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LAND GOVERNANCE SUPPORT ACTIVITY

Quarterly Report

FY17, Q1 (OCTOBER-DECEMBER 2016)



PHOTO CREDIT

JANUARY 2017

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DISCLAIMER

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

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ACRONYMS AND ABBREVIATIONS

AFELL	Association of Female Lawyers of Liberia
APLSUL	Association of Public Land Surveyors of Liberia
CLA	Collaborating, Learning, and Adapting
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
DLSC	Department of Lands, Survey and Cartography
EPA	Environmental Protection Agency
FDA	Forest Development Authority
GIS	Geographic Information System
GOL	Government of Liberia
GUC	Grants under Contract
ICT	Information and Communications Technology
ILTF	Interim Land Task Force
LAVI	Liberia Accountability and Voice Initiative Project
LC	Land Commission
LCC	Land Coordination Center
LGA	Land Governance Advisor
LGSA	Land Governance Support Activity
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LLA	Liberia Land Authority
LMD	Liberia Media Development Program
LRA	Liberia Revenue Authority
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MLME	Ministry of Lands, Mines, and Energy
MOC	Memorandum of Cooperation

NGO	Nongovernmental Organization
PAC	Project Advisory Committee
PIDS	Performance Indicator Data System
PPP	Public-Private Partnership
SDI	Sustainable Development Institute
STARR	Strengthening Tenure and Resource Rights
TBD	To Be Determined
TO	Task Order
USAID	United States Agency for International Development
USG	United States Government
WLRTF	Women's Land Rights Task Force

EXECUTIVE SUMMARY

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

The year two project work plan continues to support USAID's engagement in the sector. While the Liberia Land Authority Act passed the legislature and was signed into law by the President in early October no appointments of Commissioners nor of a Transition Committee were made by the end of the quarter.

Nonetheless LGSA continued to implement components of its year two work plan focusing on the two broad Activity objectives: the land governance structure (i.e. establishing and operationalizing the Liberia Land Authority [LLA]) and the development and testing of a methodology for implementation of the Land Rights Policy (Law), specifically around the recognition of customary tenure.

Working within this broad framework of the Liberia Land Authority Act, the LGSA Land Governance Advisor and Land Administration Specialist developed a draft organizational structure which delineates the functions of each department and unit under that department as well as staffing requirements. This draft organizational structure, including staff structure and functions of departments and sub units was completed during this quarter. LGSA has also finalized an implementation strategy for the transition team during this quarter which will become a working document for the Transition Committee once it is established and will be revised accordingly.

During the first year of LGSA the project developed a set of research topics to inform the process for the recognition of customary land. Seven broad research topics were identified and research was undertaken on six of the seven. LGSA hosted a two day workshop in early November focused on research findings and the next steps for LGSA activities around the process for recognition of customary land. LGSA partners presented findings of studies on boundary identification and negotiations, current land dispute resolution models, models for community land governance, women's land rights, definition of community membership, and the political ecology of land and agriculture concessions in Liberia. A number of these research activities are ongoing, having been broadened into other geographical areas to ensure the ability to generalize findings for future pilot site selection.

LGSA concluded its regional media training program for broadcast journalists as well as hosted the first National Media Conference on Land. Public information is a critical component of the land reform agenda and feedback from all workshops indicated the enormity of the task ahead.

LGSA also continued its support for the Women's Land Rights Task Force and its engagement with government agencies and members of the civil society and non-governmental organization communities.

I.0 INTRODUCTION

USAID/Liberia contracted Tetra Tech as the Prime Contractor to implement the Land Governance Support Activity (LGSA) Task Order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Delivery/Indefinite Quantity Contract. Tetra Tech and partners Landesa, Namati, CDR Associates (CDR), Sustainable Development Institute (SDI), and Parley form a collaborative team providing technical and organizational assistance to the Government of Liberia (GOL), civil society, and communities in their land rights reform process. LGSA is applying USAID’s collaborating, learning, and adapting (CLA) principles through the demand-driven support to the land reform agenda led by the GOL.

LGSA continues USAID’s engagement in the land sector reform underway in Liberia through support to the Liberia Land Authority (LLA) in its establishment and its implementation of the Land Rights Law. While LGSA is structured with four project components (see text box) the focal points of LGSA are the establishment and operationalization of the LLA and the development of methodology for the implementation of the provisions of the Land Rights Policy (Law) with respect to the recognition of customary tenure.

Throughout this quarter LGSA continued to work with an evolving legal and institutional framework. While the Liberia Land Authority Act was passed in October 2016 appointments of its five Commissioners and the transition team have yet to occur and the Land Rights Bill has yet to be passed by the legislature.

I.1 LGSA WORK PLAN IMPLEMENTATION

In year one LGSA continued to move forward implementing its work plan despite delays in the passage of the land reform legislation. The LGSA land administration team worked with the Interim Land Task

LGSA Components

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

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

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

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

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

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

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

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

Force (ILTF) to make preparations for strengthening land governance systems and to assist with the planned transition into the new Liberia Land Authority (LLA) once established.

LGSA has embedded its Chief of Party (COP) within the LLA where he spends 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, the Land Governance Advisor and Land Administration Specialist, have also been embedded part-time within the LLA. Once the Authority is established they will be permanently located on site.

The Project Advisory Committee (PAC), with participation from the Governance Commission, Ministries of Agriculture, Internal Affairs, Finance and Development Planning, Justice and Gender, Children, and Social Protection, Forest Development Agency (FDA), Environmental Protection Agency (EPA), Liberia Revenue Agency (LRA), National Bureau of Concessions, Civil Society Organization (CSO) Working Group on Land, USAID, and LLA, met in early October. Committee members were provided copies of the quarterly and annual reports, the draft year two work plan, and John Bruce's report. A summary of year one activities and proposals for year two were the basis for discussion. Eighteen people representing ten institutions were present.

The former Land Commission had established a Land Sector Donor Working Group (LSDWG) during its tenure to ensure coordination of donor engagement in the land sector and with the Commission. While this group did not meet during the quarter LGSA remained engaged with critical donors (the World Bank and United Nations Development Programme [UNDP]) as they reviewed their engagement and developed their programs of assistance. Numerous meetings were held with both donors to ensure a minimization of overlap of activities. The Minister of Finance has agreed to co-chair the LSDWG which will provide a clear indication of GOL commitment to the land reform agenda and roles to be played in future negotiations with donors engaging in the land sector.

2.0 QUARTER ONE ACTIVITIES

LGSA priorities in year two continue to focus on the land governance structure (i.e. establishing and operationalizing the LLA) and the development and testing of a methodology for implementation of the Land Rights Policy (Law), specifically around the recognition of customary tenure.

2.1 LIBERIA LAND AUTHORITY

The Liberia Land Authority Act was passed on 06 October 2016. While it will become functional when the President appoints the five Commissioners and the Transition Committee (see below) specified in the Act these appointments were not made during this quarter. Nonetheless LGSA continued to provide support for the transition from the ILTF to the LLA. Once established the LLA will be effectively engaged in two broad institutional activities in its first year of operations: the establishment and operationalization of the LLA as well as overseeing the transition of existing government institutions and functions into the LLA. The discussion below distinguishes the activities between the operationalization of the LLA (Section 2.1.1 below) and the work of the Transition Committee (Section 2.1.2 below).

2.1.1 OPERATIONALIZATION OF THE LIBERIA LAND AUTHORITY

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

Working within this broad framework the LGSA Land Governance Advisor and Land Administration Specialist developed a draft organizational structure which delineates functions of each department and unit under that department as well as staffing requirements. This draft organizational structure, including staff structure and functions of departments and sub units was completed during this quarter (Annex 1). These documents will be used for deliberation by the Authority once Commissioners are appointed.

Quarter two activities of LGSA will support the LLA as it focuses on the development of a comprehensive 5-10 year plan of action for the LLA setting forth its institutional goals and objectives much as the Land Commission had done at its inception. LGSA will support this exercise with engagement of the COP and Land Governance Advisor. Having such a plan in place will assist the LLA in negotiation with government and other donor agencies who may be interested in supporting land sector activities and whose engagement will be coordinated through the LSDWG discussed earlier.

In the coming quarter the work of the Land Governance Advisor and Land Administration Specialist will focus on further discussions to be held with each Commissioner to review the structure, functions, and staffing requirement of each department and ultimately the development of a comprehensive plan for all departments of the LLA.

The Land Governance Adviser has prepared a detailed transition plan for the LLA which has been discussed with the ILTF. The plan, summarized in Table 2.1 below, provides a proposed timetable for activities of both the LLA and the Transition Committee once they are established. LGSA COP, Land Governance Adviser, and Land Administration Specialist will continue to provide advice and mentoring to this process and participate in all deliberations as requested by the LLA.

TABLE 2.1: DRAFT TRANSITION PLAN FOR ESTABLISHING THE LIBERIA LAND AUTHORITY (SCHEDULE FOR FY17)

	Action	Responsible Body	Schedule
1	Appointment of Chairperson and Commissioners	President	Q2
2	Appointment the Executive Director (ED) of LLA	TC/LAA	Q2
3	Agree on the Organizational structure of the LLA. Each department is to be headed by a Commissioner	LLA	Q2
4	Select facilities and establish offices as base of operations for the TC (implementing the LLA) ¹	TC/LLA	Q2
5	Establish the Transitional Committee (TC) of the Authority	President	Q
6	Complete, and get approval of, a Transition Plan ² and Scope of Work (SOW) ³ for the Transitional Committee	TC/LLA Exec. with other assistance	Q2
7	Decision on hierarchy for land governance at the regional and county levels	LLA	Q3
8	Establish County Land Boards	LLA & County Admin	Q3
9	Establish the National Consultative Forum	TC/LLA & stakeholders	Q3
10	Hold 2-3 day National Workshop/Forum consisting of LLA officials, TC, and all stakeholders associated with land governance functions in Liberia	LLA & Stakeholders	Q2
11	Determine the Human resources requirements to operate the LLA	TC/LLA Dept. Heads	Q2
12	Meeting with the Public Service Commission to discuss transferring (or discharge) of personnel; re; pensions, severance payments, salary scales	LLA HR, ED	Q2-Q3
13	Hire staff		Q2-Q4
14	Transfer of CNDRA Deeds & Title Registration to LLA	TC/CNDRA	Q3-Q4
15	Meet with MLME/DLCS to commence the process of transferring the DLSC operations to LLA	TC/MLME	Q2-Q3
16	Meet with Ministry of Internal Affairs to commence process of transition of County Land Commissioners and any land governance related assets	TC/ MIA	Q2
17	Meet with land governance stakeholders to discuss access to and sharing of spatial data to be contained in the Land Administration system	TC/ Line Ministries	Q2
18	Design, develop, and implement of the Land Administration System	LLA/LGA/LAA l'ntl Consultant	Q2-Q4
19	Prepare Business Plan for LLA	LLA/Consultant	Q4
20	Prepare necessary legislation to ensure efficient, effective Land Governance in Liberia	LLA/l'ntl Legal Consultant	Q3-Q4

LEGAL AND REGULATORY STRUCTURE. The ILTF/LLA and LGSA continued to move the legal and regulatory reform process forward during the quarter, responding to requests from the legislature for copies of the Land Rights Bill and proposing a series of public consultations with traditional leaders, the legal profession (Bar Association, Law School, and Association of Female Lawyers [AFELL]), and civil society (CSO working group on land and the Women's Land Rights Task Force [WLRTF]). These were scheduled to occur during the quarter but were postponed until January.

The prioritization of needed reforms delineated in John Bruce's report remains valid as does the proposed reforms spelled out in the Land Administration Policy. LGSA plans to coordinate with the Legal Professional Development and Anti-Corruption Program (LPAC) to facilitate information flows into the legal profession. These reforms and a timetable for action are detailed in Annex 2.

¹ The ILTF is occupying space at the ex-Land Commission building. There is not sufficient space for more staff in this facility.

² This document reviewed and revised by the TC.

³ To be prepared but mainly the activities laid out in this plan.

CAPACITY BUILDING SUPPORT FOR MASTER'S LEVEL TRAINING. Following a review of the draft institutional audits early in year two, LGSA in collaboration with the LLA has identified critical needs in Liberian land governance for master's level training. Advertisement for this opportunity will take place in the second quarter of year two. In accordance with the approved project budget and contract deliverables, LGSA will support up to four students to study these specific needs. If additional needs are identified by USAID and the LLA, LGSA will support additional Master's-level training assuming the necessary funding is made available. The programs considered will further support the technical needs of the LLA or other future land governance skillsets. Possible options for areas of discipline include land administration and land economics, land management with rural and urban planning, real property law and land policy, human resource management, and public relations/journalism with focus on land tenure and resource management. Two, if not all four students will begin their programs in September 2017. If only two are selected for September 2017 the remaining two will begin their program in September 2018.

2.1.2 TRANSITION COMMITTEE OF THE LIBERIA LAND AUTHORITY

ESTABLISHMENT OF TRANSITION COMMITTEE. The Land Authority Act makes provisions for the appointment of a Transition Committee which will be comprised of the head of the Ministry of Mines and Energy (formally the Ministry of Lands, Mines and Energy [MLME]), Ministry of Internal Affairs (MIA), Ministry of Public Works, Center for National Documents and Records Agency (CNDRA), Liberia Revenue Authority, and other agencies having responsibility for land administration including the Governance Commission and the Civil Service Agency. The Committee will be responsible for: a) taking action on transitional issues and matters for the full establishment of the Authority; and b) ensuring the uninterrupted implementation of ongoing programs of the former Land Commission and of services provided by both the Deeds Registry and the Department of Lands, Surveys and Cartography (DLSC). The Transition Committee is authorized to hire for one year a transition team made up of former employees of the Land Commission, CNDRA, and MLME to carry out the responsibilities as noted above.

IMPLEMENTATION PLAN FOR TRANSITION COMMITTEE. LGSA prepared a draft transition plan in year one and will finalize an implementation strategy for the transition team during this quarter which is summarized in Table 2.1 above. This will become a working document for the Transition Committee once it is established and will be revised accordingly.

LGSA remains committed to facilitating a week long orientation program for the new Liberia Land Authority, members of the transition team, institutional and donor representatives, members of the Nongovernment Organization (NGO) and CSO community, and land related professionals as appropriate. The workshop will be coordinated by Ivan Ford, and will also include John Bruce and Sam Durland, an institutional reform specialist that assisted the Lesotho government in the establishment of their Land Agency. The objective of this training program will be to increase awareness within the institutions impacted by the establishment of the LLA on the principles and guidelines for responsible land governance and the implications of the Land Rights Policy and Land Rights Act, assuming the Act is passed during the life of the project. The workshop will provide an opportunity to address concerns that individuals or institutions may have on the new laws or the LLA itself. LGSA partners will provide input on the design of the participatory training and on the incorporation of women's land rights, customary tenure, and dispute resolution, among other subject areas. Planning for this program will begin once the Liberia Land Authority is officially established and appointments made.

2.1.3 DECENTRALIZATION OF THE LIBERIA LAND AUTHORITY

The findings of the institutional audit of the land governance entities show that the facilities, infrastructure, and human resources for practicing good land governance in Liberia have either never been established or have deteriorated to the point of being dysfunctional and unsatisfactory for implementing and operating modern land governance systems and service delivery.

The criteria for the establishment of a pilot Regional Land Governance Office (RLGO) to pilot the functions, workflows, and basic operating procedures for the LLA has been developed. The criteria are based on experience of the LGSA implementation team since there is no LLA representation to provide input. Consequently, the criteria were not reviewed for approval before the end of the quarter.

The senior administration of the LLA must decide on the organizational structure of the LLA. Part of that decision will be to create the structure of the devolution of authority and functionality of the institution to the counties.

Annex 3 of this document provides a copy of a proposed plan for establishing a RLGO. The document provides:

- Criteria for establishment of pilot RLGO.
- Proposed office layout with “front office and back office” operations.
- Proposed locations for two pilot RLGO sites.

2.1.4 LIBERIA LAND AUTHORITY CRITICAL ACTIVITIES

PRESERVATION OF DLSC FILES: The DLSC has large volumes of historic information about land rights ownership, extent of the rights, and the locations of the rights. There are also significant numbers of maps and plans of different scales and formats that are the only sources of land information related to the early settlement and development of Liberia. These data, which are of critical importance to the future land policy, land management, and land administration in Liberia are stored in conditions that have allowed them to deteriorate into poor condition and are in danger of being lost. Therefore, it is necessary to preserve these documents as early as possible.

The DLSC has not been transitioned into the LLA at this time. Therefore, the mandate of DLSC data management still remains with the existing institution responsible for surveying and mapping activities. Unfortunately, at this time the resources are not available to undertake the scanning activities within the DLSC. Preliminary discussions have been undertaken between the stakeholders and supporting entities (DLSC, CNDRA, Liberia Institute of Statistics and Geo-Information Services [LISGIS], and LGSA).

- DLSC has offered six staff members to be trained and to work on the scanning;
- CNDRA has offered to provide two scanners;
- LISGIS has offered to provide training and supervision for scanning. Many of the documents are in delicate condition and need special attention such that they are not further damaged through scanning. LISGIS and CNDRA have experience with scanning and preserving such documents.

A proposed plan for undertaking the scanning of the records has been prepared and, with some minor refinement, can be implemented as soon as resources are available.

INTRODUCTION OF SPATIAL DATA INFRASTRUCTURE AND IMPLEMENTATION OF DATA STANDARDS FOR LAND INFORMATION SYSTEM.

There are a number of agencies involved in spatial data collection and the development of spatial databases keep growing steadily in Liberia. Many institutions including central government agencies, donor agencies, local and international NGOs, as well as private companies, are collecting spatially-related data for various purposes with each entity designing its own tools and standards for collecting spatial data without

consideration of other agencies' effort and tools. A study under USAID's Land Policy and Institutional Support (LPIS) project proposed the development of minimum standards in relation to spatial data collection and utilization and focused on creating guidelines for data sharing among spatial data institutions in Liberia. Recommendations of the report from this study form the basis of activities under consideration once the LLA is established. The LGSA Land Governance Advisor has summarized this report and is awaiting action by the LLA.

2.1.5 POTENTIAL RISKS AND MIGIATION MEASURES

LIMITED CAPACITY OF LIBERIA LAND AUTHORITY. While the Land Authority Act has been passed LGSA will need to implement the project with limited direct engagement of the LLA as it begins to establish itself and sets its priorities. Possible misunderstandings will be averted by LGSA by continuing the mentoring role played by the COP and Land Governance Advisor and through regular informal discussions with LLA personnel. The WLRTF will support the LLA on gender and land issues due to their limited scope and gender capacity.

DECLINING SUPPORT OF GOL STAKEHOLDERS. With future changes in leadership, there may be potential changes in support of LGSA objectives. LGSA will work with the LLA to ensure that a transition plan is in place to support LGSA activities, and engage the PAC as necessary should new leadership not be as supportive. LGSA will remain flexible to adapt to changing needs with the demand-driven approach; engage the PAC consistently for guidance and communication of LGSA priorities; develop a Memorandum of Cooperation (MOC) between LGSA, LLA, and USAID to detail steps to be taken when there is a change in level and type of support.

2.1.6 INCREASE AWARENESS AND CAPACITY OF GOL LAND GOVERNANCE INSTITUTIONS

LGSA in collaboration with the ILTF hosted the 1st National Media Conference on Land with the theme 'Scale up Reportage of Good Land Governance'. Media practitioners including reporters, editors, station managers, publishers, media institutions and stakeholders in the land sector as well as senior and other government officials and representatives from USAID were in attendance. The keynote address was delivered by the Honorable Minister of Information, Cultural Affairs and Tourism; Hon. Lenn Eugene Nagbe. There were also remarks from USAID Mission Director Dr. Anthony Chan and CNDRA Director General Bloh Sayeh. Speakers at the meeting included senior lawyers, media professionals, and land governance specialists.

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

2.2 CONDUCT ACTION RESEARCH AND DEVELOP A METHODOLGY FOR IMPLEMENTATION OF THE LAND RIGHTS POLICY (LAW)

The Land Rights Policy defines four major land categories: public, government, customary, and private. Under the draft 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 is supporting the GOL to develop a process for the recognition of customary lands which will in turn inform the design of new laws, regulations, administrative procedures, and guidelines to implement the Land Rights Policy and Land Rights Act.

2.2.1 DEVELOP LEARNING AGENDA FOR CUSTOMARY LAND RIGHTS IMPLEMENTATION

During the first year of LGSA the project developed a set of research topics to inform the process for the recognition of customary land. Seven broad research topics were identified (see Table 2.2 below) and research was undertaken on six of the seven. LGSA hosted a two day workshop on 08-09 November 2016 on research findings and next steps for LGSA activities around the process for recognition of customary land. LGSA partners presented the findings of studies on boundary identification and negotiations, current land dispute resolution models, models for community land governance, women's land rights, definition of community membership, and the political ecology of land and agriculture concessions in Liberia. All were research priorities that had been identified during the March 2016 partners' meeting. An additional presentation was made by the International Land and Forest Tenure Facility (Tenure Facility) which is undertaking a community self-identification project for the Land Authority. Further discussions looked at the need to investigate existing 'privatization' experiences within customary land areas (deeds, tribal certificates, concessions), follow on research for the topics already covered (broadening the geographic or situational area), and the development of selection criteria for choosing the 45 LGSA pilot communities. A set of the presentations made were distributed to implementing partners and workshop participants.

LGSA's research has also been informed by and coordinated with the Tenure Facility's current community self-identification pilot (scheduled to end in March 2017).

2.2.2 DEVELOP, FIELD TEST AND REVISE PROCESSES 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 USAID's Land Conflict Resolution Project the Land Commission's Community Land Rights Unit tested procedures for recognizing the customary territorial claims and boundaries of rural communities. Through these experiences they 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.

Upon completion of the research activities LGSA will assist the GOL 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.

During the 2016 Workshop on Research Findings on Processes for the Recognition of Customary Land Rights LGSA established and initial site selection criteria for the 45 pilot customary land rights recognition communities. These included: socio-economic differences between citizens and potential divisions, ethnic diversity, heterogeneity of other factors, proximity to roads and markets, demographics (both smaller and larger communities, rural, urban and peri-urban, livelihood zones with different mixes of crops, ecologic variability, and proximity to concessions).

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. The Tenure Facility 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.

TABLE 2.2: ACTION RESEARCH TOPICS INFORMING THE PROCESS FOR THE RECOGNITION OF CUSTOMARY LAND

#	Topic	Description	FY17 Q1 Activities
1	Study on Harmonizing Boundaries	Conduct a desk study of best practices for boundary delimitation and demarcation. Draft guidance on <i>Boundary Harmonization: Negotiation Strategies for Delimiting, Demarcating and Resolving Disputes over Boundaries</i> . Review innovative approaches for using GIS and mobile technologies to reduce costs for boundary demarcation and registration of community constitutions and by-laws. Design and conduct several prototype training programs for community boundary harmonization. Study, monitor, coach and document Liberian procedures and outcomes of inter-community negotiations to delimit and demarcate their boundaries. Integrate lessons learned from community negotiations and refinement of the guidance document.	The <i>Harmonizing Boundaries: Effective Negotiation Procedures to Delimit, Demarcate and Resolve Disputes over Boundaries</i> report and <i>Training Manual On Effective Negotiation Procedures To Delimit, Demarcate And Resolve Disputes Over Boundaries</i> have both been finalized. Methodologies for the use of mobile technology to map community boundaries and private claims in six communities in Rivercess County is underway. The mobile technology study and training will inform the draft methodology for the recognition of customary tenure to be piloted starting in 2017.
2	Study on Current Land Dispute Resolution Models	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, and where they will be located in relation to the LLA.	Parley continued to support Community Boundary Harmonization and Negotiation teams working in Lofa, Nimba, and Rivercess Counties. These teams are continuing to test options for boundary negotiations including 'boundary walking' to identify hotspots, engaging affected land users directly in the negotiations, and the use of trained community negotiators to solve problems. The roles of CSO facilitators as well as influential non-resident community members are being monitored.
3	Study on Models for Community Land Governance	Conduct a comprehensive mapping of Liberian CSOs that have worked on land, natural resource, and forestry related programming. Identify and review all customary land protection activities completed by international organizations and the Liberian government. Select initiatives that have progressed far enough to take part in a series of 5-6 impact assessments. Document best practices and remaining challenges from previous initiatives to protect customary land in Liberia.	Impact assessments were conducted in six communities that have received support (international donor or GOL) or received no external support in forming land governance entities. These assessments were reviewed and a draft summary report is in preparation. This report and recommendations will be incorporated into the draft methodology for the recognition of customary tenure to be piloted starting in 2017.
4	Study on Women's Land Rights	Expand on LPIS women's land rights study to include community-based field research in order to design and implement a gender-equitable land governance decentralization process. Study to focus on how to protect women's rights and access to land rights in the context of external investment, concessions, land conversion of community land, and allocation of household plots in fee simple. Study will seek to better understand customary norms related to inheritance, co-habitation, and women's participation in decision-making processes. Study will explore gender aspects	The Rights and Rice Foundation report has been finalized. Presentations of findings were made at the November workshop and to LGSA staff to be later incorporated with Gender Specialist, Namati and SDI findings into revised women's land rights study to be conducted in quarter two and three.

#	Topic	Description	FY17 QI Activities
		of dispute resolution mechanisms regarding land, and provide recommendations for enforcement when communities fail to respect women's land rights.	
5	Study on Process for Examining Claims	Review and recommend potential processes for examining and simultaneously vetting/documenting all claims within a community boundary (i.e. Tribal Certificates, deeded land, protected areas, concessions, competing community claims, shared resources, etc.). Conduct desk research on similar initiatives in other countries in the region. Design a pilot process to vet and document private land claims. After developing the process, three communities will be selected that have completed community land protection activities and will conduct action research on the process of vetting and documenting all tribal certificates, concession agreements, and other private land claims contained within the community.	No work has been done on this study pending a review of Tribal certificate data by the LLA which is critical for site selection for the study.
6	Study on Definition of Community Membership	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.	Briefs were drafted on definition of community membership from the perspective of existing and draft legal frameworks and Rivercess County by-laws; surveys and focus group questions drafted to solicit community feedback on working definition were done during the first year of LGSA. Surveys were conducted and focus group meetings were held on how membership plays out compared to definitions during this quarter to verify the earlier documentation.
7	Political Ecology of Land and Agriculture Concessions in Liberia	Emmanuel Urey's PhD dissertation on land tenure, governance, livelihood and food security strategies of various communities whose lands are either appropriated by concession or have different levels of land appropriation threats. Using a broad historical analysis, the dissertation also seeks to understand factors that have given rise to the granting of large-scale agriculture concessions by the Liberian government, methods of choosing locations where agriculture concessions are placed and how different communities respond to large-scale land appropriations.	Field work for the dissertation was completed during this quarter and Mr. Urey has returned to the University of Wisconsin to begin analysis and write up of his findings. Preliminary findings will be used to inform the methodology for the recognition of customary tenure in those communities near agricultural concession.

2.2.3 FACILITATE COMMUNITY-LED PROCESSES TO STRENGTHEN COMMUNITY LAND GOVERNANCE

LGSA project partners (SDI and Parley) and the GOL continue to work to improve community-based procedures for customary land recognition based on their existing process as well as the findings of the research conducted in Section 2.2.1, specifically the assessment on community land governance models. Particular attention is 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 specific tasks under this activity will be implemented in subsequent years once a process has been agreed upon and communities selected.

2.2.4 POTENTIAL RISKS AND MITIGATING MEASURES

LAND RIGHTS ACT NOT PROMULGATED. LGSA will continue to work with rural communities to develop governance structures to manage access to community land and resources in accordance with the Public Land Law, the Interim Guidelines and Procedures for the Sale of Public Land and the Community Rights Law (CRL). LGSA will collaborate with the ILTF, LLA, WLRTF, NGOs and CSOs to develop procedures for the gender responsive formalization of those rights as spelled out in Interim Guidelines and Procedures for the Sale of Public Land.

COMMUNITY INPUT NOT SUFFICIENT IN APPLICATION OF LAND RIGHTS ACT.

Engage in community outreach that makes sure to reach women, youth, and minorities once the Land Rights Act passes; hold participatory consultations on the content of the Land Rights Policy and Act and its gender-related implications to engage CSOs, NGOs, and communities in implementing gender responsive regulations and customary land rights recognition processes. 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 gender responsive community engagement, public education, and outreach roles. Work will focus on media options and collaboration with CSO/NGO partners. LGSA will also coordinate its messaging with other USAID media related projects (Liberia—Accountability and Voice Initiative [LAVI] and Liberia Media Development [LMD]).

COMMUNITY LAND RIGHTS ACTIVITIES GENERATE OR EXACERBATE LAND CONFLICTS. Collaborate with local dispute resolution entities to analyze risks and establish gender responsive dispute resolution systems before work begins in the communities. Convene local dispute resolution providers that were coordinated by and worked with the Land Coordination Centers (LCCs) in targeted counties, and provide them with some in-service ongoing training as needed. If LCCs are reconstituted, provide needed administrative, information technology (IT), and dispute resolution training to staff.

CUSTOMARY LAND RIGHTS RECOGNITION PROCESS IS 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 an implementation plan accordingly.

EXISTING LEGISLATIVE FRAMEWORK FOR DEED REGISTRATION DOESN'T ADEQUATELY SUPPORT COMMUNITY DEED PROCESS. Collaborate with CNDRA/LLA to clarify the legal foundation for deeds registration in hopes of simplifying the process. Propose

legislative/regulatory reform if appropriate, especially if the process does not adequately protect the rights of women.

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

2.3.1 DESIGN AND IMPLEMENT PUBLIC INFORMATION CAMPAIGNS

During the quarter LGSA completed its countrywide media training program with the last workshop in Harper, Maryland County on 27 – 29 October, 2016. The entire program focused on a major problem facing Liberia: the lack of training for local journalists who are usually not adequately informed and lack the ability to understand land issues and go beyond the unfolding events to investigate and report accurately. The training sessions clearly exposed to the journalists that they had little or no knowledge about what was happening in the land sector and events that will emerge in the coming months. In the designated municipalities where the media training programs were held for community radio station reporters, key authorities in those counties such as mayors, county land commissioners, county inspectors, surveyors, and other land stakeholders attended the programs and made special remarks. The participants were enthusiastic to attend all of the sessions, listened attentively, participated actively in the discussions and expressed their candid opinions on what they didn't know about land laws and policies and how they intend to report on land issues as a result of the training, which they referred to as exceptionally useful. A comprehensive report of the entire exercise was drafted and will be finalized in January.

Contact with the radio journalists also helped to establish a relationship with media outlets countrywide which will be useful for the LLA once it is established and begins to develop its public information strategy. When the LLA Act was passed in early October 2016, LGSA supported the LLA in contacting these stations with the news of its passage and will continue to assist the LLA in future activities.

The LGSA Communications and Media Specialist also completed the Communication Strategy of the project. This framework is mainly to identify and articulate key communication strategies that are aimed at creating a conducive environment for the implementation of LGSA through relevant and accurate implementation activities envisaged under the program. Information sharing regarding the activities, goals and objectives, present and future scope of LGSA is critical to the success of the project, in its current as well as successive phases. The strategy has been designed in such a way that it cuts across the various project areas and partner organizations to provide a holistic view of all communication requirements, dealing with aspects such as awareness, communication, behavior change, capacity building, community engagement and outreach.

The communication activities are aligned with the four components of the project while promoting synergy and inter-linkages of the project activities. Once adopted, this document will be institutionalized and made operational by the relevant technical staff of the project. The strategy, when viewed in conjunction with the project schedule and activities, will help to align specific project activities with the holistic view presented in the strategy. The strategy is based on methodologies used in development communication to induce behavior change. At the same time, to enhance our reach and tell our story to wider diverse audience, the communication strategy proposes amplifying the use of information and communications technology (ICT), introducing a social media strategy as a means of communication both between “internal, closed audiences”, such as donors, researchers, and policy makers, as well as with the vast networks of influential, interested public.

2.3.2 GENDER RESPONSIVE STRATEGY AND ACTIVITIES

During the quarter, the Gender and Land Specialist and a lawyer from the Office of the President participated in a six-week Women's Land Rights Visiting Professional Program hosted by Landesa in Seattle, Washington. The training afforded participants an opportunity to identify challenges to securing women's land rights and looking at different options and approaches to potential solutions. The training enhanced participants' ability to expand their professional networks and open doors for peer-to-peer learning and post meeting consultations. Upon their return, the two participants have closely worked with the WLRTF to conduct more pro-active advocacy on women's land rights. A presentation was also made to USAID Democracy and Governance Chiefs of Party to open the way for collaborative approach to working in advancing women's land rights in Liberia.

LGSA continued to help coordinate the monthly meeting of the WLRTF to brainstorm on barriers to achieving land rights for women and identifying solutions to these barriers. The Taskforce identified key stakeholders including the Civil Society Working Group on Land, the Liberia National Bar Association, the National Traditional Council of Liberia, the Association of Female Lawyers among others to support advancing and advocating for the gender considerations proposed by the Taskforce. On-going engagements began with these entities to encourage them to advance these issues when they hold bi-lateral consultations with the Land Authority on the Land Rights Bill.

The Gender and Land Specialist also joined other Liberian women to finalize the Liberian Women Manifesto, a document identifying and making policy recommendations on issues that are important to women, including land rights.

During the quarter, the Gender and Land Specialist carried out a gender mainstreaming impact assessment of Parley's boundary harmonization training in Nimba and Lofa Counties. During the mission she conducted interviews with participants of the training to determine their understanding of the training modules as well as discuss recommendations they may have for future trainings. The Gender and Land Specialist also discussed with women in the various communities means in which they could use the learnings from their training to influence land conflict resolution in their communities.

2.3.3 DEVELOP AND MANAGE GUC SUPPORTING CIVIL SOCIETY AND PRIVATE SECTOR

The Subcontracts and Grants Specialist completed a Request for Applications for community-based women's land rights awareness raising to be advertised in January and begun in February 2017.

2.3.4 STRENGTHEN PRIVATE PROFESSIONAL ORGANIZATIONS OF LAND PROFESSIONALS

LGSA completed a land market survey whose objective was to examine the land services presently available in the country, and identify the gaps, or need/s not yet met, both at the county and national levels. The survey also highlighted the types of land services that are in demand but have little capacity or are missing entirely. It concludes with a ranking of the services that have the highest demand, and those which have a high potential to contribute to the LGSA objectives and should be prioritized by the LGSA and the GOL to support. The survey advances specific recommendations on how the private sector can be engaged to realize some of the land services, throughout the county.

The land market survey was conducted in Montserrado, Grand Bassa, Margibi, Bong and Nimba Counties. Their selection was based on their accessibility, high potential for growth, and history of land conflict. A total of 89 persons participated in the survey: 40 as Key Informants, and 49 as Focus Group Discussants. Males constituted 56% and females 44%.

Findings from the survey revealed that most of the land services (surveying, registration, land inspection, land dispute resolution, evaluation and appraisal, and probating of deeds) are available in all of the study counties. However, the service centers are under staffed and lack the logistical capacity to effectively serve the public. As such, some people wanting services are still coming to Monrovia. According to service providers, the services with the highest demand in all survey counties include surveying, appraisal, architecture design and construction. Other service such as geographic information services (GIS), real estate brokerage, and production of aerial maps are in low demand due to the fact that they are unaffordable by the majority of the population.

Services which have a high potential to contribute to the LGSA objectives and for which LGSA and the GOL should prioritize their support are: a nationwide cadastral system, massive awareness to the public about land processes and instruments, and an institution to train land service providers. Findings of the report will be shared with the LLA once it is established and LGSA will help to integrate these findings into the LLA's comprehensive 5-10 year plan of action.

The Land Governance Advisor and Land Administration Specialist continue to work with the Association of Professional Land Surveyors of Liberia (APLSUL) on updates needed to ensure that the association maintains their membership in the International Federation of Surveyors and that they have an updated training plan. The Land Governance Advisor designed two short courses for surveyors to focus on professional survey practices and survey business operations to be offered in the next quarter. Further courses will be developed at the request of APLSUL.

2.3.5 FACILITATE ESTABLISHMENT OF PUBLIC-PRIVATE PARTNERSHIPS

LGSA continues to look for opportunities to engage with the private sector. However, no work was done in this area during this quarter.

2.4 MONITORING AND EVALUATION

During this quarter of project implementation, four main activities took place: 1) Review of Monitoring and Evaluation Plan (MEP), 2) Performance Indicator Data System (PIDs) data entry for year 1, 3) Follow-up of LGSA training programs, and 4) on site collaborative activities with Parley and SDI.

1) During the quarter under review, the MEP was reviewed and some indicators were dropped while one was added. All LGSA technical staff, COP, COR, special assistant of the COR, home office Project Manager and project Office Manager participated in the review. The updated version is now undergoing editing and will be submitted in January.

2) Year one PIDs data entry was successfully completed and submitted to the COR for certification. LGSA has requested the COR to open the PIDS data system so that current data changes that were made during the MEP and indicator review can be updated.

3) During this quarter, the Monitoring and Evaluation (M&E) Specialist and the Subcontractor and Grants Specialist followed up with training programs conducted by Parley and the regional media training programs that were conducted by LGSA Communication Specialist. Of the total number of persons trained (155), 92% (143) of the participants could correctly identify key learning objectives 30 days later as a result of USG assistance.

4) During the same period, the LGSA M&E Specialist and the Subcontractor and Grants Specialist had collaborative activities with Parley in Lofa, Bong, Rivercess, and Nimba Counties. During these visits LGSA staff realized that a lot of activities including training programs were ongoing but were not being reported. LGSA worked with project partners to report relevant data.

TABLE 2.3: LGSA PERFORMANCE INDICATOR TRACKER

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Targets (Project Year)		Achieved to Date LOP	LOP Target
							Year 2 Target	FY17 Q1 Achievement		
1	LTPR	I.1: Number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance	Q1, Y2	Annual	Land agencies or LGSA implementing partners; copies of proposed, adopted or implemented pieces of legislation or regulations affecting property rights collected	0	3	0	2	12
2	Custom	I.2: Number of gender-responsive public consultations held regarding proposed policy, legal and regulatory reforms	Q1, Y2	Quarterly	LGSA event report, including photographs, attendance information, and summary of event	0	12	4	12	48
3	Custom	I.3: Number of people trained in land tenure and property rights issues	Q1, Y2	Annually	Completed participants attendance forms	0	400	155	270	1900
4	LTPR	I.4: Percent of people trained who can correctly identify key learning objectives 30 days later as a result of USG assistance ⁴	Q1, Y2	Annually	Completed participants attendance forms and follow-up survey, disaggregated by gender	0	80%	92%	87%	80%

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

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Targets (Project Year)		Achieved to Date LOP	LOP Target
							Year 2 Target	FY17 Q1 Achievement		
5	LTPR	2.1: Proportion of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered. ⁵⁶	Q1, Y2	Annually	Reports of technical or physical assistance provided submitted by LGSA consultants and technical staff	0	25%	N/A	0%	75%
6	Custom	2.2: Number of individuals seeking land administration services	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	425	475	N/A	461	2540
7	Custom	2.3: Number of individuals from land governance institutions who received Master's-degrees in land administration and governance as a result of USG support.	Q1 Y2	Annually	Individuals receiving master's degrees will submit a brief report, including a copy of their completed degree	0	0	0	0	4
8	Custom	2.4: Number of land transactions completed	Q1, Y2	Quarterly	Land agencies track and report this data to LGSA	2311	2900	N/A	2459	16000
9	Custom	3.1: Percentage of adults in pilot areas who report that their land tenure rights are secure	Q1, Y2	Annually	LGSA survey data	TBD	0	0	0%	15% over the baseline

⁵ Indicator 2.1 contributes to a USAID Standard Indicator (FACTS 4.7.4-10 or EG.10.4-1)

⁶ **2.1:** Proportion of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered. These percentages would be gathered by conducting a survey to be able to know the percent of people served by land administration entities who report awareness and understanding of the services offered as a result of USG assistance. FY1=0% , FY2=25% , FY3=50% , FY4= 65% , FY5= 75% and LOA

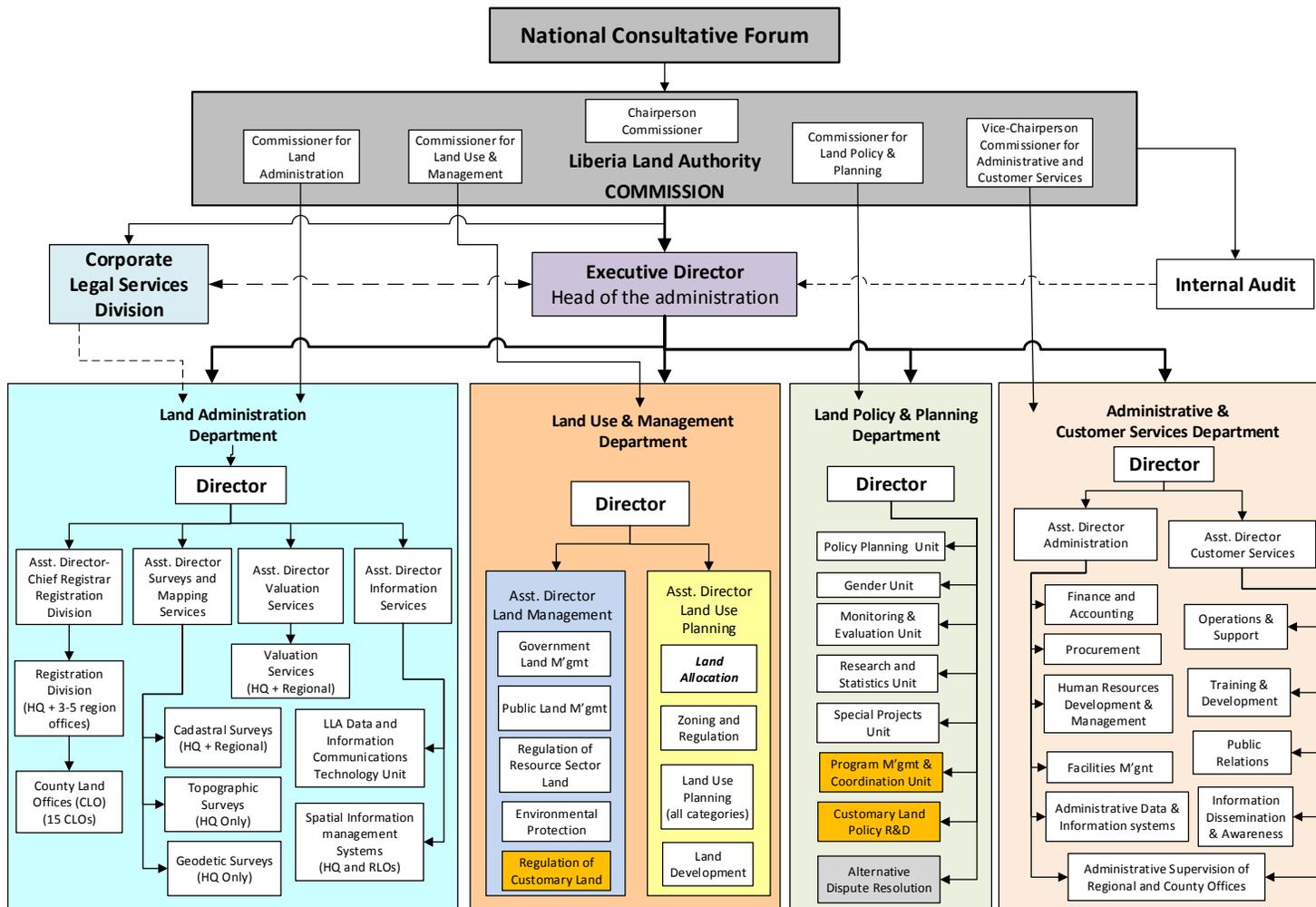
#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Targets (Project Year)		Achieved to Date LOP	LOP Target
							Year 2 Target	FY17 Q1 Achievement		
10	LTPR	3.2: Number of parcels with relevant parcel information corrected or newly incorporated into an official land administration system as a result of USG assistance	Q1, Y2	Annually	Collected from land agencies database quarterly. Household members or organizations report to LLA with evidence of formalized land rights in hard copies or electronic forms	0	0	0	0	40
11	LTPR	3.3: Number of people with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land are secure as a result of USG assistance ⁷	Q1, Y2	Annually	Reports collected from land agencies. LGSA Annual survey	TBD	0	0	0%	20% above the base
12	LTPR	3.4: Number of land and property rights disputes resolved by local authorities, contractors, mediators or courts as a result of USG assistance ⁸	Q1, Y2	Annually	Case files from the LA and from implementing partners	70	75	N/A	37	400
13	Custom	3.5: Percentage of community governance entities implementing rules for the inclusion of women, youth and strangers	Q1, Y2	Quarterly	Reports from LGSA technical staff, and bylaws submitted	0	80% 4/5	0	0%	89% 40/45

⁷ Indicator 3.3 contributes to a USAID Standard Indicator (FACTS 4.5.1-25 or EG.10.4-6)

⁸ Indicator 3.4 contributes to a USAID Standard Indicator (FACTS 4.7.4-12 or EG.10.4-3)

#	Type of Indicator	Indicator	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	Baseline	Targets (Project Year)		Achieved to Date LOP	LOP Target
							Year 2 Target	FY17 Q1 Achievement		
14	Custom	4.1: Number of gender responsive outreach materials on land tenure and property rights distributed through USG assistance	Q1, Y2	Quarterly	Copies of outreach materials, reports and receipts from printing press and distribution lists collected	0	15	0	6	66
15	Custom	4.2: Number of gender responsive public outreach activities on land tenure and property rights held with USG assistance	Q1, Y2	Quarterly	Reports including summary of each activity, with receipts, where appropriate, and distribution information collected	0	56	2	7	474
16	Custom	4.3: Number of new or existing professional organizations of surveyors and other land related professions supported	Q1, Y2	Quarterly	LGSA technical staff and implementing partners submit reports including support provided	0	2	0	1	9
17	Custom	4.4: Number of marginalized people who have accessed to land tenure and property rights services from land governance institutions	Q1, Y2	Quarterly	Reports from LLA/LCC showing the marginalized groups who have accessed services	150	170	N/A	108 (58 women)	900
18	Custom	4.5: Number of NGO's, CSO's and private sector organizations engaged in gender-responsive land tenure and property rights activities as a result of USG assistance	Q1, Y2	Quarterly	Reports and other supporting documents to include photographs, estimated attendance	0	5	0	4	25

ANNEX I: DRAFT ORGANIZATION CHART AND STAFF STRUCTURE OF THE LIBERIA LAND AUTHORITY



Proposed Land Governance Model for Liberia – Dec 12, 2016

PART A: DEPARTMENTS, DIVISIONS, UNITS OF THE LIBERIA LAND AUTHORITY

A.1 THE LLA COMMISSION (TOTAL OF FIVE COMMISSIONERS)

The Chairperson, Vice-Chairperson, and three other commissioners; all appointed by the President.

The LLA is headed by the Chairperson according to section 26.1 and according to 26.1 b) “shall be ultimately responsible for the administrative operations of the Authority”. According to Section 17.1, The Vice-Chairperson is responsible for oversight of the “Administrative⁹ and Customer Services” division of the LLA. Each of the other commissioners hold a responsibility for one of the remaining 3 divisions of proposed LLA: namely 1) Land Administration, 2) Land Use and Management, and 3) Land Policy and Planning.

A.2 STRUCTURE OF THE LLA

The LLA is comprised of four departments as per the LLA Bill (other divisions, units may be added over time if necessary). The Divisions and Units introduced here are proposed and are based on the mandate, functions, and responsibilities of the LLA according to the LLA Act.

A.2.1 Land Administration Department

The Land Administration Department is responsible for all land administration functions including the:

- a. Land Registry Division: full responsibility for immovable property registration functions,
- b. Surveying and Mapping Division:
 - i. Surveying Unit: oversight, standards over all aspects of surveying including cadastral, engineering (route location and design, structural positioning and stratification), mining, geodetic, and topographic.
 - ii. Mapping Unit: cadastral, topographic, and thematic; *including the provision of some map publishing and sales functions,*
- c. Valuation Division: Assisting with the establishment of an appraisal/valuation association for the practice of appraisals, valuation, and assessment; Ongoing, oversight and responsibility for valuation of immovable property
- d. Spatial Data Management/Maintenance Division: standards, access, security, dissemination, and maintenance of spatial data related to land administration and land management. Establishing spatial data standards towards the formation of a National Spatial Data Infrastructure (NSDI).
 - i. Information and Communications Technology (ICT) Unit: The basic functionality of the ICT unit should be:
 - a) IT Governance: Developing ICT guidelines and policies for staff and operational units to use of the IT systems, networks, architecture, etc. including ensuring IT security and data assurance.

⁹ Section 26.1 b) states that the Chairman “Shall be ultimately responsible for the administrative operations of the Authority”. Are 17.1 and 26.1 in conflict?

- b) IT Operations: Providing assistance to the technology users in accordance with an established operating standards. The main function of IT Operation is to maintain the status quo. When a technology fails or software becomes corrupt, the task of IT operation is to put it right.
- ii. Data Management and Security Unit: Management of the spatial data and information systems for the LLA. Providing the capacity for operating applications development, storing and securing the electronic data/information the organization owns, and providing direct operating assistance in software use and data management to all functional areas.

A.2.2 Land Use and Management Department

- a. Land Use Planning: Establishment of criteria and regulations for land use planning/physical planning, approval of land use plans, and enforcement of regulations.
- b. Zoning Regulations: Development and approval of zoning regulations; enforcement of regulations.
- c. Land Management: Development and oversight of land management policies and guidelines. (Sector ministries and agencies will develop land use plans for their respective jurisdictions and will retain management of lands designated for sector use; e.g. agricultural land – Ministry of Agriculture; forest land – Forest Development Authority).

A.2.3 Land Policy and Planning Department

The Land Policy and Planning Department is responsible for 1. Land policy: existing policy revisions and updating; new policy development in coordination with affected departments; facilitating and managing legal reforms; and 2. Planning: preparing plans, including budgets for implementation of land policies, coordinating the development of the Authority's strategic and annual work plans. Sub-divisions include:

- a. Policy Research Division:
 - i. Carry out research through review of land policies and related studies and identify key issues that are critical to the land policy development process.
 - ii. Perform analysis of alternative land policies.
 - iii. Develop land policy.
 - iv. Undertake activities related to land policy implementation and revision.
- b. Legal Advisory Division:
 - i. Carry out legal research through review of land laws and related studies and identify key issues that are critical to the land law reform process;
 - ii. Assist in preparing draft land laws consistent with approved policies through working with and providing technical support to the land law drafting process
- c. Planning Division:
 - i. Prepare short, medium and long term plans, including budgets for implementation of land policies.
 - ii. Coordinate the preparation of long-term development plans for the land sector.
 - iii. Coordinate the preparation of strategic business plan for the Authority
 - iv. Ensure proper coordination of institutional support within the land sector;

- v. Coordinate through a special project structure, projects implemented by the Authority
- d. Monitoring and Evaluation Division:
- i. Establish appropriate monitoring and evaluation and reporting systems for land governance, as well as the institutional capacity of the Land Authority
 - ii. Monitor and evaluate the performance and progress of development programs and projects in the land sector;
 - iii. Identify successes, challenges and lessons learned from program and project activities in the land sector and ensure appropriate flow of information to the Commission of the Authority and the implementing partners and donors;
 - iv. Provide information for decision-making within the LLA and its structures, systems, and processes that are expected to be integrated throughout the life-cycle of programs.
- e. Gender Division:
- i. Advocate for and monitor government's efforts to engage in gender-responsive land governance, including its recognition and enforcement of WLRs and its provision of equal representation of women in the LLA and its decentralized bodies.
 - ii. Inform the broader land reform process by 1) providing gender-responsive technical inputs into land laws, policies, programs, and processes, 2) shaping the administrative and regulatory reforms to enhance WLRs, and 3) ensuring gender-responsive implementation of land laws and land-related projects and activities of the LLA and its partners. Critically includes ensuring the Land Rights Act and its implementation are gender integrated.
 - iii. Support the integration and continuation of the Women's Land Rights Task Force (WLRTF) by serving as the WLRTF's administrative hub.
 - iv. Coordinate and facilitate the efficient exchange of information and knowledge between the LLA and other relevant ministries and commissions, including the Ministry of Gender, Children and Social Protection (MGCSP), on issues related to gender and land.
 - v. Engage the public on WLRs issues by 1) raising public awareness about WLRs; 2) including gender, women, and WLRs advocates in civil society and the private sector in land reform processes; and 3) promoting community engagement and women's participation in land reform processes. The latter includes facilitating region-wide consultations to hear from women about their issues, needs, and interests and to funnel this input back into the land reform process.
 - vi. Serve as a knowledge hub and resource for LA officials at the national- and sub-national levels, WLRTF members, and other ministries and commissions on the issues of gender and land, and especially WLRs. Includes serving as a conduit for research, studies, and policy briefs on WLRs issues and a repository for emerging issues on WLRs.
 - vii. Ensure gender integration within LA's internal functioning, including systematically training staff on gender and WLRs issues.

A.2.4 Administrative and Customer Services Department

- i. Administrative Services Division:
 - Financial Services Unit

- Budget and Forecasting Unit
 - Accounts Payable Unit
 - Accounts Receivable Unit
 - Payroll and Expense Management Unit
 - Tax Unit
- ii. Operations/Facilities Management Division (Janitorial services; inventory of movable properties; facilities maintenance and management, etc.):
- Furniture and appliances purchase and disposal
 - Repair and upkeep of facilities
 - Building maintenance and operations Unit
- iii. Procurement Services Unit: All procurement activities for the Land Authority including branch offices in the regions and counties.
- iv. Information and Communications Technology (ICT) Division
- IT Management and Operations Unit
 - IT Development and Implementation Unit
- v. Human Resources Development and Management Division
- a) Public Information/Relations Unit

Human Resources (HR) is concerned with the issues of managing people in accordance with the LLA's HR policies and guidelines. This includes:

- Recruiting suitable candidates for various positions throughout the LLA
- Identifying and meeting the ongoing training needs of existing staff and new recruits
- Ensuring employee welfare and employee relations are positive
- Ensuring that the working environment is safe and secure for all staff.
- Raising awareness of workplace rules and regulations particularly as new legislation is passed.

The Human Resources Division plays five key roles in an organization (BBC/Bitesize/Business/Role and Importance of Human Resources Management):

- Executive role – the HR department are viewed as the specialists in the areas that encompass Human Resources or people management.
- Audit role – the HR department will check other departments, and the organisation as a whole, to ensure all HR policies such as Health & Safety, Training, Staff Appraisal etc., are being carried out in accordance with the company's HR policy.
- Facilitator role – the HR department help or facilitate other departments to achieve the goals or standards as laid out in the HR policies of the organisation. This will involve training being delivered for issues that arise in the areas relating to people management.

- Consultancy role – the HR department will advise managers on how to tackle specific management of people issues professionally.
- Service role – the HR department is an information provider to raise awareness and inform departments and functional areas on changes in policy.

vi. Customer Services Division

The Customer Service Division is responsible for operations and maintenance of all aspects of customer interactions between clients and the LLA. There is a focus on maintaining and enhancing customer relationships and to meet the organizational and operational objectives of the LLA. They will create and deliver ongoing customer care training and development programs. The division will ensure that staff has all the skills and tools to perform their duties and to deliver at a high standard of customer service

- a) Operations and Support Unit
- b) Training and Development Unit
- c) Public Relations Unit

A.2.5 Corporate Legal Services Department

This department will be responsible legal services and advice associated with the ongoing business of the LLA. This will include:

- Business contracts for goods and services and other contractual arrangements
- Legal matters associated with divisions, employees,
- Claims against the LLA, debt collection, case prosecution
- Business development
- Real estate transactions, leases

A.2.6 Internal Audit Department

The department executes an approved audit plan and will perform the following tasks in accordance with its overall strategy: [source: <http://www.marquette.edu/riskunit/internalaudit/role.shtml>]

- Verify the existence of assets and recommend proper safeguards for their protection;
- Evaluate the adequacy of the system of internal controls;
- Recommend improvements in controls;
- Assess compliance with policies and procedures and sound business practices;
- Assess compliance with state and federal laws and contractual obligations.
- Review operations/programs to ascertain whether results are consistent with established objectives and whether the operations/programs are being carried out as planned;
- Investigate reported occurrences of fraud, embezzlement, theft, waste, etc.

PART B: STAFFING FOR THE LIBERIA LAND AUTHORITY (LLA) HEADQUARTERS

B.1 TOP LEVEL OF MANAGEMENT

- The LLA Commission (total of 5 commissioners with each minus the Chairman having oversight responsibility for the following departments: Land Administration, Land Use and Management, Land Policy and Planning, Administrative and Customer Services)
- Executive Director
- Executive Secretary
- Support Staff
 - Receptionist
 - Special assistants to the Commissioners
 - General housekeeping clerk
 - Drivers
 - Custodians (Contract out office cleaning, etc.)

B.2 SUGGESTED STAFFING (LOWER MANAGEMENT AND SUPPORT STAFF)

B.2.1 Land Administration Department

- Director for Land Administration
 - Assistant
 - Land (immovable property) Registry Division: Headquarters
 - Assistant Director/Chief Registrar
 - Legal Specialist??
 - Surveying and Mapping Division: (Headquarters)
 - Assistant Director/Surveyor General of Surveying and Mapping
 - Surveying Unit
 - Chief Surveyor (multi-discipline)
 - Cadastral Surveyor
 - Geodetic Surveyor
 - Mapping Unit
 - Chief Cartographer
 - GIS Specialist
 - Valuation Division:
 - Assistant Director of Valuation/Appraisal Services
 - Technical Assistant
 - Valuer/appraiser
 - Spatial data management/maintenance Division:
 - Assistant Director of Spatial Data Management
 - ICT Systems Administrator
 - Database management specialist
 - GeoSpatial Data manager

B.2.2 Land Use and Management Department:

- Director of Land Use and Management
 - Assistant
 - Land Use and Zoning Division:
 - Assistant Director Land Use and Zoning Specialist
 - Urban Land Use and Zoning Specialist
 - Regional/Rural Land Use and Zoning Specialist

- Land Management Division:
 - Assistant Director for Land Management
 - Physical Planner
 - Agriculturalist
 - Forest Specialist
 - Environmental Specialist

B.2.3 Land Policy and Planning Department

- Director of Land Policy and Planning
 - Assistant
 - Policy Research Division
 - Assistant Director for Policy Research
 - Researcher
 - Policy Analyst
 - Legal Advisory Division
 - Lawyer
 - Legal Research Assistant
 - Planning Division:
 - Assistant Director for Planning
 - Economist
 - Strategic business development specialist
 - Project Planner
 - Coordinator (institutional support and or development assistance to the land sector)
 - Monitoring and Evaluation Division
 - Assistant Director for Monitoring & Evaluation
 - Assistant
 - Gender Unit

B.2.4 Administrative and Customer Services Department

- Administrative Services Division
 - Director of Administration
 - Assistant Director of Administration
 - Assistant
 - Financial Services Unit
 - Chief Financial Specialist (Comptroller)
 - Budgeting and Forecasting Unit:
 - Budget and Forecasting Analyst
 - Accounts Payable Unit
 - Accounts Payable Analyst
 - Accounts Receivable Unit:
 - Accounts Receivable Analyst
 - Payroll and Expense Management Unit
 - Payroll Manager
 - Payroll Analyst
 - Tax Unit
 - Tax Analyst

- Operations/Facilities Management Division (Janitorial services; inventory of movable properties; facilities maintenance and management, etc.)
 - Assistant Director
 - Maintenance Supervisor
 - Janitor Supervisor to manage x number of janitors to be hired
 - Chief Driver to supervise x number of drivers to be hired
 - Furniture, appliances purchase and disposal Unit
 - Clerical support
 - Repair and upkeep of facilities Unit
 - Facilities Manager
 - Building maintenance and operations Unit
 - Custodian
- Procurement Division:
 - Assistant Director
 - Procurement Specialist
- Information and Communications Technology (ICT) Division
 - Assistant Director of Information and Communications Unit
 - Assistant
 - IT Management and Operations Unit:
 - Systems Analyst
 - Systems administrator
 - IT Development and Implementation Unit:
 - Systems Engineer
 - Database Management Specialist
- Human Resources Development and Management Division
 - Assistant Director of Human Resources
 - Human Resources Officer
 - Education and Training Officer
 - Health and Safety Specialist
 - Public Information/ Relations Unit
 - Assistant Director of Public Relations
 - Public Relations Specialist(s)
 - Information Services Specialist
 - Customer services Division:
 - Director of Customer Services
 - Assistant Director of Customer Services

B.2.5 Corporate Legal Services Department

- Chief Legal Advisor
 - Legal Aid Specialist

B.2.6 Internal Audit Department

- Chief Auditor
 - Audit Specialist???

STAFFING FOR REGIONAL OFFICES

- Office Manager

- Registrar
- Deputy Registrar?
- Registration Services Specialist(s)
 - Front office staff
 - Information Officer
 - Document intake officer(s)
 - Cashier(s)
 - Back office staff (registry)
 - Document processing officer(s)
 - Database management specialist
 - IT Systems administrator/engineer
- Deputy Director of Geomatics (Surveys & Mapping)
 - Mapper/remote sensing specialist/ortho-imagery specialist
 - GIS technician(s)
 - Land Surveyor
- Deputy Land Management Specialist
- Legal Aid/Dispute Resolution Specialist (may not be necessary if the LCC functions are restored in some other institutional arrangements)
- Valuer/appraiser(s)
- Monitoring & Evaluation Specialist
- Accountant
- Support staff
- Facilities maintenance

STAFFING FOR COUNTY LAND OFFICES

- County Land Administrator (office manager)
- County Land Dispute Resolution Officer (Legal Aid Specialist)
- Document Intake Specialist
- Receptionist Cashier
- Land management specialist
- Land Surveyor (position to be declared redundant after privatization of surveying activities has been established and functional)
- Valuer/appraiser (position to be declared redundant after privatization of valuation and appraisal activities are privatized)
- Facilities maintenance

ANNEX 2: YEAR 2 ROAD MAP FOR POLICY AND LEGAL REFORM

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Regulations on County Land Board and County Land Team	Workshops and task force to develop regulations in consultation with county level stakeholders.	Establish functionality of County Land Boards as provided in the Liberia Land Authority Act.	Q2-Q4
Regulations under Liberia Land Authority Act	Begin consultations and drafting after Liberia Land Authority Act promulgated.	Clear procedures for making applications to LLA; codes of conduct established.	Q2 – Q4*
Land Administration Policy	Finalized by LC; gender review conducted; adoption by government, public outreach.	Guidelines for implementation of the land administration (registry, surveying, etc.) policy.	Q2 – Q4*
Land Dispute Resolution Policy	Finalize draft policy document and ensure gender responsive.	Clarifies relationship between informal and formal dispute resolutions process, re-establishes the role of LCCs.	Q2 – Q4*
Regulations under Land Administration Policy	Not yet begun; begin consultations and drafting.	Procedures for demarcation of land, deed registry, spatial data infrastructure.	Q3 – Q4*
Regulations on the sale, lease, and concessions of public and government land	Establish a task force to review the provisions of the Interim Guidelines and Procedures for the Sale of Public Land, solicit gender review by the WLRTF and update the guidelines where necessary; develop these regulations with broad public consultation.	Clarification of the process for transparency and adequate legal and social protections/safeguards for impacted individuals in the alienation of public and government land.	Q2 – Q4*
Land Survey Act	Creation of a task force to determine the provisions of the survey act within the context of Liberia needs and international standards.	Reform of survey profession in Liberia.	Q2 – Q4*
Land Rights Registration Act	Establishment of a task force to explore the feasibility of a single land rights registration act that would cover both deed and title registration and provide for the registration of customary rights. Engage the WLRTF on issues related to gender/women and registration of customary rights.	Strengthen the process of land rights registration, clarifying issue of title vs. deeds registration and ensuring a mechanism for the registration of customary land rights.	Q3 – Q4*
Land Dispute Resolution Act	Pending finalization of Land Dispute Resolution Policy, drafting of Bill, collaboration with Ministry of Justice (MOJ) with input from a broad range of stakeholders, including women's land rights stakeholders.	Formalization of Land Dispute Resolution within the governmental and/or judicial structure, clarifying procedures for land dispute settlement, and providing mechanisms for efficient cost effective methods of land dispute resolution.	Q4*

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Legislative review and amendments to harmonize policies and laws	Amendments to existing legislation to address issues related to gender equity; harmonize Land Rights Act's customary land provisions with the Community Rights Law (CRL), the Decedents Estates Law 1992, Domestic Relations Law 1973, and the Equal Rights to Customary Marriage Law; Land Administration Policy provisions with legislation; and regulations related to survey, land valuation, and taxation.	Harmonized legal framework; fewer misinterpretations of policies, law, and 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. land use planning and zoning, land valuation, spatial data infrastructure, women's land rights, mining, decentralization, environmental protection, and forestry).	Policies, laws and regulations streamlined across sectors; less confusion in implementation.	Ongoing over life of project

* Activities will continue in subsequent quarters

While the assumptions of this work plan remain valid, the passage of the Land Rights Bill will provide significant opportunities for other LGSA activities. The table below presents initiatives that will be undertaken in the event that this piece of legislation passes during the program year. The anticipated reform timeframe would need to be adjusted accordingly.

ADDITIONAL YEAR 2 ACTIVITIES WITH PASSAGE OF LAND RIGHTS BILL

Legal Reform	Status and Next Steps	Short-to-Medium-Term Impacts	Anticipated Reform Timeframe
Land Rights Act	Public outreach, guidelines for gender responsive implementation.	Formal recognition of customary land tenure; public awareness of land rights improved.	Q3 – Q4*
Regulations under Land Rights Act	Begin consultations and drafting after Land Rights Act promulgated. Undertake further action research on issues surrounding community self- identification and delimitation of community land resources with involvement of VLRTF.	Enables demarcating and registering customary land; establishment of community land and management associations.	*

* Activities will continue in subsequent quarters

ANNEX 3: CRITERIA FOR ESTABLISHMENT OF PILOT REGIONAL LAND GOVERNANCE OFFICE

BACKGROUND

The findings of an institutional audit of the land governance entities show that the facilities, infrastructure, and human resources for practicing good land governance in Liberia have either never been established or have deteriorated to the point of being dysfunctional and unsatisfactory for implementing and operating modern land governance systems and service delivery. With the exception of the Central Office of CNDRA there is minimum capacity (human, technological, adequate facilities) to deliver land governance services. The most recently established and functioning institution, the Liberia Land Commission, has been phased out since early 2016. Even the facilities vacated by that institution are not up to standard for implementing a land governance system.

It is proposed that a Pilot regional land governance office be established as a prototype facility for testing business processes and workflow procedures, training of personnel, and for implementing land governance functions associated with land management and land administration.

The proposed prototype facility is necessary to provide an alternative structure in which to develop and implement the much needed improvements to the land governance system. Without such a structure and significant improvements to the land governance processes and procedures a land policy cannot be implemented, the land administration system cannot function effectively, and the management of land resources in Liberia will continue to deteriorate.

The proposed prototype would be to select a county and jointly house the existing Deeds Registry, the Lands and Surveys facility, and the Land Commissioners office and build up the capacity to establish a land governance office. A Memorandum of Understanding (MOU) between the DLSC, CNDRA, and MIA for data and information sharing, technical and human resource sharing, and other resource sharing arrangements/agreements could be established. Another option would be to integrate it into an existing County Service Centre.

If and when the LLA is established the structure could be transferred or integrated directly to the new institution as it would have been developed as part of the proposed Land Authority as the institution was being established. If the LLA is not established the roots of another institutional structure would be established and could be formalized throughout the country.

FUNCTIONS OF THE PROPOSED PROTOTYPE FACILITY

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

SUGGESTED HIERARCHY OF THE LAND GOVERNANCE SYSTEM

The proposed regional office would perform the whole set of land governance services associated with land management and land administration but no land policy responsibility. The Regional office would have input into land policy making at the central level.

The four institutions with the primary responsibility for land governance are:

- The Land Registry Division of CNDRA;
- DLSC of MLME;
- The Ministry of Internal Affairs;
- The Ministry of Public Works.

There are several government Ministries with land management responsibilities which are assigned to them once land is designated for a particular land use (e.g. agricultural, forest).

SUGGESTED SERVICES TO BE PROVIDED AT THE REGIONAL OFFICE

- Immovable property registration services:
 - Registry of immovable rights (or title registration);
 - Issuance of excerpts from the registry;
 - Registration of interests such as mortgages, servitudes (easement), and liens.
- Alternate Dispute Resolution Services:
 - Consultation and advice on dispute resolution mechanisms;
 - Preparing and delivery of awareness of rights and responsibilities associated with land rights and the administration of the rights;
 - Assistance to local County Land Offices in preparation of dispute resolution documents.
- Surveying:
 - Advice on services provided by surveyors
 - Retaining an up-to-date list of registered/licensed surveyors

SUGGESTED SERVICES FOR THE LOCAL COUNTY LAND OFFICE

- Immovable property registration document submission;
- Consultation and advice for immovable property registration services;
- Alternate dispute resolution services;
- Advice on services provided by surveyors;
- Retaining an up-to-date list of registered/licensed surveyors.

ANNEX 4: SUCCESS STORY



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SUCCESS STORY

LGSA Community Mapping Through Mobile Technology



Photo: SDI

Testing mobile mapping tools during training



Photo: SDI

SDI works with community members to test mobile technology

Recognizing the importance of community mapping in the proposed Land Rights Act and its general application to land reform in Liberia, the Sustainable Development Institute (SDI) conducted a one day GIS training workshop at the office of the Interim Land Task Force (ILTF) on November 28, 2016. The training was supported by Tetra Tech, under a USAID supported project, the Land Governance Support Activity (LGSA).

Twenty-four people benefited from the training: five community based GIS animators, four staff from the ILTF, four staff from Tetra Tech/LGSA, three Monrovia based GIS trainees, two Tenure Facility staff, and six SDI field and office staff.

The training was divided into two main sections, 1) concept and applications of the GIS materials and 2) field testing of GIS materials. Participants were given an introduction to GIS with a review of GIS concepts and associated tools, including opportunities and limitation of field applications, especially in rural areas.

Participants were then led through a one hour field testing of these tools. Each trainee had the opportunity to use the available tools to collect data points. Those points were then entered into a GIS. Technical interactions included:

- A boundary walk through the Sinkor neighborhood;
- Collection of points of interest;
- A map with a data base behind it;
- Virtual representation of the real world and its infrastructure; and
- Satellite imaginary – looking down from the top.

After the training participants were urged to return to their communities and explain to their community members basic concepts and intent of the training. Community animators relayed to their communities that the training was just the beginning and that LGSA, through SDI, will officially introduce the activity in the field, and test the methodology in the coming months. The results of the pilot community mapping utilizing mobile technology will inform the larger methodology to recognize customary land rights, as identified by the National Land Rights Policy and the Draft Land Rights Bill currently before the Legislature.

For more information, contact:

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