least three weeks prior to work plan due date.
	• In the week following team workshop, activity leaders prepare materials and submit to COP in format.
	• COP reviews and refines.
	• Information specialist completes editing and production.
	• Work plan is submitted to USAID by September 1.
	• USAID comments are received by September 14.
	• COP finalizes report.

3.1.5   Technical and Trip Reports

TABLE 3.5 TECHNICAL REPORTS

Due dates	30 days following completion of technical event
Submitted to	USAID
LGSA coordinator	Component/activity leaders
Content	• Concise executive summary (1–2 pages) focused on key findings and recommendations
	• Report body that highlights most important results that are relevant for stakeholders (no more than 15 pages)
	• Conclusions and recommendations
	• Appendices, to include:
	– Scope of Work with a brief summary of accomplishments for each assigned task
	– Schedule of activities
	– Persons met/consulted with
	– Technical information to support the main report body, as appropriate
Internal LGSA process	• Activity leader ensures that the SOW for implementer includes format guidelines for the report, including the components summarized above and the general branding guidelines. Activity leader gives the consultant/organization an electronic copy of the technical report formatting guide.
	• Activity leader ensures that the SOW for the implementer gives the implementer responsibility and time for incorporating edits and finalizing the report.
	• Technical implementer submits draft report to USAID via COP at debriefing prior to the end of the assignment.
	• Technical implementer submits report to activity leader within two weeks of completion of work, incorporating feedback from stakeholders as appropriate.
	• Activity leader edits report, and submits to COP. COP discusses with information specialist to arrange timing of receipt of report for final format editing.
	• COP finalizes edits, and gives to information specialist for final production (allow one week for format editing).
	• COP submits draft final to USAID within six weeks of consultancy.
	• USAID provides response within two weeks.
	• Implementer or COP incorporates USAID edits.

	• Tetra Tech Deputy Project Manager submits to Development Experience Clearinghouse

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TABLE 3.6 TRIP REPORTS

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Due dates	30 days following completion of trip
Submitted to	COP
LGSA coordinator	COP
Content	• Purpose/key results/observations/recommendations/ detailed notes attached (if appropriate)
Internal LGSA process	• Person traveling prepares report in standard format and submits to COP. • Trip report is saved in the LGSA shared files.

3.2 BRANDING IMPLEMENTATION PLAN AND MARKING PLAN

3.2.1 Branding Implementation Plan

How to Incorporate the Message. The USAID - LGSA project will use full branding and the USAID identity "From the American People" on materials and communications directed towards beneficiaries. The message "From the American People" will be incorporated into communications and materials directed towards beneficiaries.

How to Publicize the Program. Tetra Tech intends to publicize the USAID - LGSA project through a variety of communication tools including success stories, special events, project brochures, professional photography, and internet activities including webcasts and blast emails. The USAID - LGSA project's Communications & Outreach Specialist will periodically review this set of communication tools to introduce new and innovative ones, and adapt old ones to secure positive publicity, including accomplishments of the USAID - LGSA project.

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

- Primary audience: The primary audience for all materials and documents produced under this contract is USAID staff in Washington and in the field.

- Secondary audience: The secondary audience for materials and documents produced under this contract includes the Government of Liberia (national and subnational), private sector, non-governmental organizations, and contractors and donors working on issues of land governance.

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

Additional ideas to increase awareness that the American people support this program are: all staff, consultants, and subcontractors will be trained to include in each presentation, training, or other project activity a statement at the beginning of their meeting, training session, etc. that the technical assistance that they provide and the other program services are made possible as a result of assistance "From the American People." The USAID - LGSA project will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320.

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

Tools. The following communication tools will be used:

Press releases	As appropriate with USAID approval
Press conferences	As appropriate with USAID approval
Media interviews	As appropriate with USAID approval
Site visits	Yes
Success stories	Yes
Beneficiary testimonials	As appropriate with USAID approval
Professional photography	Yes
PSAs	As appropriate with USAID approval
Videos	As appropriate with USAID approval
Webcasts, e-invitations, last e-mails, or other internet activities	Yes

Key Milestones and Opportunities. The following key milestones are anticipated to generate awareness that the program is "from the American people". These milestones may be linked to specific points in time, such as at the beginning or end of a program, or to an opportunity to showcase reports or other materials. These opportunities for USAID - LGSA include, but are not limited to:

- Project launch,

- Holding training events

- Lessons learned/dissemination conferences,

- Publishing reports,

- Highlighting success stories,

- Promoting final or interim reports,

- Communicating program impact/overall results,

- Snapshots and lessons learned,

- Endorsements from local government bodies or agencies, or local organizations, and

- Project completion workshop.

Acknowledgements.

ACKNOWLEDGING USAID: The following acknowledgment will be included on external USAID - LGSA project publications and internal publications such as quarterly reports, as appropriate:

"This document was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech for the USAID - Land Governance Support Activity (LGSA) Project, [Contract No. AID-OAA-I-12-00032, Task Order No: AID-669-TO-15-00003]."

ACKNOWLEDGING THE LIBERIAN GOVERNMENT: All documents will follow USAID Branding Guidelines. If during the course of this program other major sponsors are involved, we will advise the COR of their involvement and request permission to include them as necessary.

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

Co-Branding with Other International Organizations. In such cases, the guidelines for co-branding will be followed, assuming the funding contributed is more than a token amount.

Tetra Tech proposes that both USAID and Namati's logo are included on the following Namati deliverables, on the grounds that they will include data and assessments beyond those that have been produced for USAID under this project.

Under Result 4.1 "Strengthen the policy, legal and regulatory framework for land governance"

- Reports, presentations and workshops to disseminate Namati research findings.

- Reports and presentations for policy makers outlining policy and legal options.

- Reports outlining necessary legal amendments to harmonize existing laws with new land policies and laws

Under Result 4.3 "Conduct Action Research on Key Elements of the Land Rights Policy"

- Completed site-based action research and field-testing activities

- Reports, presentations and workshops communicating findings and recommendations

- Practitioner manuals or handbooks

3.2.2   Marking Plan

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

Plan for Materials to be Produced. Table 3.7 outlines the types of materials that may be produced under the USAID - LGSA project. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and CO approval, as appropriate. Please note that marking is not required on items used as part of the administration of the contract, such as stationery products, equipment, and offices. The goal is to mark programs and projects, and not implementing partners. Thus, letterhead, name tags, business cards, equipment, and supplies are not subject to branding.

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

TABLE 3.7 MARKING PLAN FOR MATERIALS TO BE PRODUCED

Category	Type of Marking	Remarks
ADMINISTRATIVE		
Stationery products (administrative Business)	USAID standard graphic identity will not be used.	Pertains to letterhead, envelopes, and mailing labels
Stationery products (program related)	USAID standard graphic identity will be used.	Pertains to letters that accompany program materials
Business cards	USAID standard graphic identity will not be used on business cards. The contractor should use its own business cards but include the line	

Category	Type of Marking	Remarks
	"USAID - LGSA Project" on the business card.	
	Contractor business cards will include the wording "USAID Contractor."	
COMMODITIES AND EQUIPMENT		
Commodities	USAID Identity will be used	
Equipment	USAID Identity will be used	
Export Packaging	USAID Identity will be used	
PROGRAM, PROJECT, AND ACTIVITY SIGNS		
Office signs	USAID standard graphic identity will be used to mark project offices. The contractor will follow the US Embassy / Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Visible infrastructure projects (roads, bridges, buildings, etc.)	USAID standard graphic identity will be used to mark Visible infrastructure projects (roads, bridges, buildings, etc.). The contractor will follow the US Embassy / Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Temporary signs	USAID standard graphic identity will be used to mark temporary signs. The contractor will follow the US Embassy / Liberia signage templates.	Contractors must state when signage will be up and when it will be removed.
Permanent Plaque	USAID standard graphic identity will be used to mark permanent plaque.	
PUBLIC COMMUNICATION THAT ARE PRINT PRODUCTS		
Publications, reports, research results, studies, and evaluations.	The USAID identity will be printed on the cover of document. The design will follow guidelines for full branding.	
Brochures, leaflets, informational, and promotional materials	The USAID identity will be printed on the materials.	
Folders		
Success Stories	The USAID identity will be printed on the materials.	
Posters	The USAID identity will be printed on the poster.	
Banners and signs	The USAID identity will be printed on the materials.	
Print PSAs, newspaper supplements and other paid placements such as advertorials	The USAID identity will be printed on the materials.	
Advertisements about program events / activities	The USAID identity will be printed on the materials.	
Training manuals, workbooks, and guides.	The USAID identity will be printed on the cover of the documents.	
Press releases, fact sheets, media advisories	Contractors will use the US Embassy / Liberia template for press releases.	
Letterhead used for program-related purposes (invitations to events etc. not for contractor admin purposes)	The USAID identity will be printed on the materials.	
PUBLIC COMMUNICATIONS THAT ARE AUDIO, VISUAL, OR ELECTRONIC		
Web sites	The USAID identity will be prominently displayed	
Videos	The USAID identity will be prominently displayed	
CDs and DVDs	The USAID identity will be prominently displayed	
TV PSAs	The USAID identity will be prominently displayed	
PowerPoint and other program related presentations	The USAID identity will be prominently displayed	

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

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

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

Grants under contracts, when authorized in accordance with ADS 302, "USAID Direct Contracting" will be branded and marked like grants, and the policy directives and required procedures for branding and marking of assistance awards in section 320.3.3, and 22 CFR 226.91, apply. The contractor acknowledges that it is responsible for including branding and marking requirements for these grants in its BIP and MP, as part of its overall responsibility for managing grants under its contract.

3.3   PROJECT COMMUNICATIONS AND OUTREACH

3.3.1   Communications and Outreach Strategy

The primary goals of the LGSA Communications and Outreach Strategy are to:

- Inform the public on the purpose, steps, and timelines for legal reform of land legislation (i.e., the Land Act, land Authority Act);

- Share non-technical materials on draft regulations, policies and laws with the public through county-level workshops and public consultations;

- Promote clear understanding of the role and function of the Land Authority among national, county and community level stakeholders;

- Conduct a campaign targeting specific communities and neighboring communities to inform them about the customary land rights recognition implementation plan, expected pilot outcomes, and how they will be affected.

In all communications and outreach activities, LGSA will work in close consultation with the GOL and USAID.

3.3.2 Communications and Outreach Approach

While communications and outreach activities will be a mix of proactive and reactive outputs, LGSA's strategy envisages a predominantly proactive role. The overall approach will be to build citizens' trust in land authorities and processes being aided by LGSA, and promote a push toward a stable environment for long-term tenure security.

The strategy acknowledges the on-the ground realities in Liberia of high illiteracy and poverty and lack of accessibility in many areas of the regions of operation. However, these problems, instead of being a hindrance, provide room for creativity in delivering messages and building capacity through the use of traditional wisdom and methods, where appropriate.

In all its activities, the project will strive to give credit and ownership of its activities to the land authorities or local communities, thus putting a Liberian face on all achievements. To do this, LGSA will involve local groups to the largest extent possible through consultations on activity development, and where possible, engagement during implementation. The project's objective will be to give credit to the GOL, thus building trust and hope in the land authorities.

Almost all outreach activities will be preceded by quick assessment and followed by impact assessment. Where required, the activities will be reinforced with appropriate follow-up to ensure successful and persistent delivery of messages. During assessments or evaluations, the project will consult with local partners, involved local authorities/communities, and in case of bigger or national campaigns, USAID. Where required, LGSA will use focus groups or other structured methodologies. Prior to any campaign or standalone or multimedia roll-out, the project will establish justification for the medium and message.

Impact assessments will also follow similar methods, and will dictate modification, strengthening, or re-enforcement of the campaign(s). This will also serve to gauge the reactions of the targeted groups, and could serve to draw out lessons learned.

3.3.3 Medium of Delivery

At least one of the following three goals will be at the core of every activity: inform, educate, and motivate. Advocacy, social mobilization, encouragement of behavioral changes, and promotion of LGSA activities will be the thrust of outreach and external communications across all components.

The LGSA project target groups will include, but will not be limited to: beneficiaries in local communities and local administration; opinion makers, including village elders and traditional authorities; defined demographic groups such as youth, women, IDPs, and other vulnerable groups; senior government officials at the national and state levels; development workers; and broader national audience.

Depending on the target audience, region, activity, and aim, LGSA will use the following media and methods of dissemination. This list is indicative, and new, innovative methods might be improvised as the project progresses.

- **Radio**. In addition to PSAs, advertisements, and sponsored programming, avenues of infotainment such as radio drama and thematic shows can be employed.

- **Mobile theatre/video and audio vans**. These activities have been successfully used in the country by various international NGOs and projects. LGSA will incorporate these media in multi-faceted campaigns, or use them as a standalone activity, depending on need.

- **Traditional methods of dissemination**. Word-of-mouth plays a very important role in Liberia. An effort will be made to impress the importance and scope of LGSA on opinion makers in areas of operation. Cultural expressions—poetry, story-telling, and music—will be used as necessary.

- **Face-to-face dissemination**. This mode can be used in awareness campaigns through the deployment of outreach workers and can translate into direct access to administration for communities through facilitated fora, events and public functions, etc.

- **Celebrations**. Commencement or completion of larger sub-projects can inculcate a feeling of involvement among beneficiaries and give rise to a captive audience.

- **Illustrated material and publications**. Given the high rate of illiteracy, illustrated material has proved quite popular in Liberia. Publications can target other local development workers, officials, and opinion makers.

- **Success Stories/Snapshots**. Separate from reporting and providing write-ups on success stories, these products can greatly help to spread awareness and motivate communities.

   a. Apart from dissemination of success stories/snapshots through local/national news media, visits by local leaders/officials from other areas (where similar work could be useful) may further the aims of the project. Such facilitated visits would serve to motivate the visiting communities, while the beneficiary community would find more encouragement. These visits can further be extended to cover the entire country, including cross-county or state visits. These could help foster a stronger sense of national identity.

   b. Lessons learned and best practices evolving from LGSA activities or those of local partners will also play an important role in activities related to promoting success stories.

- **VIP visits and organized public events.** These can serve to boost morale, highlight activities, and encourage local administration and communities.

- **News media**. Through press releases and facilitated visits, the project will be promoted in, both, the local and national press.

- **Training and workshops**. As and where required, and/or mandated, outreach training will be delivered to local or state government bodies, departments, etc.

3.3.4   Component Specific Communications and Outreach

The LGSA Communications and Outreach Specialist will develop public information campaigns for project activities in collaboration with LGSA partners (Land Commission/Land Authority, Land Coordination Centers, PAC, etc.) and grantees. Working through these local land institutions will strengthen their accountability to the public and improve transparency. Campaigns will be launched upon adoption of the new Land Act, with updates through the life of project (Component 1); to share draft implementing regulations, policies and laws before county-level workshops and public consultations (Component 1); to inform stakeholders of the functions and responsibilities of the newly formed Land Authority (Component 2); to inform communities of the pilot customary land recognition process (Component 3); and to disseminate key messages on land rights (Component 4). In all cases, the team will meet with statutory and traditional authorities to enlist their support and reach out to women, youth, IDPs, or other vulnerable populations.

Each component will have specific media and outreach activities to support and supplement their tasks, including those elaborated in the SOW and this Inception Plan. In entirety, the outreach and external communication activities will build upon specifics in each to ensure synergy across the components. LGSA will develop a strategy of communicating sound environmental management to land administrators and other stakeholders from the GOL to the county level for activities under all components. The activities across the components would primarily aim to build confidence in local and national government and institutions among communities.

COMPONENT 1: STRENGTHEN THE POLICY, LEGAL AND REGULATORY FRAMEWORK FOR LAND GOVERNANCE

The Communications and Outreach Specialist will design a strategy for informing the public on purpose, steps, and timelines for legal reform. LGSA will conduct public information and awareness campaigns to inform citizens of legal and policy change and coordinate with other donor and government efforts.

COMPONENT 2: IMPROVE HUMAN AND INSTITUTIONAL CAPACITY FOR LAND GOVERNANCE

The Communications and Outreach Specialist will work with the Land Commission/Land Authority to develop training programs, workshops and other interventions that will increase awareness within the Government of Liberia of the content of the Land Rights Policy, Land Rights Law, and other legislation and understanding of the principles and guidelines for responsible land governance. Once the Land Authority is established the Communications and Outreach Specialist will support an awareness campaign targeting customers/stakeholders.

COMPONENT 3: CONDUCT ACTION RESEARCH ON KEY ELEMENTS OF THE LAND RIGHTS POLICY

The Communications and Outreach Specialist will work with stakeholders to craft a communication strategy and campaign specific to the customary land rights recognition process. Before the pilot activity begins, the Communications and Outreach Specialist will conduct a campaign targeting the selected community and neighboring communities to inform citizens about the Land Rights Policy, the customary land rights recognition process, expected pilot outcomes, and how they will be affected. The Communications and Outreach Specialist will also work with the field team to deliver simple, clear messages on objectives, timelines, and procedures for self-identification and dispute resolution prior to the pilots. Public forums will be held to inform communities of the pilot process; explain community member, committee, and field team roles; and outline procedures for registering claims, lodging conflicts, and resolving disputes.

LGSA will revisit the campaign after six months to evaluate its impact, and will revise the campaign as necessary. The team will meet with statutory and traditional authorities to enlist their support and reach out to women, youth, IDPs, and other vulnerable populations.

Using various media of delivery, as required in specific regions, the public outreach activities will:

- Help identify conflict intervention priorities;

- Help identify the core theme messages and consult with USAID and key local actors;

- Devise a local media campaign strategy that:

    a. Incorporates any relevant existing material;

    b. Identifies appropriate media (radio, PSAs, mobile theater, etc.);

    c. Involves state and local opinion-makers to maximize traditional dissemination; and

    d. Works with other donor-supported organizations to develop or reinforce existing critical messages and results;

- Reinforce any progress made, objectives achieved, and pilot prototypes;

- Assess impact of media campaigns to draw out lessons learned; and

- Profile success stories.

COMPONENT 4: STRENGTHEN CIVIL SOCIETY, PRIVATE SECTOR, AND CITIZEN ENGAGEMENT IN LAND GOVERNANCE

The Communications and Outreach Specialist will work with the Land Commission/Land Authority to design and implement public information campaigns with broad outreach to disseminate key messages on land rights. These campaigns will be implemented in support of the messaging around the land legal framework (Component 1) and the community-specific customary land rights recognition (Component 3). LGSA will revisit the campaign after six months to evaluate its impact, and will revise it as necessary.

COMPONENT 5: SUPPORT PROJECT ADVISORY COMMITTEE FUNCTIONING AND GOVERNMENT OF LIBERIA ENGAGEMENT

An inter-partner communications plan will be established to enable the exchange of project information with the GOL. Regular meetings and feedback sessions will be scheduled so as to ensure open collaboration between LGSA staff, USAID, GOL and project partners.

3.3.5 Areas of Collaboration

As other organizations are already utilizing communications and outreach strategies to inform people throughout Liberia of their land rights, the contents of the Land Policy, Draft Land Rights Act, and conflict resolution methods, LGSA will collaborate with other organizations and players (e.g., international and local NGOs such as Parley, SDI, and UN-HABITAT, UN, line ministries, and elected and unelected bodies) to leverage existing outreach and media activities.

3.3.6 Outreach Tools

TABLE 3.8 SUCCESS STORIES/SNAPSHOTS

Due dates	Ongoing, at least two annually
Submitted to	USAID
LGSA coordinator	Communications and Outreach Specialist
Content	One format option:
	• Title
	• Narrative
	• Quote
	• Picture, picture caption, photographer's name
	Note: Success stories can be prepared in any of the USAID standard formats for public outreach. See USAID web site (www.usaid.gov/branding/branding.html) for format and content variations.
Internal LGSA process	• Activity leaders recommend best practices and lessons learned when providing inputs for each Annual Report.
	• COP reviews and recommends those that should be expanded as standalone documents.
	• Technical writer works with activity leader to develop a standalone success story document.
	• Information specialist ensures that the success story is in proper USAID format.
	• COP submits to USAID.

TABLE 3.9 MEDIA EVENTS

LGSA coordinator	Communications and Outreach Specialist
Internal LGSA process	• COP seeks approval from USAID and GOL to organize a media event.
	• COP contacts the USAID Media/Public Relations (PR) Specialist on an as-needed basis.
	• USAID seeks approval from the Public Affairs Officer (PAO).
	• Media/PR Specialist organizes media event.

TABLE 3.10 PRESS RELEASES

Table 6.10 Press Releases	
LGSA coordinator	Communications and Outreach Specialist
Internal LGSA process	• Communications and Outreach Specialist forwards press release to COR for clearance, ensuring attribution to USAID. At the time of forwarding, LGSA indicates whether the project is requesting the PAO to issue the release, or simply to approve the release.
	• PAO approves release
	• PAO (or TBD) issues the release.

TABLE 3.11 BROCHURES, POSTERS, OF OTHER PRINTED MATERIALS

Table 6.11 Brochures, Posters, or Other Printed Materials	
Submitted to	Public as appropriate
LGSA coordinator	Communications and Outreach Specialist
Content	Clear and accurate summaries of vision, context, activities, etc., as appropriate
Internal LGSA process	• Develop project brochures or posters.
	• Obtain USAID approval before release to the public.
	• Communications and Outreach Specialist ensures that appropriate materials are available for public to acquire an overview of the USAID project whenever there are significant project-related events and stakeholder gatherings.

4.0   DEPLOYMENT PLAN

4.1   DEPLOYMENT SCHEDULE

Upon LGSA contract signing, Tetra Tech contacted the three key personnel outlined in the contract. The Home Office contracted the LGSA Office Manager, Ms. Malinda Coleman Woodson to begin project start-up in Monrovia, identifying potential office space, and facilitating the opening of a project bank account and other administrative tasks so that the team could hit the ground running upon arrival. Chief of Party (COP) Dr. Mark Marquardt and Deputy Chief of Party (DCOP) Ms. Zyck Baggett mobilized within one month of contract signing.

Tetra Tech Project Manager (PM) Ms. Megan Huth and Deputy Project Manager (DPM) Mr. David Felson also arrived in Monrovia from the home office within a month of contract signing to assist the COP, DCOP and team members with inception plan drafting, Year 1 work plan development, staff recruitment, project vendor set up, and equipment purchasing.

Mr. Ivan Ford, Land Governance Advisor, had a prior work commitment and will travel to Monrovia in November 2015 for approximately four weeks. He assisted the team in reviewing the Year 1 work plan before he officially arrived in-country. Mr. Ford will travel intermittently to Monrovia as previously identified in Tetra Tech's technical approach, spending approximately 75% of his time in-country as appropriate. Mr. Ford's second trip is scheduled for early 2016, with subsequent trips made intermittently through-out 2016 in support of LGSA activities.

An M&E Specialist, Office Manager and Financial Manager were identified at the proposal stage and were brought on board within the first two months. Other staff identified but not fully negotiated at the time of proposal submission will be hired on a rolling basis once the project has a need for their services. Advertisements have been placed in the newspaper and interviews have begun for Namati's Community Engagement Specialist, and Tetra Tech's Communications and Outreach Specialist and Gender and Land Specialist.

4.2   STAFFING PLAN

FIGURE 4.1. LGSA ORGANIZATIONAL STRUCTURE
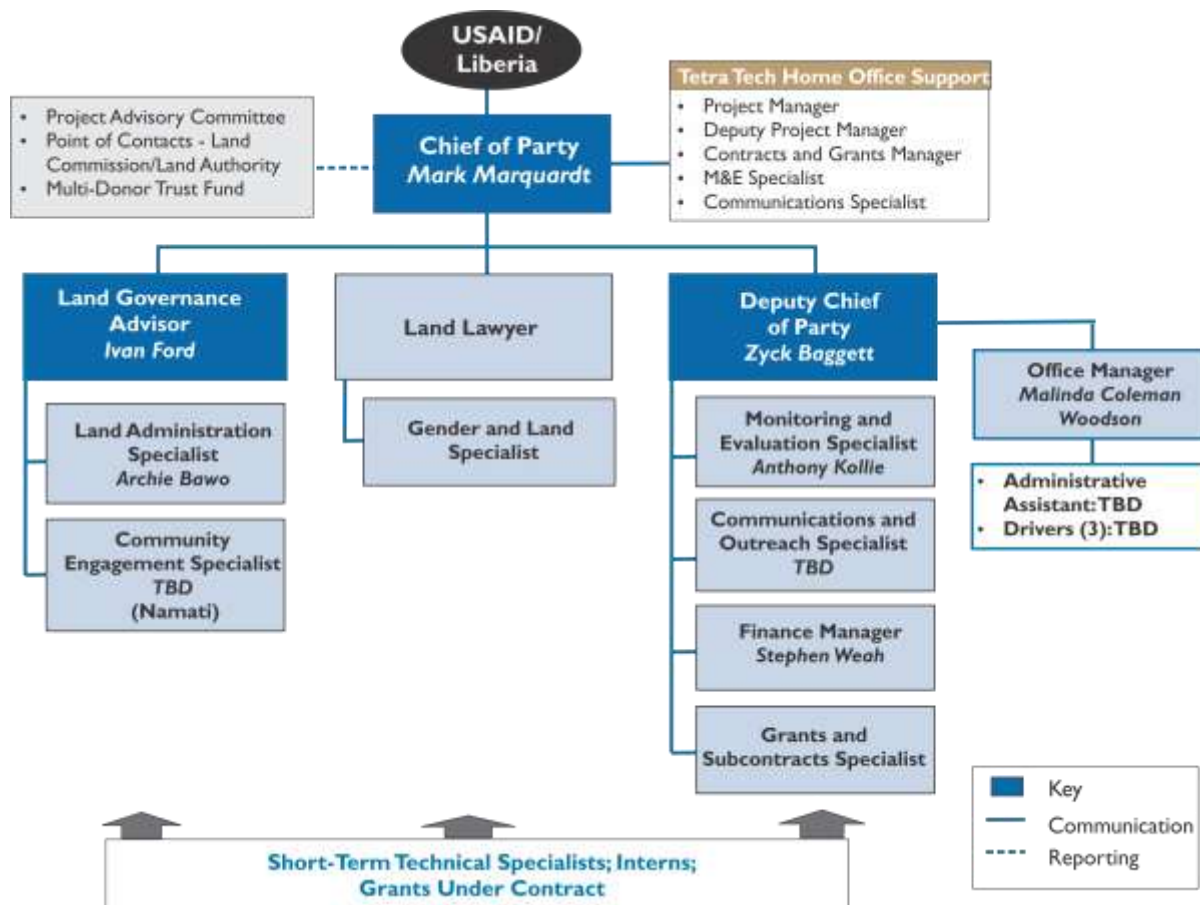
4.2.1   LGSA Key Personnel

1. Chief of Party: Dr. Mark Marquardt will support the GOL in their work at the national level on policy and capacity building. Dr. Marquardt will provide oversight for the entire LGSA project, delegating the technical oversight of project activities to other key personnel as appropriate.

2. Deputy Chief of Party: Ms. Zyck Baggett will oversee the administrative and financial functions ensuring the efficient and effective running of the project in line with USAID and Tetra Tech policies and regulations. She will also provide oversight for the M&E, grants and communications and outreach activities, with technical guidance from the COP and Land Governance Advisor.

3. Land Governance Advisor: Mr. Ivan Ford will support the GOL in their transition to the Liberia Land Authority, providing land administration and institutional capacity building technical assistance. He will adhere to a specialized schedule over the first three years of the project, being in Liberia on average for three months at a time, with flexibility as needed. This will enable Mr. Ford to mentor the Liberian Land Administration Specialist, Archie Bawo, to take over as LGA in Year 4. He will remain available as a short-term consultant for the remainder of the project.

4.2.2   LGSA Management and Advisory Team

The following staff positions were identified in Tetra Tech's proposed technical approach and confirmed during project start-up:

1. Office Manager: An Office Manager was identified and approved and began in late August 2015. The Office Manager is responsible for the day-to-day management of the LGSA office.

2. Finance Manager: A Finance Manager was identified and approved and began in early October 2015. The Finance Manager is responsible for the management of the LGSA finances.

3. M&E Specialist: An M&E Specialist was identified and approved and began in mid-September 2015. The M&E Specialist ensures that data generated from activities and interventions are reliability, accurately, and collected in a timely manner.

4. Land Administration Specialist: A Land Administration Specialist was identified and approved and began in mid-October. The Land Administration Specialist is responsible for overseeing all aspects of field implementation related to land governance and administration in collaboration with the Land Governance Advisor. He will also work to strengthen private professional organizations of surveyors and land professionals.

5. Grants and Subcontracts Specialist: A Grants and Subcontracts Specialist will be identified to assist with the administration of all project grants and is the point of contact for all subcontracts.

The following positions were advertised in September and will be filled by the end of 2015:

6. Administrative Assistant: An Administrative Assistant will join LGSA in October and, with the Office Manager, will carry out project administrative and logistical tasks.

7. Community Engagement Specialist: A Community Engagement Specialist will be identified by Namati to assist with field activities, specifically around Component 3's customary land rights recognition process. The Community Engagement Specialist will liaise with local partners SDI, Parley and others as identified to build technical and administrative skills. This position will likely not be filled until early 2016.

8. Communications and Outreach Specialist: A Communications and Outreach Specialist will be identified to assist with overall LGSA communication needs, as well as with public outreach campaigns for the project activities.

9. Gender and Land Specialist: A Gender and Land Specialist will be identified to support the integration of gender-aware approaches in the implementation of project activities, specifically legal reform and customary land rights recognition. The Gender and Land Specialist will work with the COP, Land Governance Advisor and other team members to ensure that project approaches strengthen the inclusion of women, youth and minorities.

10. Land Lawyer: A Land Lawyer will be identified to assist with the implementation of the consultative process for legal reforms, disseminating public information on proposed reforms, and providing advisor support to land policy development in collaboration with the Land Commission/Land Authority and project partners.

11. Drivers: Drivers will be identified once project vehicles are procured.

4.2.3 Tetra Tech Home Office Backstopping Team

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

1. Project Manager (PM): Ms. Huth provides overall technical and management supervision and coordination for the LGSA project. The PM works directly with the COP to assure smooth functioning of the project but also liaises directly with the USAID clients.

2. Deputy Project Manager (DPM): Mr. David Felson provides daily home office project support to LGSA and works directly with the project's DCOP, Office Manager and Finance Manager.

3. M&E Specialist. Ms. Carolyn Ramsdell will provide periodic technical support to design and implement the Monitoring and Evaluation Plan (MEP).

5.0   ACTIVITIES TIMELINE

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.2 Support Project Advisory Committee and GoL Engagement [1]																												
1.2.1 Establish Project Advisory Committee																												
Establish PAC				█																								
Meet with PAC						█						█		█		█		█		█		█		█		█		█
1.2.2 Serve as Secretariat to Host Meetings and Facilitate Exchange of Information																												
Attend Land Coordination Working Group			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Host seminars at LC/LA																												
1.2.3 Support Capacity Development and Engagement in LGSA Activities																												
GOL participation in LGSA activities		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Support WLRTF		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
1.3 Component 1: Strengthen Policy, Legal and Regulatory Framework for Land Governance																												
1.3.1 Provide Advisory and Demand Driven Support to Land Policy Development																												
Assist with promulgation of Land Rights Act and Land Authority Act	█																											
Input and collaboration around Land Rights Act and constitutional reforms processes as relevant to women's land rights		█	█	█	█	█	█	█	█	█																		
Finalize Land Administration Policy		█	█																									
Legal mapping - track pieces of legislation in all sectors, need for mods						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█						

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[1] The Activities Timeline begins with 1.2 in order to reflect the numbering of activities in the Year One Work Plan in Section 1.

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Monitor GOL policy and legal development processes that may have implications on customary land documentation/recognition			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Draft Land Rights Law regulations						█	█	█																				
Participatory consultative process for LRL regulations															█	█												
Draft Land Authority Act regulations						█	█	█																				
Participatory consultative process for LA regulations															█	█												
Attend/support task force meetings			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
STTA to review policies/laws/regs.			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
1.3.2 Conduct and Disseminate Policy Research and Analysis																												
John Bruce update *Reform of Liberia's Civil Law Concerning Land* document				█																								
Set action plan with priorities with LC/LA					█												█											
Host workshop to disseminate findings, discuss next steps to get buy-in from broader group of stakeholders						█											█											
Link with PAC priorities and donor activities					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Landesa update and deepen the *Women's Land Rights Study*		█	█																									
WRI will host a Liberian Fellow										█					█			█				█						
Conference on Implementation of the National Land Rights										█						█			█								█	
1.3.3 Develop and Disseminate Public Information on Proposed Reforms																												
Draft communications and outreach strategy (1.6.1)					█	█																						

Tasks	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				Year 1									**Year 2**				**Year 3**				**Year 4**				**Year 5**			
Design and carry out community consultations on how to effectively implement Land Rights Act				X	X	X	X																					
Public information campaigns on land reforms (1.6.1)								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
1.4 Component 2: Improve Human and Institutional Capacity for Land Governance (Improve Functionality of Land Governance Systems)																												
1.4.1 Support Master's-Level Training of GOL Land Governance Institutions																												
Develop criteria for selection of four candidates					X	X																						
Support four Masters students													X	X	X	X	X	X	X	X	X	X	X	X				
Identify/send Liberian land specialists to participate in Landesa's six-week intensive Visiting Professional Program						X							X				X											
1.4.2 Support Decentralized Management and Institutional Capacity Development Including Training																												
Conduct organizational audit of decentralized land governance institutions					X	X												X								X		
Draft capacity development plan, defining roles and responsibilities for each county-level institution							X																					
Establish protocol agreement for each institution supported, outlining training, equipment, and refurbishment of facilities								X																				
County-level institutional training (LRL, roles and responsibilities, dispute resolution, outreach, and women's land rights)									X	X		X		X				X				X				X		
1.4.3 Increase Awareness and Capacity of GOL Land Governance Institutions																												
John Bruce establish training program on responsible land governance for LA transition team						X																						

Tasks	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				Year 1										Year 2				Year 3				Year 4				Year 5		
Hold workshops on concepts of responsible land governance, contents of the land legislation, and the roles and responsibilities of each organization.							■	■	■	■	■	■																
Once LA established, reconfigure trainings to include newly defined roles and responsibilities and performance goals													■	■	■	■												
Provide or refurbish equipment for customer service facilities																	■											
1.4.4 Develop Business Plan for Liberia Land Authority and Support Institutional Transition and Establishment of Management Systems for Sustainability																												
Conduct organizational audit to assess and strengthen capacity of land governance institutions to be integrated into LA					■	■												■								■		
Draft preliminary institutional transition plan						■																						
Host workshop to develop vision for LA							■																					
Draft organization plan, including organizational chart							■																					
Draft human resources strategy, including number and types of staff							■																					
Draft position descriptions, including responsibilities, training, and technical skills necessary								■	■																			
Draft compensation schedule based on clear standards								■																				
Draft procurement plan									■	■																		
Develop business plan to analyze services to be delivered, identify potential clients, evaluate financial									■	■	■																	

Tasks	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
									Year 1				**Year 2**				**Year 3**				**Year 4**				**Year 5**			
sustainability and impacts of institution, and elaborate service delivery models and fee structures									▪	▪	▪																	
Train LA staff on management, technical areas as identified in capacity assessment									▪	▪	▪	▪	▪	▪	▪	▪	▪	▪										
1.4.5 Support Public Outreach and Awareness																												
Develop awareness campaign to inform government, private sector and civil society stakeholders on transition of land governance entities under one institution									▪	▪	▪	▪																
Implement public awareness campaign on changes in institutional responsibilities and methods for accessing land services													▪	▪	▪	▪												
1.5 Component 3: Conduct Action Research Supporting Land Rights Policy (Strengthen Customary Land Rights)																												
1.5.1 Develop Learning Agenda for Customary Land Rights Implementation																												
Inventory existing customary land rights activities		▪	▪																									
Conduct impact assessments on select customary land rights activities				▪	▪	▪	▪	▪																				
Meet with LC to prioritize action research topics		▪	▪																									
Meet with GOL representatives and CSOs to prioritize action research topics		▪	▪																									
Facilitate customary land rights research workshop			▪																									
Finalize action research topics			▪	▪																								

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conduct 5 - 10 action research studies				X	X	X	X	X	X	X	X	X	X	X	X	X												
Share lessons at LGSA's annual Conference on Implementation of the National Land Rights											X					X			X				X					X
Finalize learning agenda and site-based action research agenda and field testing strategy for customary land rights implementation												X																
1.5.2 Develop, Field Test & Revise Processes for Customary Land Rights Implementation																												
Establish initial site selection criteria for 45 pilot customary land rights recognition communities					X	X																						
Hold interagency multi-stakeholder meeting to develop and agree on standards and criteria for selecting communities							X																					
Hold meetings to clarify process for identification of potential communities								X	X																			
Finalize site selection criteria									X	X																		
Select pilot sites												X	X		X		X											
Help adapt CLRU's *Field Guide for Developing a Framework for Implementing Customary/Community Land Rights Recognition Nation-Wide*													X	X														
Pilot the refined customary land rights recognition process in phases (steps TBD in future work plans)														X	X	X	X	X	X	X	X	X	X	X	X			
1.5.3 Facilitate Community-Led Processes to Strengthen Community Land Governance																												
Improve and implement community-based														X	X	X	X	X	X	X	X	X	X	X	X	X		

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
procedures for customary land recognition based on existing process and research findings in Activity 1.5.1 (TBD)															X	X	X	X	X	X	X	X	X	X	X	X		
1.5.4 Conduct Capacity Building of Communities, Local Institutions and Stakeholders																												
Prepare training materials							X	X	X	X																		
Train LC/LA, community land mobilizers, LCC staff, CSOs, and interested communities on steps and procedures required for documenting and protecting customary lands (TBD)													X		X		X											
1.5.5 Develop Phased and Costed Implementation Plan																												
Conduct initial study to establish direct and indirect costs for implementing customary land recognition										X	X	X																
Update study on costs associated with customary land rights recognition																		X										
Develop phased and costed land rights implementation plan																				X								
1.5.6 Disseminate Action Research Findings																												
Disseminate guides, training programs, and reports generated from activities for public posting on the LC/LA website					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Seminars at LC/LA on research and field activities					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
See 1.5.1 for annual Conference on Implementation of the National Land Rights					X									X				X				X				X		

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.6 Component 4: Strengthen Civil Society, Private Sector and Citizen Engagement in Land Governance																												
1.6.1 Design and Implement Public Information Campaigns																												
Develop gender-responsive communications strategy for LGSA					X																							
Design specific activities in collaboration with PAC and Communications and Outreach Task Force							X					X		X		X		X		X		X		X		X		
Conduct ongoing outreach sessions and hold regular meetings with communities, civil society, private sector, and government offices, to inform communications strategy			X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Support outreach and education activities around LRL at national and community level							X	X	X	X	X	X	X	X	X	X	X	X										
Develop innovative and engaging information materials that produce high-quality awareness/learning outcomes							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
1.6.2 Develop and Manage GUC Supporting Civil Society and Private Sector																												
Submit Grants manual	X																											
Release RFPs/APS for grants				X								X		X		X		X		X		X						
Manage existing grants								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.6.3 Strengthen Private Professional Organizations of Surveyors and Land Professionals																												
Conduct a market survey to examine what land services are needed in Liberia								X	X																			
Support NGOs and private sector to institute new or strengthen existing organizations to provide affordable services in areas identified													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

Tasks	Year 1												Year 2				Year 3				Year 4				Year 5			
	S	O	N	D	J	F	M	A	M	J	J	A	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Support APLSUL with updated training plan							X	X	X	X	X	X			X				X				X					
1.6.4 Facilitate Establishment of PPPs																												
Look for synergies with private sector			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Assess and benchmark design and performance of existing formal and informal grievance and dispute resolution systems										X		X																
Conduct study on how FPIC impacts company community relations; develop best practice guidance note for investors and government counterparts												X	X															
Reporting																												
Inception Plan		X																										
Weekly Bullets	X	X	X	X	X	X	X	X	X	X	X	X																
Quarterly Reports				X			X			X			X	X	X		X	X	X		X	X	X		X	X	X	
Annual Report													X				X				X							
Final Report																												X
Quarterly and Annual Financial Reports						X			X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Annual Work Plans													X				X				X							
Closeout Plan																										X		
Grants Manual	X																											
Branding Implementation and Marking Plan	X																											
Activity M&E Plan		X																										
Internal data quality and auditing in cooperation with L-MEP							X		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Gender Strategy			X																									
Baseline Assessment						X																						
Preliminary institutional transition plan for LA						X																						
Four Liberians trained to Masters level																							X					

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