

1ST
EDITION
2023



WORKING TOGETHER

A HANDBOOK FOR CLDMCS, CFMBS,
LOCAL GOVERNMENT & STAKEHOLDERS

A GUIDE | COMMUNITY LAND & FOREST GOVERNANCE



1ST
EDITION
2023

WORKING TOGETHER

A HANDBOOK FOR CLDMCS, CFMBS,
LOCAL GOVERNMENT & STAKEHOLDERS

A GUIDE | COMMUNITY LAND & FOREST GOVERNANCE



Acknowledgements: This handbook has been developed by a team of key experts supporting the implementation of the Liberia Forest Sector Project (LFSP) in Southeastern Liberia under the guidance of IDH Liberia. The LFSP is funded by the Government of Norway through the World Bank and the Government of Liberia. The views expressed in this handbook are those of the authors and do not reflect the views of IDH, the Government of Norway, the World Bank and the Government of Liberia.



Illustrations: Leslie Lumeh, www.leslielumeh.com, Murrira, Net vector, Lightly Stranded, Mr Twister.

Design: contact@onehemisphere.se **Published:** April 2023. Also available online at: <https://www.fda.gov.lr/>
<https://www.epa.gov.lr/> <https://lla.gov.lr/>



IDH is a global organisation leveraging the power of the private sector to make progress on the Sustainable Development Goals. IDH in Liberia works on sustainable trade and improved landscape management, based on a Production, Protection and Inclusion approach.

www.idhsustainabletrade.com

CONTENTS

Acknowledgements	2
Acronym	5
Background and overview	6
SETTING THE SCENE	7
<i>Training Duration</i>	7
Purpose/objectives of the Training	7
Identification of expectations and fears	7
Guideline for Good Communication as Land and Forest Governance stakeholders	7
Animate a discussion on land use	7
 MODULE 1 LEGAL FRAMEWORK GOVERNING LAND & FOREST RESOURCES	8
<i>Facilitation Note</i>	9
Constitution: What does it say about Land Rights?	9
Land Rights Act	10
What are the steps of customary land Rights Registration?	11
Women and Youth Land Rights	12
Women's land rights	12
Youth and their land rights	13
Community Rights Law: What rights does it give to forest communities?	13
Forest Governance Structures	14
The Community Assembly (CA)	14
The Executive Committee (EC)	14
Community Forest Management Body (CFMB)	14
 MODULE 2 INTRODUCTION TO THE ROLES & RESPONSIBILITIES OF EACH OF THE STAKEHOLDERS ENGAGED IN LAND & FOREST GOVERNANCE	16
Lesson 1: Roles and Responsibilities of stakeholders	17
<i>Lesson objective</i>	17
1. CLDMC	17
2. Community Acting Collectively	19
3. Roles, Functions and Responsibilities of the CFMB	20

CONTENTS

4. Relationship between CFMBs and CLDMCs	21
Relationship between CLDMCs and sub-committees	21
Benefit Sharing Committee	21
Forest Management Committee	21
Conflict/Grievance Resolution Committee	22
Organogram	22
5. County Service Center	23
County Council	23
Administrative Organ	23
District Administration	24
Chiefdom Administration	24
Clan Administration	24
Town Administration	24
Potential clash of governance structures	25
Lesson 2: Building synergy among the stakeholders	25
Relationship between CLDMC and CFMB	25
Relationship between CLDMC and Chiefs (Paramount, Clan & Town)/Elders	26
Relationship between CLDMC and county authorities	26
 MODULE 3 ORGANIZATIONAL DEVELOPMENT	28
Lesson 1: Accountability	30
Key Learning points	30
Lesson 2: Conduct of Meetings and Documentation of outcomes	31

ACRONYM

ADR	Alternative Dispute Resolution
CA	Community Assembly
CLDMC	Community Land Development Management Committee
CFMA	Community Forest Management Agreement
CFMB	Community Forest Management Body
CRL	Community Rights Law
CSI	Community Self Identification
CSOs	Civil Society Organizations
EC	Executive Committee
FFI	Fauna Flora International
FDA	Forestry Development Authority
GVL	Golden Veroleum Liberia
LGA	Local Governance Act
LLA	Liberia Land Authority
LRA	Land Rights Act
RIAT	Regional Inter-Agency Team
SDI	Sustainable Development Institute
TLs	Traditional Leaders



BACKGROUND & OVERVIEW

Liberia's Land Rights Law of 2018 recognizes and formalizes the land rights of communities and granted it the same legal protection as Private Land rights. The law has opened a major window of opportunities for civil society organizations, private sector, and ordinary citizens to work with the government to reverse decades of marginalization and exclusion of local population in land matters. At the same time, the law has exposed the enormous challenges facing land governance across the country and its implications for overall democratic governance and citizen participation. These challenges are further complicated by the existence of other legislations that address local government and governance but do not necessarily align with the changes in land governance foreseen under the Land Rights Law. For example, Community Forest Management Bodies (CFMBs), established under the Community Rights Law of 2009, have mandates explicitly related to forest and operate under Forestry Development Authority's (FDA's) oversight. On the other hand, Community Land Development and Management Committees (CLDMCs), established under the Land Rights Law of 2018, mandate covers land and land-based resources such as forest. Even though these legislations do not conflict, interpretation and implementation by various actors have led to confusion and misunderstanding among local actors.

The purpose of this handbook is to highlight and emphasize the expectations of broad stakeholder participation in forest and land governance, contrary to the approach that is being promoted by some actors especially elements that advocate exclusion of key stakeholders such as local government officials, traditional authorities and other informal community institutions. It draws on provisions in both the Land Rights Law and the Community Rights Law to make the case for including all stakeholders in community land and forest governance.

The handbook is divided into **three modules**. The first module focuses on the legal framework governing and forest resources, the second module introduces the roles and responsibilities of each of the stakeholders engaged in land and forest governance, and the third module introduces practitioners to the basics of organizational development. The module was initially drafted and field tested with communities in Jadepo, Wedcarba and Kpanyan, and subsequently updated for use in Dugbe, Shaw Boe, Putu and Chedepo Districts. This version takes into account learnings from these early uses.



SETTING THE SCENE



Training Duration: The contents of this training are expected to be delivered in two (2) full days. Trainers should cover Modules 1-2 on the first day, and Module 3 on the second day. At the end of the first day, the trainer(s) should reflect on the effectiveness of the process used in the delivery of the materials and make adjustments where needed.

Purpose/objectives of the Training:

Following the opening formalities, the facilitator explains the purpose of the training, which is threefold:

- ◆ To increase the knowledge of community structures on their respective roles and responsibilities in land and forest governance
- ◆ To increase the skills of community stakeholders in land and forest governance
- ◆ To change the behaviors of community members toward land and forest governance

Identification of expectations and fears:

The facilitator then encourages participants to state what they expect to get from the workshop and also to highlight any fear that they have in participating in the workshop.



Duration for the introductory session: One Hour

Guideline for Good Communication as Land and Forest Governance stakeholders:

- ◆ Why is it important to communicate, to be connected?
- ◆ Good communication practices

Ask Participants:

- ◆ How do they communicate in their communities on important issues like forest and land management?
- ◆ What challenges do they experience in communicating on these issues?
- ◆ What can be done to address the challenges going forward?

Animate a discussion on access to land:

- ◆ How is land acquired in the community?
- ◆ How can community members access land?
- ◆ Who has the authority to give land to an individual or a group?
- ◆ Who gives that person(s) the authority?
- ◆ Brief background to the formulation of the LRA and what it says about land ownership.



MODULE 1

LEGAL FRAMEWORK GOVERNING LAND & FOREST RESOURCES





PURPOSE This module introduces communities to the legal framework governing natural resource management in Liberia.



DURATION 2 hours



MATERIALS Flipchart, markers

Facilitation Note: *Ownership, management and use of land and forest resources are grounded in laws. The purpose of the legal framework is to provide an overview on what the laws say about land and forest governance and the rights and responsibilities of rights bearers. The legal instruments include the 1986 Constitution of Liberia, the Land Rights Law (also known as the Land Rights Act or LRA) of 2018 and the Community Rights Law (CRL) of 2009.*

CONSTITUTION: WHAT DOES IT SAY ABOUT LAND RIGHTS?

Trainer provides an overview that in Liberia, the Constitution is the first law and other laws like the LRA are subordinate to it.

In relation to the ownership of property, the Constitution says that:

- ◆ Only citizens of Liberia can own land.
- ◆ The Constitution guarantees the right to land, which is a property. But the Constitution prohibits private property in minerals – minerals are owned by the government for the enjoyment of the entire country.
- ◆ The Constitution upholds equal protection and non-discrimination regardless of sex. Equal protection means that everyone is equal before the law and has equal protection under the law. This means that no person or a group such as women or youth should be discriminated against in property ownership like land.

Pause for Questions and Answers



Land Rights Act

The trainer introduces the Land Rights Act.

Introduction: The purpose of the Land Rights Act is to protect the rights of all Liberians regardless of their gender, tribe, religion to give ownership rights of rural communities to their customary land.

Explain that according to the LRA, land is classified into four (4)

categories: Private Land, Government Land, Public Land and Customary Land.

What is Private Land?

- ◆ Private Land means land that is owned or otherwise held by private person or persons. When a person owns private land they have a deed for that private land.

What is Government Land?

- ◆ Government Land means land owned by the Government including land used by government for buildings, such as government offices, government schools and government hospitals. The land the government roads pass on is also government land.

What is Public Land?

- ◆ Public Land means land that is not Private Land, or Customary Land, or Government Land.

What is Customary Land?

- ◆ Customary Land means land owned by a community and used or managed according to the customs and tradition. Customary Land includes, but is not limited to residential land, farmland, communal forestlands, and fallow lands.
- ◆ Customary land is owned collectively by all the people in the community.

◆ Recognition of Customary Land Rights - Key Points to Highlight:

- ◆ The law recognizes and protects Customary Land ownership just like Private Land ownership.
- ◆ Communities can own their Customary Land with or without a deed.

WHAT ARE THE STEPS OF CUSTOMARY LAND RIGHTS REGISTRATION?

Trainer should explain to participants that for communities to exercise their rights over their Customary Land, they must go through a registration process.

The steps include the following:

◆ **Community Self Identification (CSI):**

This process takes into account how a community or clusters of communities wish to organize to govern their land whether at district level, clan or sub-clan level, town level or more.

◆ **Governance formation:**

The community, through a participatory process develops and adopts bylaws for land governance and establishes governance structure. The governance structure includes the formation through a participatory process of the Community Land Development Management Committee (CLDMC) and sub-bodies that the CLDMC establishes subsequently. The CLDMC has specific roles and responsibilities in managing Customary Land.

◆ **Participatory mapping and boundary harmonization:**

This includes the involvement of different groups in the community such as women, youth, elders and traditional leaders in mapping their land and working with neighboring communities to set their boundaries.

◆ **Confirmatory Survey:**

The confirmatory survey is commissioned by the Liberia Land Authority (LLA) to demarcate Customary Land.

◆ **Issuance of Statutory Deed:**

Once the survey is done and contested issues are resolved, the LLA issues a statutory deed to the community whose land has been surveyed.

Pause for Questions and Answers



WOMEN AND YOUTHS LAND RIGHTS

Women's land rights:

Ask participants to discuss the following questions:

- ◆ What are cultural beliefs and practices about women and men in relation to land and forest management in their community?
- ◆ What are common challenges that women and men face in relation to making decisions around managing land and forest resources in their community?
- ◆ What are the roles and responsibilities of women in the management of land and forest resources?

Trainer captures responses on the flipchart and makes a summary.

Trainer closes the discussion by explaining that the Land Rights Act guarantees:

- ◆ Women who are community members have equal rights to customary land. This means that they can use and manage land just like men.
- ◆ Women who are community members are also entitled to their own residential land, which is private land and cannot be taken away.
- ◆ Women have rights to access and use community agricultural land for farming, including planting of life trees.
- ◆ Women must meaningfully participate in land governance, just like men, and must be equally represented on CLDMCs and given the space to participate in decision-making.



Youth and their land rights:

Animate a discussion by asking the following questions:

- ◆ Who do you consider as youth in your community?
- ◆ What activities do youth males as compared to females engage in for their livelihood in this community?
- ◆ Is land important for the survival of youth, if so, why?
- ◆ What are the roles and responsibilities of youth in making decisions around managing land and forest resources?

Following a facilitated discussion, the trainer sums up the sessions by reinforcing that:

- ◆ Even though youth do not have unique land rights under the law, they have the same protections as women and men to own land for a house, to access and use community agricultural land, and to participate in land governance.
- ◆ Youth are also represented on the CLDMCs in equal numbers as men and women.

Pause for questions from the participants and take note of each question



COMMUNITY RIGHTS LAW (CRL): WHAT RIGHTS DOES IT GIVE TO FOREST COMMUNITIES?

Trainer provides a background to the CLR:

The Community Rights Law was passed in 2009 and the purpose is to empower communities to fully engage in the sustainable use and management of the forests of Liberia. The Act defines the rights and responsibilities of communities to own, manage, use and benefit from forest resources whether by customary, statutory or other tenure systems and aims at establishing mechanisms to promote informed and representative community participation in matters related to community forest resources. According to the Law, the FDA is responsible to ensure the observance of the principles of fair and sustainable management of forest resources.

FOREST GOVERNANCE STRUCTURES:

The law outlines certain rights and responsibilities that forest communities are to exercise in the management of their forest resources. The law also lays out the structure for the management of a community forest and the structure includes: Community Assembly (CA), Executive Committee (EC) and Community Forest Management Body (CFMB).

The Community Assembly (CA) shall be the highest decision-making body of the Community with respect to community forest. The CA shall include members of the legislature from the county where the communities are located, a Chairman, Vice Chairman, Secretary and Financial Officer as well as other leaders it may deem necessary for the effective and efficient operations of the Assembly. The Community Assembly shall elect its officers ***none of whom shall be a sitting government official.***

The Executive Committee (EC) of the Assembly shall comprise members of the legislature from the county where the Communities are located and the four elected officials, including Chairperson, Vice Chairperson, Secretary and Finance Officer. The EC of the Assembly shall supervise the work of the CFMB between sittings of

the Assembly. The EC shall report to the full Community Assembly.

Community Forest Management Body (CFMB): The EC has oversight responsibilities of the CFMB.

A-five (5) member Community Forestry Management Body shall manage the day to day activities of community forest resources. At least one member of the body shall be a woman. The body shall have a Chief Officer, a Secretary and a Treasurer.

The body and its officers shall be appointed by and report to the Community Assembly. In the absence of a sitting of the Assembly, the CFMBs shall report to the Executive Committee of the Assembly.

An Authorized Forest Community, a community that has a Community Forest Management Agreement (CFMA) with the FDA, may contract with a third-party logging company to extract logs from the CFMA. A CFMA lasts for fifteen years.

*Pause for Questions
and Answers*





NOTES

MODULE 2

ROLES & RESPONSIBILITIES OF EACH OF THE STAKEHOLDERS ENGAGED IN LAND & FOREST GOVERNANCE





PURPOSE This module is broken down into lessons and outlines the roles and responsibilities of the CLDMCs, CFMBs and other actors engaged in the governance of land and forest resources.



DURATION 5 hours.



MATERIALS Flipchart, markers, and handout.

LESSON 1: ROLES & RESPONSIBILITIES OF STAKEHOLDERS

Lesson objective: *By the end of this lesson, participants will be able to explain the roles and responsibilities of the Community Land Development and Management Committee (CLDMC) and Community Forest Management Body (CFMB) in the management of customary and forest lands.*

1. CLDMC

In accordance with the LRA, the CLDMC is the body responsible for the management of Customary Land. Members include equal number of men, women and youth from the sub-unit within an identified community elected by the wider community.

The LRA states that community members shall among many things, draft by-laws agreed by the community, establish CLDMC and set up rules for the management of the CLDMC, and shall develop land use planning (Article 35:1).

Any community that is organized in keeping with Article 35:1 shall have legal and possess legal personality, with all the attendant rights, including the ability and right to enter into enforceable contracts and sue and be sued (Article 35:2).

Roles and Responsibilities:

In keeping with the LRA (Article 36:2), the CLDMC has the following roles and responsibilities:

- ◆ Establish, support and maintain sub-bodies and committees.
- ◆ Be accountable to the entire membership of the community and shall report to the membership at frequencies established in the by-laws, provided that a report shall be made to the membership at least once a year.
- ◆ Allocate land, review and render decisions on complaints arising from the allocation and use of Customary Land including matters relating to the allocation of Residential Areas. Such decisions shall be made to the entire membership.
- ◆ Membership of the CLDMC shall consist of equal representation of the following three groups: women, men, and youth. Other than **chiefs who shall serve as Ex-Officio members, the representatives of the three groups shall be democratically elected.**
- ◆ All decisions by the CLDMC, including appointment of officers shall be made by consensus.
- ◆ Decisions made in relation to Customary Land shall be in accordance with the traditions, customs, and practices of the Community.
- ◆ No person is eligible to serve on the CLDMC or sub-committee if he or she (i) has been convicted of a felony; (ii) has been legally adjudged bankrupt; (iii) has been legally adjudged mentally incapacitated; and (iv) is under eighteen years of age.
- ◆ Members of the CLDMC shall serve on a pro bono basis
- ◆ Any member of the CLDMC shall be liable for acts of corruption, negligence or incompetence in the discharge of his or her duties whether or not same results in injury to the Community.
- ◆ **The CLDMC shall work with relevant local government officials.**

Note: Once the CLDMC is established it becomes legal through the process of filing an Article of Incorporation and registering with the Liberia Business Registry. When this happens, the CLDMC can enter into enforceable contracts, that must meet the following elements:

- ◆ Offer
- ◆ Acceptance

- Consideration
- Capacity

These responsibilities are at the heart of the operations of the CLDMC so the trainer should have a discussion on each of these responsibilities so that they are clear and properly understood by each participant. For instance, how does a community reach consensus using customary practices and traditions? Is the CLDMC established in keeping with the by-laws and Articles 35 and 36 of the Act? After presenting each responsibility, the trainer should allot time for discussions, questions and answers.

2. COMMUNITY ACTING COLLECTIVELY

The law provides that the management of Customary Land is vested in the members of the Community Acting Collectively. The Community's members acting collectively are **the highest -decision making body of the Community.**

The CLDMC reports to the COMMUNITY ACTING COLLECTIVELY. They shall have the power by a vote of two-thirds of the Community membership to perform the following responsibilities (Article 36:2):

- a) To approve the sale, lease, or transfer of Customary Land to a person other than Community Members;
- b) To approve the sale, lease or donation of Customary Land to the Government;
- c) To approve requests of leases of Customary Land in excess of fifty (50) acres;
- d) To approve the sale of Customary Land, subject to the fifty (50) year prohibition on the sale of Customary Land as provided in Articles 49 and 51 of the Act;
- e) To investigate complaints involving CLDMC members and in connection therewith, remove members of the CLDMC, provided that the successor of any removed member shall be elected in accordance with provisions of Article 36(4) of the Act;
- f) Decide any matters relating to the Community's Customary Land consistent with the provisions of the by-laws of CLDMC.

3. ROLES, FUNCTIONS & RESPONSIBILITIES OF THE CFMB

In accordance with the Community Rights Law (CRL) of Liberia, the CFMB has the following functions, responsibilities and powers:

- ◆ Implement policies of the Community Assembly and its Executive Committee;
- ◆ Periodically report to the Executive Committee of the Assembly on the management of community forest resources;
- ◆ Make decisions related to community forest resources on behalf of the community;
- ◆ Represent the community in all matters related to community forest program;
- ◆ Develop and implement community forest management plans under guidelines and specifications issued by the authority;
- ◆ Consider and render decisions on and negotiate terms for, requests for non-commercial and commercial forest resources as guided by the law and other regulations issued by the Authority;
- ◆ If deemed necessary by the Community Assembly, establish a community forest land, to hold and expend monies generated from the use of community forest resources and other related sources;
- ◆ Administer the Community Forest Fund with respect to the receipt and expenditure of monies according to sound financial management principles and practices, following the approval of a budget by the executive committee of the Assembly;
- ◆ Ensure that community forest resources are managed in an environmentally sustainable manner and;
- ◆ Ensure good governance and accountability in community forest management.



4. RELATIONSHIP BETWEEN CFMBs & CLDMCs

Trainer opens the session and explains that CLDMCs are established to manage community customary land while CFMBs are set up to manage activities related to community forest. But because the forest is on the land the question arises:

- ◆ How can the CLDMCs and CFMBs implement their various roles and responsibilities in a way that conflict is minimized?

Relationship between CLDMCs and sub-committees:

The LRA states that the CLDMC may establish sub-committees for the implementation of its mandate and responsibilities. In the registration of Customary Land rights and the implementation of CLDMC mandate, there are three sub-committees that need to be considered as a priority. The establishment of these sub-committees is a way of broadening the participation of other community members.

Benefit Sharing Committee:

Once communities register their Customary Land, they are strategically positioned to exercise their rights over the management of the land and to ensure that benefits that are accrued from the land are equitably distributed.

For instance, agriculture and mining concessions as well as private investors that wish to invest on the land will need to negotiate with communities.

In negotiating with these investors, the Benefit Sharing Committee will be the group responsible to negotiate on behalf of the community. The members of the BENEFIT SHARING COMMITTEE may be up to five persons including representation of women, youth and men. However, the BENEFIT SHARING COMMITTEE will have no authority to make any decision or commit the community. The BENEFIT SHARING COMMITTEE will report to the CLDMC and the final decision on granting the land to any investor will be the primary responsibility of the COMMUNITY ACTING COLLECTIVELY.

Forest Management Committee:

There is a possibility that some existing community forest lands might fall in Customary Land of communities. In the event where this happens, the CLDMC may delegate the management of the community forest to the Community Forest Management Body (CFMB) that is already in place and the CFMB reports to the CLDMC. In this way, conflicts between the two structures can be minimized.

**ROLES & RESPONSIBILITIES OF EACH OF THE STAKEHOLDERS
ENGAGED IN LAND & FOREST GOVERNANCE**

However, in the event where the community has no Approved Community Forest but the community wishes to allocate some of its Customary Land as forest land, the CLDMC can set up a Forest Management Committee comprising of up to five members (women, youth and men) to manage the forest and report to the CLDMC.

Conflict Resolution and Grievance Redress Committee:

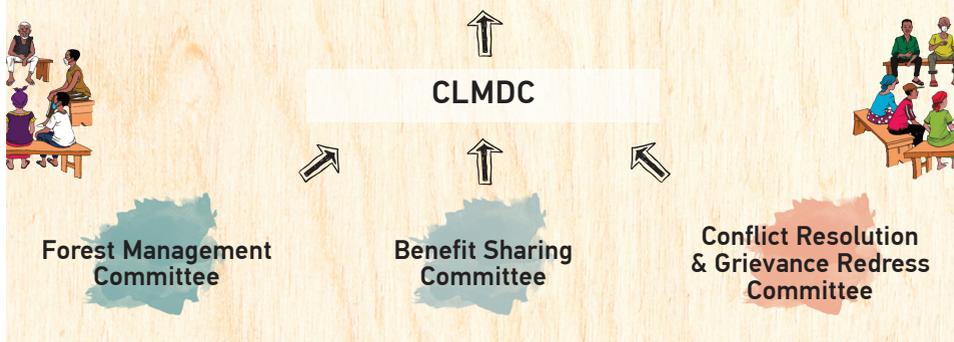
The management of land and forest will most likely produce grievances or conflicts because of vested financial and other forms of interests by different stakeholders. When these interests clash, they could trigger conflicts or grievances that need to be managed before they erupt into violence.

The management of customary land and forest land is largely done through customary practices and the LRA emphasized that conflicts related to the management of Customary Land should be handled through customary practices. Thus, CLDMC can establish a seven-member Conflict Resolution and Grievance Redress Committee to resolve conflicts arising from the management of Customary Land. Members of the committee may include chiefs, traditional leaders, district commissioners, women and youth representatives.

The inclusion of chiefs on the Conflict Resolution and Grievance Redress Committee is to reinforce their responsibility to promote peace and reconciliation in their respective

A typical Customary Land Governance Structure is illustrated below

COMMUNITY ACTING COLLECTIVELY



communities as outlined in the Local Governance Act of 2018. The value in the inclusion of chiefs, elders and local authorities is to reduce the risk of them resisting the work of the CLDMC.

5. COUNTY SERVICE CENTER

The County Service Center is part of the National Deconcentration Program implemented under the supervision of the Ministry of Internal Affairs and its overriding objective is to bring services closer to the people. County Service Centers are operating in Grand Bassa, Margibi, Bong, Nimba and Bomi Counties. Among the services that can be accessed is the registration of land deeds. The Liberia Land Authority has an office in the Service Center to carry out this process.

Structures of the Local Governance Act (LGA) of 2018:

The LGA is comprised of several structures outlined below:

Local government shall comprise of two separate but coordinates entities. These shall be as follows:

- a) The County Council
- b) County Administration

Sub-County Local Governments:

- ◆ Administrative Districts
- ◆ Chiefdoms
- ◆ Clans
- ◆ General Towns
- ◆ Cities and Townships

County Council:

A County Council is hereby established within each county. Its powers and authority shall be as stated herein but shall be subject to alteration by a two-third majority of each House of the Legislature.

Administrative Organ:

The county administration is comprised of five positions including the following:

- ◆ Superintendent
- ◆ County Administrative Officer
- ◆ County Finance Officer
- ◆ County Development Officer
- ◆ Heads of County Administrative Departments

Except for the heads of county administrative departments who are appointed through civil service regulations and procedures, the Superintendent, County Administrative Officer (CAO), County Finance Officer (CFO), and County Development Officer (CDO) shall be appointed by the President with the consent of the Senate (Section 2.13(b)).

District Administration:

Each district in a county is headed by a District Commissioner (DC) supported by three Officers including the District Administrative Officer (DAO), District Finance Officer (DFO), and District Development Officer (DDO). The duties and powers of these Officers are highlighted in Section 2.15. This provision does not say who has the authority to appoint these officers and how.

Chiefdom Administration:

The Chiefdom Administration consists of a Paramount Chief who shall be assisted by a Chiefdom Advisory Board, Chiefdom Clerk, Chiefdom Finance Officer and Chiefdom Office Assistant. The main function of the Paramount Chief is to oversee traditional practices and customs as long as they promote peace and do not violate the Constitution.

Clan Administration:

The Clan Administrative structure includes a Clan Advisory Council, Clan Chief, Clan Clerk, and Clan Office Assistant. The Advisory Council shall be appointed by the Clan Chief and comprised of five (5) members including elders, youth, women and prominent citizens and shall work without pay. The Council has two main duties:

- ◆ Advise on governance, development, peace, security and reconciliation issues;

- ◆ Participate in meetings and other activities.

The law outlines the functions of the Council. However, it falls short of laying out procedures for carrying out its duties in terms of frequency of meetings and mechanism for reporting back to the citizens of clan development accomplishments and seek citizens' inputs into future plans.

The Clan Chief shall be the principal representative of the Paramount Chief in the clan in the administration of local governance. He/she shall perform the following duties:

- a) Promote peace, reconciliation and development
- b) Advise on governance and security matters
- c) Coordinate the implementation of development programs
- d) Report to the Paramount Chief

Town Administration:

The Town Administrative structure is similar to the Clan and it includes a Town Advisory Council, Town Chief, referred to as General Town Chief, Town Clerk and Town Office Assistant. The functions of the Council and the duties of the Town Chief are similar to those outlined in the Clan structure. Like the Clan structure, there is no provision made for how the Town Council shall function, makes decision and report to the citizens of the town.

Potential clash of governance structures:

The Act calls for the Liberia Land Authority (LLA) to de-concentrate, delegate or devolve some of its functions (survey and land registration services) to local governments. The Act creating the LLA also calls for the establishment of county land institutions including

the County Land Board (Section 43.3) and County Land Team (45.4). These structures will support the LLA at the county level to implement land surveys and registration of deeds and titles. The setting up of these various local governance structures could lead to a clash of authority.

LESSON 2: BUILDING SYNERGY AMONG THE STAKEHOLDERS

Lesson objective: By the end of this lesson, participants will be able to describe how the various stakeholders can be engaged.

Duration for this Lesson:
One Hour



RELATIONSHIP BETWEEN CLDMC & CFMB

These two community structures have unique roles and responsibilities to perform in the management of land and forest resources, respectively. When their respective roles and responsibilities are clearly understood, clash in performing their functions will be minimized.

Step 1: On a flipchart, the trainer should draw two columns. One column should contain the roles and responsibilities of the CLDMC and the other should outline the responsibilities and functions of the CFMB.

Step 2: Trainer facilitates a discussion on the roles and responsibilities of the two structures and how the work can complement each other.

Step 3: The complementary responses should be documented for follow up actions.

RELATIONSHIP BETWEEN CLDMC & CHIEFS (PARAMOUNT, CLAN & TOWN)/ELDERS

The law requires the establishment of CLDMCs but they may not have the skills and legitimacy to handle all aspects dealing with Customary Land particularly responding and addressing intra and inter-communal conflicts. Against this background, the chiefs and elders can provide support to the CLDMCs in mitigating land related conflicts. The CLDMCs can delegate this responsibility to the chiefs and elders and in this way, their resistance to the operations of the CLDMCs can be mitigated.

Possible engagement could include the following:

- ◆ CLDMC identifies and documents land related conflict
- ◆ Delegate to the chiefs and elders the responsibilities to resolve the identified conflicts
- ◆ CLDMC follows up on the actions agreed during the resolution of the disputes

The trainer can facilitate a discussion on the above scenario and build a consensus on practical ways by which the chiefs and elders can be supportive of the work of the CLDMC.

RELATIONSHIP BETWEEN CLDMC & COUNTY AUTHORITIES

Land management and governance has administrative implications at the county level. Conflicts and issues that are not resolved at the community level will seek the attention of the county's administrative authorities such as the District Commissioner, County Land Administrator or Superintendent.

Trainer facilitates a discussion on:

- ◆ How the CLDMC and county authorities can interact?
- ◆ What kind of information can CLDMC share with the county authorities?
- ◆ How frequent should this information be shared?
- ◆ What support does the CLDMC need from the county authorities?

Trainer documents the responses which will be used to measure progress in terms of the quality of the engagement.



NOTES

MODULE 3

ORGANIZATIONAL DEVELOPMENT





PURPOSE This module provides an overview of the basic systems and processes that need to be in place to ensure that the CLDMCs, CFMBs and COMMUNITY ACTING COLLECTIVELY operate in an effective and efficient manner.



DURATION 3 hours



MATERIALS Flipcharts, markers

Facilitation Note: *If the training is held in a community where a CLDMC has been established, the trainer shall assess the following:*

- ◆ Availability and accessibility of the by-laws
- ◆ Number of times the CLDMC have held meetings
- ◆ If meetings have been held, what issues were discussed?
- ◆ How were decisions reached?
- ◆ Are minutes available on the outcome of meetings held?
- ◆ If meetings have never been held, why?

Information gathered from the previous questions will be used as a baseline data against which progress will be measured based on interventions made by the project.



LESSON 1:

ACCOUNTABILITY

Lesson objective: By the end of this lesson, participants will describe how the CLDMC will be accountable to the Community Acting Collectively.

Key Learning points:

- ◆ CLDMC should be accountable in the management of resources or income generated from Customary Land.
- ◆ CLDMC should be accountable to the COMMUNITY ACTING COLLECTIVELY in its interactions with investors.
- ◆ CLDMC must hold meetings regularly in keeping with meeting frequency outlined in the By-laws.
- ◆ CLDMC will consult representatives from different groupings in the community including women, youth, chiefs and elders before a major decision on land management is made.
- ◆ Any such decisions reached by CLDMC must be communicated to the community in a timely manner using multiple channels including radio and town hall meetings.
- ◆ CLDMC; and Community Acting Collectively must ensure that annual meetings are held with the community acting collectively to provide report on its yearly affairs.



LESSON 2: CONDUCT OF MEETINGS & DOCUMENTATION OF OUTCOMES

***Lesson objective:** By the end of this lesson, participants will be able to explain the processes that need to be in place for the conduct of effective meetings.*

Learning from the experience of other community governance structures, there are basic processes and systems that need to be put in place to ensure that the conduct of meetings is done in an effective manner.

Setting meeting agenda: Trainer provides a short presentation or template on setting a meeting agenda. The template should be user-friendly.

Issuance of Notice: In order to ensure participation, the leadership of the CLDMC should give sufficient notice (at least ten days) to all members on the date and venue for any planned meeting.

Conduct of the meeting: The meetings should be conducted in a participatory manner and minimizing any domination of the discussion by one person or group of persons.

Reaching a decision: All decisions that are reached by the CLDMC during a call meeting should be based on consensus in accordance with the LRA.

Documentation: The process and outcomes of all meetings organized by the CLDMC should be documented in order to have a record on what decisions were reached and who participated in making such a decision. A sample documentation and recording template should be shared with the CLDMC.

SAMPLE OF A DOCUMENTATION TEMPLATE
(PART 1)

MEETING TITLE: CLDMC MEETING		
DATE: XX, 2023	MEETING TIME:	MEETING LOCATION: Name of Location
MEETING CALLED BY	CLDMC	
TYPE OF MEETING		
FACILITATOR	Chairperson or Deputy Chairperson of CLDMC	
ATTENDEES	List all	
AGENDA TOPIC 1: EXAMPLE, ORIENTATION WORKSHOP FOR CLDMC MEMBERS		
DISCUSSION	How did the discussion take place and what were the issues or concerns raised?	
CONCLUSIONS	In a sentence, state the decision that was reached.	
ACTION POINTS: Based on the number of action points reached, state them one by one.	PERSON RESPONSIBLE	DEADLINE
ACTION POINT 1 Example, CLDMC to conduct orientation workshop	Chairperson	May 10, 2020
ACTION POINT 2		
ACTION POINT 3		

SAMPLE OF A DOCUMENTATION TEMPLATE (PART 2)

MEETING TITLE: CLDMC MEETING

AGENDA TOPIC 2:

DISCUSSION

Same as previous

CONCLUSIONS

Same as previous

ACTION ITEMS

PERSON RESPONSIBLE

DEADLINE

ACTION POINT 1

ACTION POINT 2

ACTION POINT 3

AGENDA TOPIC 3:

DISCUSSION

Same as previous

CONCLUSIONS

Same as previous

ACTION ITEMS

PERSON RESPONSIBLE

DEADLINE

ACTION POINT 1

ACTION POINT 2

ACTION POINT 3

NOTES

NOTES

WORKING TOGETHER

A HANDBOOK FOR CLDMCS, CFMBS,
LOCAL GOVERNMENT & STAKEHOLDERS

A GUIDE | COMMUNITY LAND & FOREST GOVERNANCE



IDH is a global organisation leveraging the power of the private sector to make progress on the Sustainable Development Goals. IDH in Liberia works on sustainable trade and improved landscape management, based on a Production, Protection and Inclusion approach.

www.idhsustainabletrade.com

