

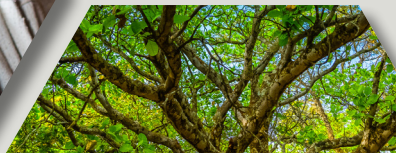


**USAID**  
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# EVALUATION, RESEARCH AND COMMUNICATION PROJECT

## Final Report

August 2018



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## Abbreviations

APFR	Rural Land Possession Certificate	LTPR	Land Tenure and Property Rights
CCRO	Certificate of Customary Right of Occupancy	MAST	Mobile Application to Secure Tenure
CFP	Community-Based Forest Management Program	MOOC	Massive Open Online Course
CLPP	Community Land Protection Program	PRADD	Property Rights and Artisanal Diamond Mining
COR	Contracting Officer's Representative	RCT	Randomized Control Trial
DATS	Document Approval Tracking System	SDI	Sustainable Development Initiative
DID	Difference-in-Differences	SEA	Sustainable Ecosystems Advanced
ELAP	Ethiopia Land Administration Program	SFR	Rural Land Office
ELTAP	Ethiopia Land Tenure Administration Program	STARR	Strengthening Tenure and Resource Rights
ERC	Evaluation, Research and Communication	TGCC	Tenure and Global Climate Change
GDBC	Getting Data Back to Communities	USAID	United States Agency for International Development
IE	Impact Evaluation	VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security
IFPRI	International Food Policy Research Institute		
LAND	Land Administration to Nurture Development		





# WHERE WE WORKED

## Evaluation



7 Evaluations



33 Datasets Online

## Training



5 In-person Trainings, and  
3 MOOCs



4,870 People Trained, including  
4,726 Online

## Communication



8 Communications  
Trips



16 Country Profiles  
Prepared or Updated

## Pilots



4 Pilot Projects



8,326 Plots Surveyed



# INTRODUCTION



The Evaluation, Research and Communication (ERC) project was a five-year initiative under the Strengthening Tenure and Resource Rights (STARR) indefinite quantity contract. Implemented from May 2013-July 2018, the goal of ERC was to create, expand and communicate evidence-based knowledge around best land tenure and property rights practices in order to enhance internal USAID and external U.S. Government learning, guide program design and implementation, and make effective use of development resources to accomplish key development objectives. The project was carried out under the direction of USAID's central land tenure unit, which underwent various restructurings throughout the life of the project and is now the Office of Land and Urban within the Bureau for Economic Growth, Education, and Environment (E3/LU). It will be referred to as the Land and Urban Office throughout this report.

ERC assembled and deployed a highly skilled team of evaluation specialists, communications professionals, subject matter experts in various land tenure disciplines, mapping and graphics specialists, and information technology experts to achieve the project's goals. The work performed and the results achieved are demonstrated in the graphic above and shown in detail in the main body of the report below.

While the report describes the project's many successes in detail, two broad successes bear mentioning here. First, the project's various components, taken together, significantly advanced USAID's position as a leader and innovator on land-tenure issues in international development. The impact evaluation studies are of a quality that is unsurpassed in the field. The USAID land tenure web site—LandLinks—is a robust platform of knowledge, data, and stories on the human dimension of land tenure that is a “go-to” place for information for development professionals and other stakeholders. And the communications products, such as the photo library of over 6,000 high-quality images, position USAID to present its work and results effectively going forward.

Second, the project transferred a large amount of knowledge and capacity to developing country stakeholders. Much of the transfer took place through the project's direct training and information sharing activities such as the Massive Open Online Course (MOOC) and the webinars, but it also took place in the context of other activities in which training was not the central objective. Two notable examples are the training of enumerators from local data collection firms on detailed data-capture methods during the implementation of evaluations, and working with young local specialists from Burkina Faso and Tanzania while implementing the MAST pilot projects. This capacity building will contribute in ways that may not be captured in official project results, but are very real nonetheless and could have significant impacts down the road.

The discussion below is organized in-line with the main project themes: evaluations and research, communications, training, and pilot projects. For each theme the report describes the work performed, discusses the results achieved, and offers conclusions and recommendations where appropriate.





**“I’ve been on several projects...like the one that we have the privilege to work with [ERC] with... Projects to do with value edition and agricultural issues, etc. Each one of these has kind of given me an exposure to just appreciate what life is out there.”**

*—Rural Net, data collection firm  
for TGCC Zambia IE*



# EVALUATIONS



Highly credible, contextual and timely knowledge of which programs are having the greatest impact is essential to the success of the development objectives of the Land and Urban Office. ERC generated and disseminated this crucial knowledge by conducting impact evaluations (IEs) that are comparable, rigorous and policy-relevant. ERC designed and implemented a portfolio of seven cost-effective quasi-experimental or experimental land sector IEs in sub-Saharan Africa (see Table 1 and Figures 1 and 2). The portfolio focused on a diverse set of land tenure strengthening interventions for institutions, communities, and households embedded in overlapping customary and statutory land systems. The evaluation work conducted under ERC provides a substantial repository of quality data and reliable results to inform future policy direction and motivate innovative research in the field of land and property rights.

**Table 1. Summary of Evaluations Completed Under ERC**

Project & Country	Primary Research Question	Project Type	Method	Period of Performance & Status
Zambia—USAID Tenure and Global Climate Change (TGCC)	How do changes in property rights that strengthen a farmer's perception of long-term security over farmland affect a farmer's decision to practice climate smart agriculture, including agroforestry, on their own farms?	Land tenure, resource management and agricultural investment	RCT	2014–2018; Endline analysis complete
Ethiopia—USAID Ethiopia Land Tenure Administration Program/Ethiopia Land Administration Program (ELTAP/ELAP)	Does second-level land certification marginally increase tenure security and improve rural livelihoods as compared to first-level land certification?	Land certification	DID with matching	2012–2017; Endline analysis complete
Ethiopia—USAID Land Administration to Nurture Development (LAND), Afar & Oromia States	To what extent does empowering pastoral communities with stronger land use rights, improved land governance institutions, increased negotiation capacity, and better land use planning result in increased community investment and equitable economic growth?	Land governance	DID	2015–2018; Baseline analysis complete
Zambia—USAID Community-Based Forest Management Program (CBF)	1. To understand how REDD+ programs impact LTPR and related livelihoods, either positively or negatively. 2. To learn about what aspects of REDD+ programming are most effective in incentivizing long-term carbon sequestration and reduced GHG emissions from forests and landscapes.	REDD+, forestry management	DID	2015–2018; Baseline analysis complete



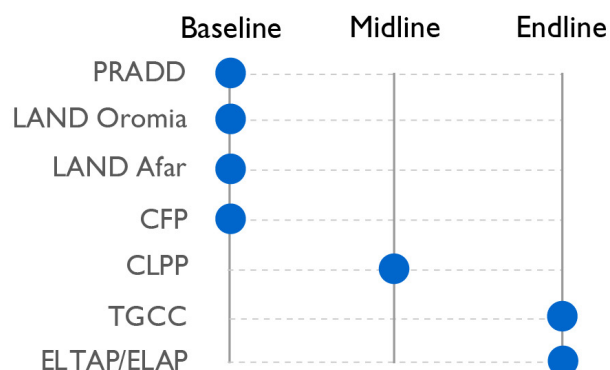
Project & Country	Primary Research Question	Project Type	Method	Period of Performance & Status
Liberia—Community Land Protection Program (CLPP)	1. How does the documentation of community land and natural resource claims affect both land tenure security and community-level governance structures, including the impact on the protections for and participation of women and minority group members?  2. To what extent does training, mentoring, and technical support help communities to document their land and to codify rules in order to protect their community land and natural resource claims?	Community land management	DID	2015-2018; Midline analysis complete
Guinea—USAID Property Rights and Artisanal Diamond Development Project II (PRADD II)	What is PRADD II's impact on strengthening surface and sub-surface property rights, enhancing livelihood outcomes, reducing land and natural resource conflict, and promoting environmental rehabilitation of artisanal mining sites.	Land and resource management	DID	2013-2017; Baseline analysis complete

ERC evaluations adhered to leading academic standards and best practices for social science research in international settings, from the design phase through to policy recommendations and publications. This included the use of experimental and quasi-experimental methods, collection of Large-N and panel household data focus on gender, extensive sub-group analysis (vulnerable populations and geographic characteristics) and significant oversight of data quality to ensure credibility. All evaluations in the portfolio applied a mixed-methods approach through the use of integrated qualitative and quantitative data.

Constructing excellent survey instruments in collaboration with key stakeholders was a foundation of ERC's hallmark quality data approach. Data collection instruments were adopted by other researchers (Center for International Forestry Research, World Bank) working on land and resource rights programming for use in the field. All instruments were subject to extensive external review and leverage previously tested modules on the full spectrum of resource tenure and governance issues.

Instrument revisions were based on iterative field testing and lessons learned at baseline for subsequent interview rounds. Through purposefully designed and standardized survey instruments, ERC evaluations comprise a coherent research portfolio to promote generalizable findings to inform integrated land tenure programming and policy.

**Figure 1. Current Evaluation Status**



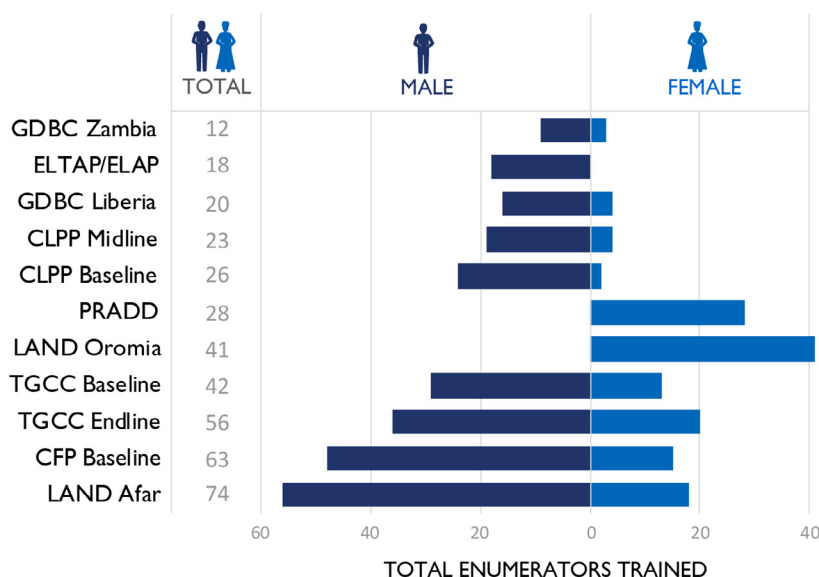
**Figure 2. Number of Respondents to All Evaluations**





ERC built significant local capacity for rigorous data collection during the process of carrying out its evaluations. ERC provided in-person enumerator training during eleven data collection and dissemination launches, significant oversight at each phase of data collection, and training on a variety of quality control, methodological, ethical and data management protocols. A total of 173 enumerators were trained in Zambia, 133 in Ethiopia, 28 in Guinea, and 69 in Liberia. ERC also promoted the inclusion of female qualitative and quantitative enumerators across local field teams, as illustrated in Figure 3.

**Figure 3. Number of Enumerators Trained by Evaluations**



ERC’s evaluation approach integrated expertise on methods and working with stakeholders to ensure policy and context relevance. Key stakeholders were engaged during the evaluation design and through all rounds of data collection to ensure evaluations were responsive to local context. ERC worked closely with implementing partners to identify treatment and control units, coordinate timing of data collection, and conduct dialogues on the relationship between rigorous research methods and program goals, especially for randomized control trials (RCTs). Where appropriate, ERC conducted joint monitoring and evaluation exercises with program implementers to track implementation and design deviations, and used findings to revise methods.

Rigorous research and evaluation are only the first steps to improved evidence-based land sector programming. Efficient data management combined with thoughtful, audience-appropriate information design strategies are a critical next step to ensure the utilization of data and the effective dissemination of research findings. As such, the ERC evaluation portfolio involved stringent data processing, management, and reporting standards for public release and the dissemination of results to a wide audience of stakeholders. ERC cleaned, managed, analyzed, and prepared for public dissemination, according to the USAID Automated Directives Systems protocols, ten baseline or endline mixed qualitative and quantitative data packages. The USAID Land Tenure Portal, [www.Land-Links.org](http://www.Land-Links.org), allows researchers and academics to directly download these publically available evaluation data, consistent with USAID’s data and privacy policies.

Results presentations for each evaluation were delivered to USAID Missions (Zambia, Liberia and Ethiopia), fellow practitioners, implementing partners, academics, and household respondents. Each year, evaluation findings have been presented at the World Bank Conference on Land and Poverty, the annual gathering of the American Evaluation Association, and to USAID/Washington staff. Interactive data visualization websites were designed to communicate midline findings in an accessible manner for Zambia and Liberia.

Finally, ERC developed the first tool of its kind in the land sector—“Getting Data Back to Communities” (GDBC)—to interactively disseminate research findings to communities in Zambia and Liberia that were a part of IE data collection. This initiative used presentations tailored for the participants, including interactive visual aids, to facilitate important community access to data they made possible through study participation. Through focus group discussions with community members, GDBC also enabled a final ground truthing of key evaluation findings.



# Tenure & Global Climate Change

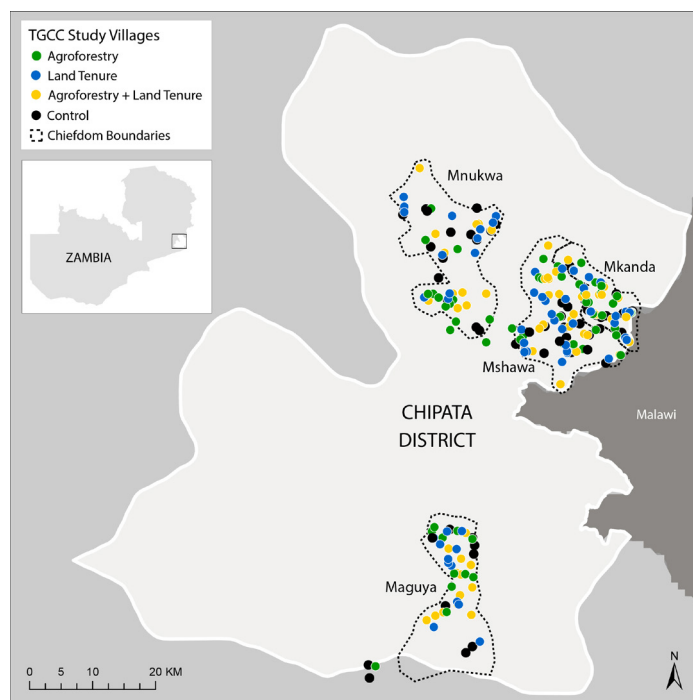
The USAID Tenure and Global Climate Change (TGCC) project in Zambia was a 3.5-year intervention (2014–2018) that supported agroforestry extension services and worked to increase customary tenure security at the village and household levels in the Chipata District of Zambia’s Eastern Province.

## Design and data

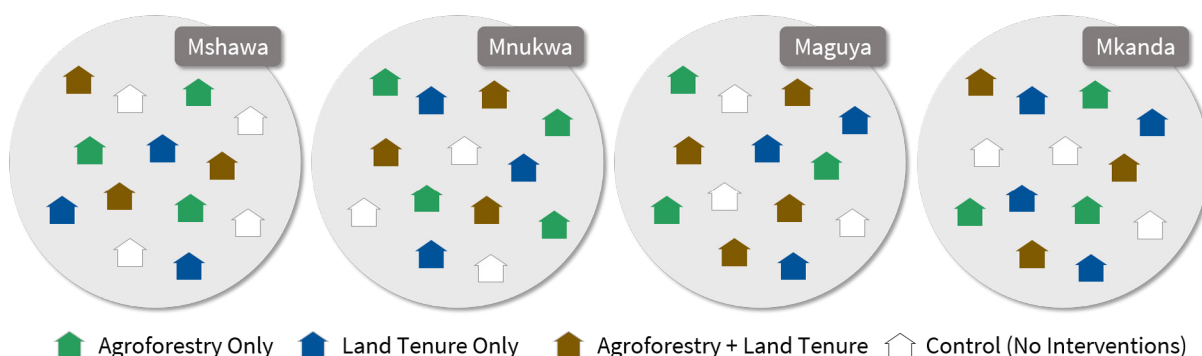
The TGCC IE is a four-arm RCT (see Figure 5) across 293 communities, designed to assess direct and joint impacts of agroforestry extension and customary tenure strengthening on five outcome families, including:

- changes in household perceptions of tenure security over smallholdings;
- land governance and management;
- household uptake of agroforestry and tree survivorship;
- changes in field investments; and
- livelihoods impacts.

**Figure 4. TGCC Study Villages**



**Figure 5. Visualization of Treatment Groups for the TGCC Project**



The primary objective of the TGCC IE was to determine whether and how village and household tenure interventions strengthen smallholder tenure security and resource rights and, in turn, lead to increasing farmer investment in sustainable agroforestry and increased adoption of climate-smart agriculture practices. Baseline data collection took place in 2014 in almost 300 communities (see Figure 4), and a second round of data collection took place in 2017 in those same communities. Data sources are listed in Figure 6.

**Figure 6. Number of Respondents to TGCC Evaluation**





## Key findings

- **Tenure security:** Significant increase in perceptions of tenure security among the treated households. The regression results indicate a positive and statistically significant treatment impact on perceived tenure security for all indexes, with the overall index having the largest effect at .16 ( $p < .01$ ) standard deviations above the control mean. Treatment households perceive that their fields are more secure from reallocation or unauthorized appropriation from both internal (.15,  $p < .01$ ) and external (.14,  $p < .01$ ) threats in the next three years (.15,  $p < .01$ ) and beyond four years (.15,  $p < .01$ ).

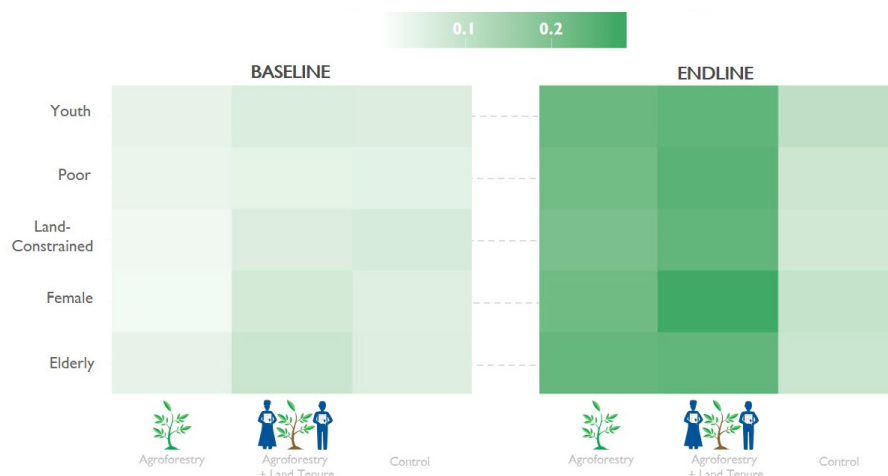
In addition, we find a number of positive treatment impacts for elderly and female-headed households. The magnitude of these impacts is greater than those of the overall household sample. Mirroring the average household results, female and elderly-headed households in the treatment perceive that their fields are more secure from reallocation or unauthorized appropriation overall (.21,  $p < .05$ ; .25,  $p < .01$ ) from both internal (.21,  $p < .05$ ; .26,  $p < .01$ ) and external (.16,  $p < .05$ ; .22,  $p < .01$ ) threats in the next three years (.20,  $p < .05$ ; .25,  $p < .01$ ) and beyond four years (.18,  $p < .01$ ; .25,  $p < .01$ ), respectively.

- **Agroforestry uptake:** Increased rates of agroforestry adoption (15%,  $p < .01$ ) (see Figure 7), although the actual tree planting and seedling survival rates remains low. Vulnerable subgroups may have experienced additional benefits. The study finds several positive tenure and agroforestry adoption impacts for female-headed, youth, elderly, poor and land-constrained households. However, there is no evidence that strengthening land tenure motivated increased agroforestry uptake.
- **On-Farm investment:** Greater perceived tenure security is associated with increased adoption of labor- or capital-intensive productivity-enhancing investments, including planting basins and agroforestry. The results show a positive aggregate treatment effect of (7%,  $p < .05$ ) at the field level for planting basins, applying manure (6%,  $p < .1$ ) and applying chemical fertilizer on their largest field (10%,  $p < .05$ ).

Adoption of planting in basins is 9% ( $p < .05$ ) more likely among treated youth-headed households and 15% ( $p < .01$ ) more likely among the poorest beneficiaries of the land tenure intervention as compared to control households in these sub-groups. Likewise, agroforestry adoption is 7% ( $p < .05$ ) higher for treatment households headed by elders and 12% ( $p < .05$ ) higher for land-constrained treatment households compared to analogous control households. However, we also find that agroforestry adoption is 9% ( $p < .01$ ) less likely for treated poor households, but only on their first field.

Perhaps most significant, poor and land-constrained households in the treatment group are, respectively, nearly 6% ( $p < .01$ ) and 5% ( $p < .1$ ) more likely to have left a field fallow during the 2016-2017 season compared to their analogues in the control group. We also find that treated households headed by elders were 11% ( $p < .1$ ) more likely to use manure than their control analogues. Poor households and those headed by elders who benefited from the land tenure intervention were 12% ( $p < .1$ ) more likely to report chemical fertilizer application on their first field, and land-constrained beneficiaries were 20% ( $p < .01$ ) more likely to report chemical fertilizer use compared to similar control households. Finally, we observe that treated land-constrained households were 28% ( $p < .1$ ) more likely to report practicing crop rotation.

Figure 7. Average Trees per Field by Household





## Utilization and dissemination

As the first cross-randomized RCT to explore the relationship between secure customary land tenure and investment, the findings from the TGCC IE have been disseminated widely through evaluation reports, policy and gender briefs, and academic papers. Evidence from the TGCC project will help USAID advise the Government of Zambia as it develops a new national land policy, and TGCC data will inform efforts to scale elements of customary certification and promote climate-smart agriculture in the country. To inform future USAID programming, TGCC datasets can also be harmonized with other Zambia country data and ERC evaluation data to answer additional research questions about land tenure and agriculture practices in Eastern Province.

ERC shared the findings by developing interactive web-based graphics of the TGCC program outputs and outcomes to make the findings accessible and interesting (see Figure 8). ERC also developed the GDBC exercise, where key outcomes were shared with 50 treatment communities in interactive presentations (see Figure 9). The presentations were personalized at the treatment level, included easy-to-understand visual aids, and were conducted by highly trained facilitators who were familiar with the TGCC program. In addition to the GDBC activity, midline results were presented to USAID/Zambia, the Zambian Land Alliance, and the TGCC implementing organization (Tetra Tech).

The evaluation design materials, research reports and policy briefs are available at:

<https://www.land-links.org/evaluation/tenure-global-climate-change-tgcc-zambia/>

## Next steps

There is strong reason to expect that TGCC effects in the long run will differ from those in the short run. It may take time for households to trust that the guarantees of more secure land tenure will be honored. Households that adopt agroforestry may subsequently abandon it. ERC recommends a third round of data collection in 2–3 years that revisits the same households who took part in the baseline and endline surveys in order to investigate the longer-term effects of the TGCC program. A third round of data collection will provide further evidence about the program's impact on long-term benefits such as agricultural productivity, livelihoods, and crop yields, as well as the impact of certification on seedling survival. This will promote a better understanding of the TGCC program's full policy potential and value for money, and it will also inform other stakeholders' decisions to take the program to scale in Zambia and other African countries with similar customary land systems.

**Figure 8. TGCC IE Data Visualization Webpage**



**Figure 9. Enumerator Shares IE Findings with Community Members**



Subsequent data collection should build from the cross-randomized RCT design. The survey instruments and qualitative protocols should be revised to reflect a focus on longer term outcomes of interest to USAID, including agroforestry survivorship, sources of tenure insecurity and agricultural productivity.

The evaluation team will need to pay careful attention to the inherent bias in the certification of control areas. Since this certification proceeded according to chiefdoms—and not according to the RCT design—it introduced selection bias into the previous design. A follow-up evaluation can attempt to focus the long term analysis within two separate sets of villages—control treated versus control untreated. The problem with this approach will be the significantly reduced (halved) sample size and the short time period between treatment and control certification. If analysis based on experimental assumptions is no longer viable due to the selection issues, the data can be treated as a three round observational panel.

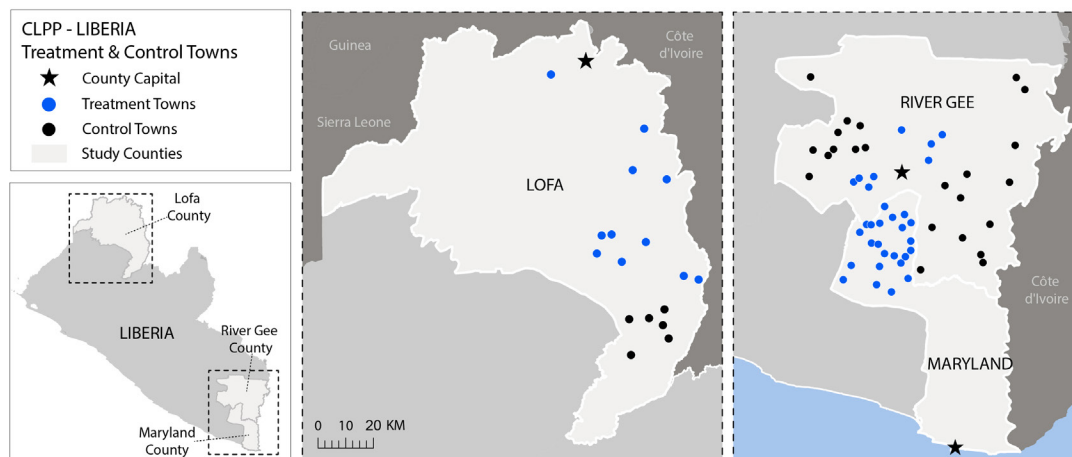
It may also be worthwhile to conduct the TGCC program and evaluation in a peri-urban area where land reallocation is a greater threat than it was in the rural areas of Chipata District. The evaluation could focus only on the land tenure intervention but would ideally utilize a randomized design. The survey instruments and qualitative tools could be modified to capture the peri-urban experience.

## Community Land Protection Program

The Community Land Protection Program (CLPP) is a global program that promotes an integrated community land protection model, supporting communities to leverage community land documentation processes to create positive intra-community changes leading to enhanced agricultural productivity, entrepreneurship, and employment. CLPP in Liberia is being implemented by the Sustainable Development Initiative (SDI), a local NGO, with support from a U.S.-based NGO, Namati. In partnership with Namati and the International Development Research Centre, USAID supported a rigorous evaluation of CLPP in the Lofa, River Gee, and Maryland counties of Liberia. The evaluation investigates whether and how CLPP efforts function to:

- Effectively strengthen the land tenure security of rural communities;
- Improve perceptions of governance and increase accountability of local leaders;
- Help communities to document their land and to codify rules to protect their community land and natural resource claims; and
- Impact the land protection and governance participation of women and marginalized groups.

**Figure 10. CLPP Study Communities**





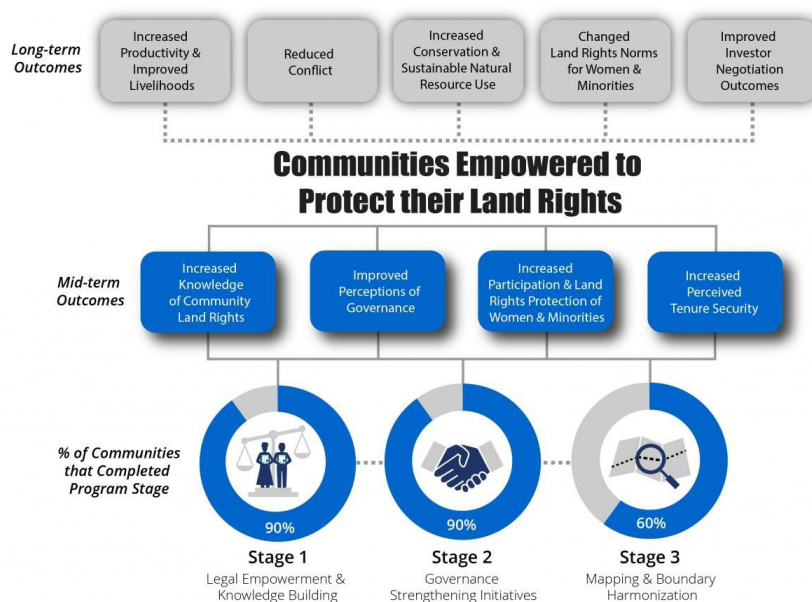
## Design and data

The evaluation utilizes a set of matched comparison communities, as well as baseline and midline panel and cross-sectional data. The study area, depicted in Figure 10, was selected in consultation with the program implementing organization. Baseline data collection took place in 2014 in 79 communities, prior to the start of program activities. Midline data collection took place in 2017, about two-thirds of the way through program implementation. Data sources are listed in Figure 11, and the CLPP Theory of change is depicted in Figure 12.

Figure 11. Number of Respondents to CLPP Evaluation



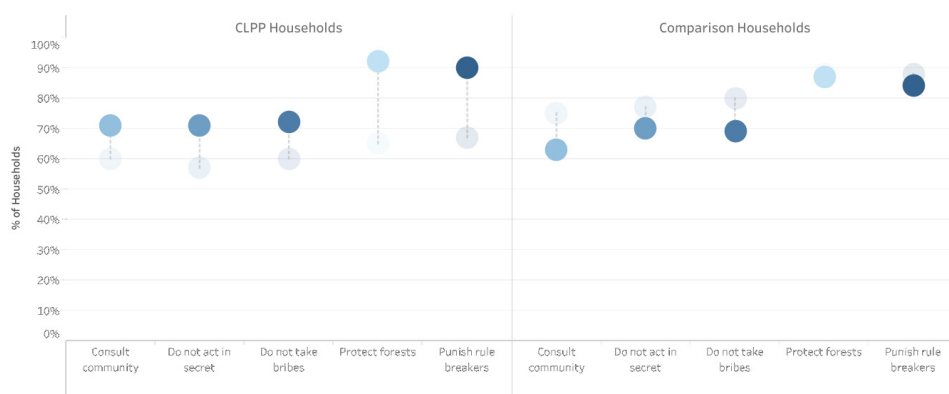
Figure 12. CLPP Theory of Change



## Key findings

- **Governance:** There is strong quantitative evidence that participation in the CLPP is positively associated with perceptions of improved local land governance.
- **Tenure security:** The evaluation fails to find clear evidence of a positive CLPP effect on tenure security at midline, although there was strong qualitative evidence that the CLPP increases community members' knowledge of community land boundaries as a direct result of the boundary identification component of the program.
- **Gender:** The evaluation finds evidence that CLPP increases the participation of women in land governance institutions in treatment communities, as compared to women in communities that did not receive CLPP.

**Figure 13. Change from Baseline to Midline: “Perception that Community Leaders...”**



Most notably, the evaluation found a significant increase in trust, satisfaction, perceived accountability, capacity, and transparency of leaders at midline. Households in treatment areas are more likely to express confidence in their leaders' ability to protect their forests, their ethical behavior, and in the clarity and fairness of their decision-making processes. The results hold in the qualitative and quantitative data. Figure 13 illustrates that households in treatment communities are:

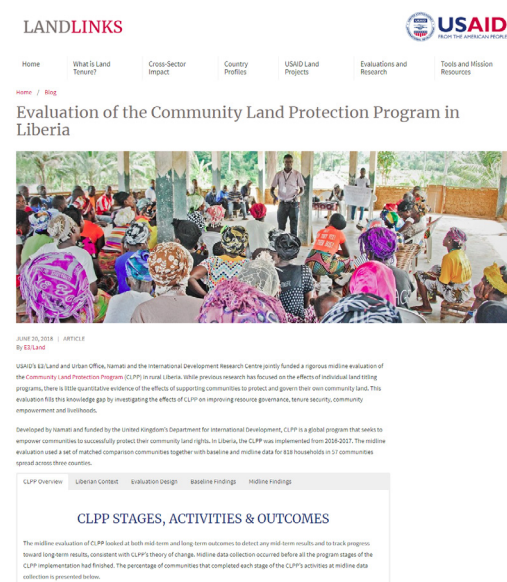
- 23 percentage points more likely to report that their leaders consult the community;
- 14 percentage points more likely to report that their leaders do not act in secret;
- 12 percentage points more likely to report that their leaders do not take bribes;
- 27 percentage points more likely to agree that their leaders can protect their forests; and
- 27 percentage points more likely to report their leaders punish rule breakers.

We also found that the CLPP increased the systematic creation of land rules and their enforcement. Households in treatment communities are 16 percentage points more likely to participate in creating land rules.

## Utilization and dissemination

The CLPP evaluation provided valuable and scarce evidence to policymakers about community land protection processes in Liberia, beginning at baseline. Baseline findings showed a need for the valuation piece of the CLPP to be further refined to give communities a clearer and more realistic picture of what their land is worth. The midline evaluation results (which were synthesized in a data visualization page, see Figure 14) showed the necessity of a sustained boundary harmonization component prior to community land surveying efforts in Liberia. A testament to the work of the program and the evaluation is the adoption of the program components in other activities based in part on the evidence provided by the evaluation. The NGO Parley (the midline data collection firm and a land conflict focused organization) and SDI are piloting components of the CLPP through the Tenure Facilities<sup>1</sup> vehicle and through USAID's Land Governance Support Activity<sup>2</sup>. Namati is also developing a comparative study of gender and the CLPP in Sierra Leone and Kenya and may use some indicators from the CLPP Liberia evaluation.

**Figure 14. CLPP Data Visualization Page**



<sup>1</sup> <https://thetenurefacility.org/projects/liberia/> This work is supported by the Swedish International Development Cooperation Agency, the Ford Foundation, the Climate and Land Use Alliance and Acacia.  
<sup>2</sup> <https://www.usaid.gov/liberia/fact-sheets/land-governance-support-activity-lgsa>



The CLPP midline evaluation findings were presented to the study communities during the interactive GDBC data sharing activity. The interactive presentations of evaluation data were made at meetings of all available community members in participating towns (treatment and control). In addition to the GDBC activity, midline results were presented to the implementing organization (SDI) and to USAID/Liberia and national policy makers (representatives of the Land Authority and the Forest Development Authority).



Facilitator from iLab Liberia explains findings to a community from the CLPP Evaluation.

Through this data sharing activity, study communities learned how their answers to survey questions and the data they helped create are used by governments and donors. Study communities recognized the value of the research to inform national policies. Community members also learned how their own responses compare to other members of their community overall. Some community members were surprised by community averages, and took this information as a sign that “some community member have yet to understand issues.” Community members also learned how their community’s responses compared to other communities. One facilitator wrote that “[the getting data back to the communities] exercise has been of great importance in that it has provided wider knowledge about their land and also helped the community members to know about other communities.” These exercises also present an opportunity for communities to reflect on their accomplishments during the program, and what they would like to continue working on to achieve in the future. Many communities plan to continue along the program steps without outside support, including problem solving new rules or improving governance bodies that were instituted with program assistance but are not working as well as hoped.

The evaluation design materials, research reports and policy briefs are available at:

<https://www.land-links.org/evaluation/community-land-protection-program-clpp-liberia/>

## Next steps

ERC recommends an endline round of data collection in the CLPP evaluation that builds upon the pre-existing evaluation design. Initially, 45 communities were assigned to treatment and 45 communities to control across the three counties included in the study. Communities were grouped in blocks and randomized to avoid spillovers and reduce logistical costs of implementation. However, the implementing partner was unable to implement in all the communities assigned to treatment due to resource constraints, and instead selectively implemented the program in 23 communities in Lofa, Maryland, and River Gee counties by selecting a subset of districts in Maryland and River Gee deemed to be more accessible and to have high interest in the program. However, at current levels of implementation, the experimental design is compromised. Adding additional randomly-assigned communities to treatment and control groups may help recover the design and is a key goal of the next stages of the project.

For the endline, the proposed design is to re-interview all households in the baseline and midline groups to complete the panel. This will include 92 communities, 1,380 household surveys and 54 focus group discussions. This will estimate the effects of the treatment on the Intent to Treat to adhere to the original RCT design. The evaluation team should control for the time-since-intervention and compare medium term effects across the sub-samples of randomized and non-randomized communities. Several survey experiments should be included within the survey to provide additional evidence on the medium-term findings that the treatment improves transparency and accountability of local governance.

If USAID is interested in supporting further implementation, adding additional treatment communities will improve study power. However, the lag in implementation across treatment communities will complicate analysis. Due the differences in implementation timing, the study will not be able to make a clean inference about the treatment. The evaluation team will need to ensure sufficient time for treatment to take effect in the new communities, and analysis will still need to consider changes to the original subset of midline treatment communities. The evaluation team should conduct a formal power analysis during endline planning to understand the specific effect sizes that they can expect to detect and whether those power gains are enough to justify the potentially substantial cost of supporting additional implementation in the context of local capacity challenges and the necessary delay in endline timing to allow for implementation.

The opportunity to collect another round of data will permit the most rigorous assessment of the effect of the intervention as designed, including, if possible, formal state recognition of community land rights (should this occur prior to endline data collection) thus overcoming the main threat to internal validity—not completing the designed RCT intervention. A third round of data collection would also clarify unanticipated midline findings and, should SDI implement in additional communities, permit the research team to recover the original experimental design.

Finally, the CLPP evaluation has faced several challenges that the endline will need to mitigate. First, the research team conceived the study as an experiment, whereby communities eligible for the CLPP would be randomly assigned into a treatment group that received the CLPP program and a comparison control group. However, various logistical challenges over the course of program implementation led the implementing partner to select a non-random subsample of communities for inclusion in the program.

Second, due to the continued delay in passage of Liberia's Land Rights Act and funding constraints, communities were exposed to only the first three of the five CLPP stages. Furthermore, all of the three planned program stages were still underway at the time of midline data collection, and in 2016 funding constraints and capacity challenges prompted SDI to reduce the number of treatment communities in Lofa, Maryland, and River Gee counties from 45 to 23 by cutting communities from River Gee and Maryland counties. Reduced treatment communities caused sample size challenges at midline and may have introduced selection bias, which ERC sought to mitigate through matching.

## Ethiopia Land Tenure Administration Program & Ethiopia Land Administration Program

To improve upon the registration and certification of land-use rights of rural households in Ethiopia through “first-level” certification, USAID supported two programs to provide “second-level” certification to Ethiopian households through the ELTAP (2005-08) and ELAP (2008-2012). The main goal of the ELTAP project was to help the government develop a land certification system that more accurately defined and computerized the land use rights of households in the states of Amhara, Oromia, SNNP, and Tigray. The main goals of the ELAP project were to strengthen the legal framework on land administration, promote tenure security to enhance land investment in high potential areas, increase public information and awareness and strengthen the capacity of land administration institutions.



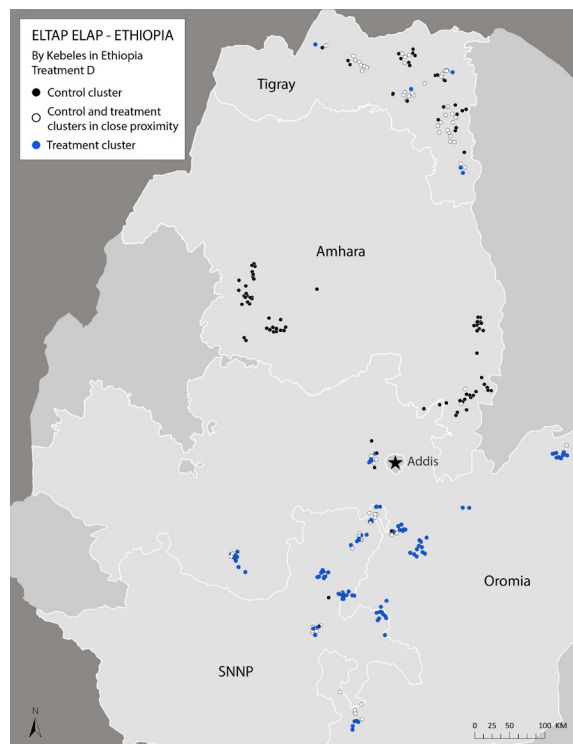
## Design and data

ERC designed and implemented the endline component of the ELTAP/ELAP IE to estimate the impacts of second-level certification relative to first-level certification on household beneficiaries in terms of: access to credit; land disputes; land rental activity; soil and water conservation investments; land tenure security; women's empowerment and decision-making related to land. The design employed a “difference-in-differences” (DID) methodology coupled with entropy weighting, and sought to strengthen comparability between the treatment and comparison groups and mitigate limitations of earlier data collection. Impacts were estimated from a panel data set of 4,319 households, surveyed across 284 kebeles (village clusters) and 3,115 wives surveys (see Figures 15 and 16). Key informant interviews were also conducted with 276 kebele leaders and 30 woreda land administration officials.

**Figure 16. Number of Respondents to ELTAP/ELAP Evaluation**



**Figure 15. ELTAP/ELAP Study Communities**



## Key findings

The evaluation results suggest positive and significant impacts, on average, of second-level certification relative to first-level certification, for indicators relative to three main outcomes:

- **Credit access:** The study finds an additional increase in the likelihood of households in the treatment group taking out any credit for farming purposes, and a small increase in the average amount of credit obtained.<sup>3</sup>
- **Tenure security:** The study finds moderate impacts on certain indicators for land tenure security, including an eleven percent increase in the likelihood of the household believing they have a heritable right to bequeath their land, relative to households with no certification or first-level certification.
- **Female empowerment and involvement in land-related decision-making:** The analysis indicates an eleven percent increase in the likelihood of a wife possessing land in her name, and a 0.32 hectare increase in land held jointly by husband and wife or by female-headed households, as a result of second-level certification. The evaluation also finds a 44 percent increase in a wife deciding which crops to grow on land in her possession.

## Utilization and dissemination

These findings can be used to drive more cost effect programming for future-second level land certification.

The evaluation design materials and research reports are available at:

<https://www.land-links.org/evaluation/ethiopia-land-tenure-administration-program-eltap-ethiopia-land-administration-program-elap/>

<sup>3</sup> This result is encouraging, but should be viewed with caution since land certificates cannot be used as collateral in formal lending situations in Ethiopia, and the mechanism for this impact is not clear from the study data. This result may relate more strongly to household credit activity obtained through an informal lending environment.

## Next steps

According to USAID/Ethiopia, as of June 2018 almost all woredas have been affected by the expansion of second level certification. This will make it highly unlikely or impossible to find a valid set of ‘pure’ matched controls to the ELTAP/ELAP treatment set. However, if USAID deems it a high priority to assess the long term impact of the program, a long term data collection effort could be undertaken in the current set of matched treatment and control woredas. The inference would be for a pipeline design and this would be supported by the long treatment maturation period versus short term certification exposure for any control woredas. This approach would provide USAID with some additional evidence on the long term impact of certification on agricultural investment, crop yields and livelihood indicators. Given the dearth of long term rigorous evidence on these key outcomes, there are some important benefits to another round of data collection.



ERC trains enumerators in data collection methods for the ELTAP/ELAP IE in Amhara region, Ethiopia.

However, there are some important weaknesses with this approach. First, the evaluation findings for ELTAP/ELAP indicate that second-level certification did not have the scope and magnitude of effects expected beyond first-level certification. This includes a lack of treatment impacts for tenure security, field investments, agricultural productivity and livelihood outcomes. Results of other similar programming are in line with these findings. Nevertheless, there may have been policy changes in the treatment and control provinces that could mean more substantial results are now observable (e.g. relaxed rental markets). This would need to be explored before committing to additional data collection and analysis.



A farmer in Ethiopia's Amhara region walks in a field near her home.

Since sub-par results were detected for the first evaluation effort, USAID will have to weigh the costs and benefits of running another expensive IE that shows another round of null results. The evaluation team might choose to focus on a targeted and smaller area with more focused survey instrument in this case.

Second (and related to the first point), the ELTAP/ELAP programs purposefully selected treatment areas. This resulted in disbalance between treatment and control, which had to be accounted and adjusted for in the analysis through matching techniques. There could be additional time-trend differences between treatment and control that further complicate—or invalidate—the analysis.

Additionally, there were multiple treatments at the time of analysis that had to be taken into account: those receiving second-level certification with certificates, those completing second-level certification but without certificates, those only receiving first-level certification and those without any certification. Subsequent analysis would need to map out how the latest round of certification rolled out over these previous treatment levels and what effect that has on the sample size and power of the study or inferences about the treatment effect.



# Land Administration to Nurture Development

The Ethiopia Land Administration to Nurture Development (LAND) project is a five-year project (2013–2018) working at the national and regional levels of government to further improve the legal and regulatory framework related to land tenure and property rights. With the goals of increasing economic growth, improving rural resiliency, and improving resource governance, the program works with pastoral communities in the Afar and Oromia regions of Ethiopia to support the formal recognition of customary land rights and strengthen the capacity of formal and customary pastoral land administration and land use institutions to engage in effective land and resource governance. USAID supported two rigorous impact evaluations (IE) of the LAND project intervention in Oromia and Afar to measure the key development impacts of project activities on communities and households related to enhancements in community resource governance, tenure security, climate resilience, and livelihoods.

## Design and data

The LAND IEs are designed as quasi-experimental DID to compare changes over time between communities receiving the LAND intervention and communities that are not receiving the LAND intervention. Geospatial data was used in Afar to inform the selection of treatment and control areas.

Figure 17. LAND Oromia Study Villages

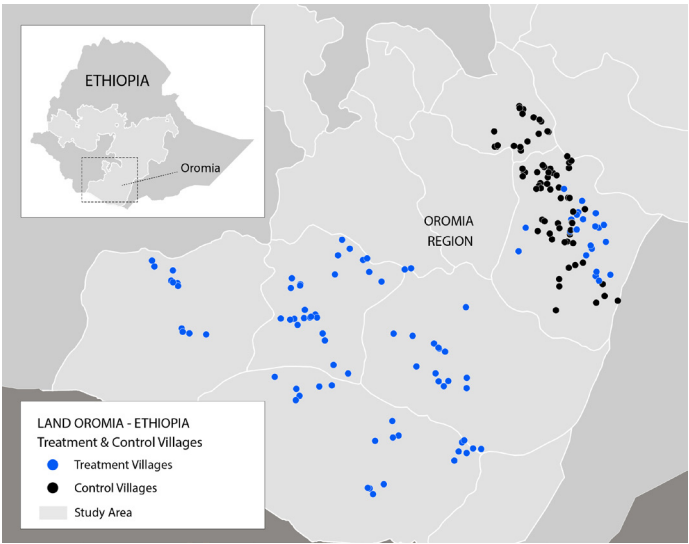
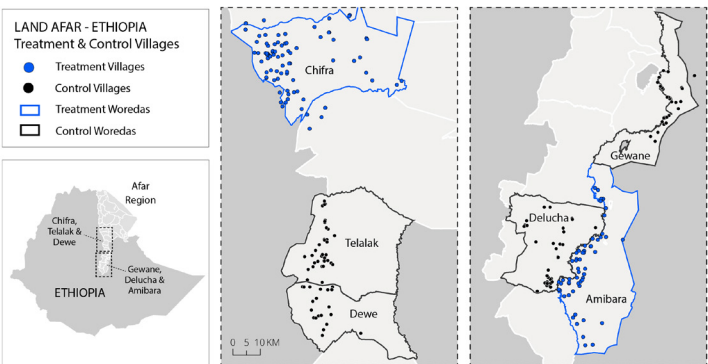
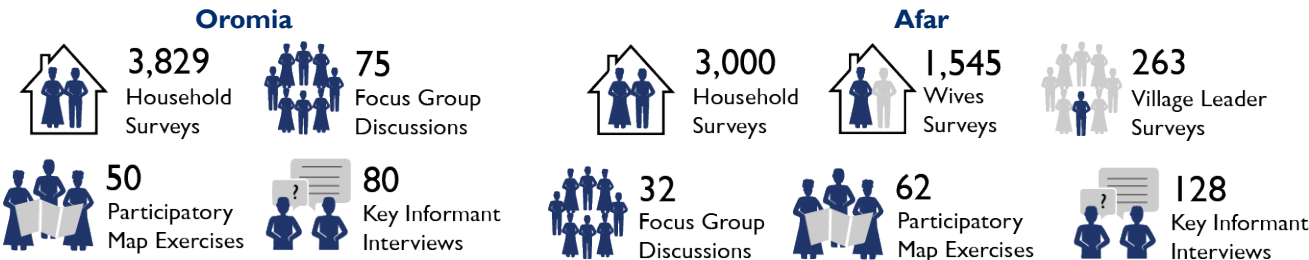


Figure 18. LAND Afar Study Villages



The LAND IEs in Oromia (Figure 17) and Afar (Figure 18) took place in challenging pastoral regions where data is rarely collected. ERC helped fill the data void, collecting survey observations from over 6,000 households and 1,500 wives (see Figure 19). A participatory mapping exercise also helped participants visualize their herding areas and initiate a conversation about resource use. The IE data collection instruments collected baseline information on the conditions of grazing areas and water points, tenure security and access to grazing areas and water points, and natural resource governance.

Figure 19. Number of Respondents to LAND Evaluations



## Key findings

### Oromia

Bush encroachment and expansion of human settlements and farming has reduced access to and use of rangelands.

- **Resource conflict:** Although the Borana and Guji areas have experienced considerable conflict over land and boundaries in the past decade, resulting in losses of human lives and the destruction of land, less than ten percent of households surveyed indicated that they had experienced any land-related conflict in the past year. When conflicts did arise, the baseline results show that customary elders are more likely to handle relatively minor land and resource conflicts within an ethnic group, while larger-scale conflicts over administrative boundaries involving different ethnic groups are often taken to formal government offices for resolution.
- **Governance:** Customary institutions continue to play a key role in creating rules and regulations over land and water and imposing penalties in cases of rule infractions.
- **Land pressure:** There is very little outside private sector investment in land in the study region; however, local people are increasingly aware of the prospect that investors might come to the area.

### Afar

- **Tenure security:** Baseline findings on the threat of encroachment and risk of land reallocation of grazing areas indicate that respondents generally feel their land use and access rights are secure.
- **Governance:** Customary leaders are primarily responsible for allocating land, setting and enforcing rules about land management, resolving conflicts, and decision-making regarding customary land use and management. However, there is a perceived shift in the power and role of customary leaders over land use and rangeland management to formal government officials.
- **Natural resource conditions:** The conditions of both wet and dry season grazing areas in the study area are deteriorating due to consistent drought and the encroachment of invasive bush species.

## Utilization and dissemination

The evaluation design materials and research reports are available at:

Oromia: <https://www.land-links.org/evaluation/land-administration-nurture-development-project-land-ethiopia-romia/>

Afar: <https://www.land-links.org/evaluation/land-administration-nurture-development-project-land-ethiopia-afar/>

## Next steps

According to USAID/Ethiopia, land demarcation in the Borena region of Oromia has been completed for three grazing units and LAND plans to complete the demarcation of two more grazing units. As of mid-2018, the project is waiting for Oromia Region's decision on the issuance of certificates for the demarcated areas. Demarcation in the Afar region appears to be delayed due to disagreement between communities and regional officials on the size of land to be demarcated.

ERC does not know the specific timeline for completion. Assuming the project is able to complete the issuance of certificates for demarcated areas by the end of 2018, a follow-up round of data collection for LAND pastoral areas could be undertaken to determine the certification impact. ERC recommends that this follow-up occur several years after certification to provide sufficient time for the treatment to show effect.

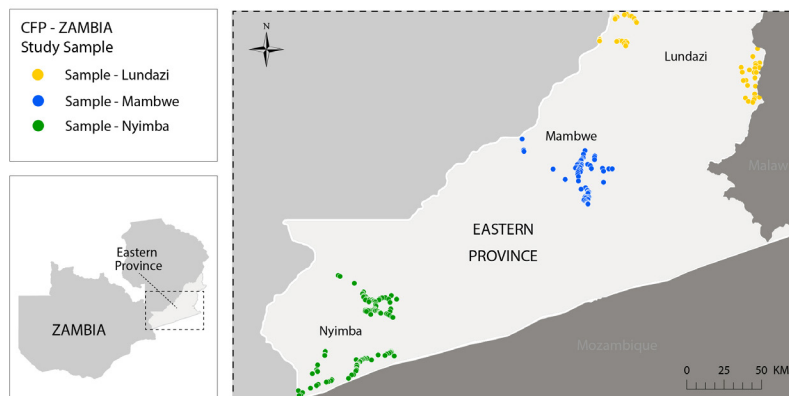
As this was a DID design and control areas were purposefully selected from separate regions/woredas, the evaluation team will need to confirm that the Guji areas in Oromia and control woredas in Afar are still credible controls.



# Community-Based Forest Management Program

The USAID Community-Based Forest Management Program (CFP) is a five-year (2014-2019) project being implemented in Zambia's Muchinga and Eastern Provinces by BioCarbon Partners, Ltd. CFP is designed to support the Government of Zambia's Reducing Emission from Deforestation and Degradation (REDD+) strategy by establishing the largest REDD+ program in Zambia and piloting innovative approaches to participatory forest management. The project aims to: reduce carbon emissions from deforestation through participatory natural resource management; increase the number of hectares of forestland under improved management; and enhance livelihoods through the development of non-timber forest products and alternative income-earning opportunities to unsustainable charcoal and timber production.

Figure 20. CFP Study Villages



## Design and data

ERC designed a quasi-experimental DID IE—the first of its kind in the context of REDD+—to examine the relationship between the CFP intervention and a number of household and community-level outcomes. These outcomes included: improved local capacity to sustainably manage forests; improved climate change resilience; improved tenure security; and improved transparency, accountability, and representativeness of customary forest governance institutions.

Comprehensive quantitative and qualitative baseline data was collected prior to the start of CFP activities from March to April 2015. The study areas are depicted in Figure 20 and the data sources are listed in Figure 21.

Figure 21. Number of Respondents to CFP Evaluation



## Key findings

- **Governance:** Forest-related decision making in the study area is primarily in the domain of customary authorities, with nearly three quarters of all household survey respondents identifying the Headperson or the Chief as the most important decision-maker. Very few households reported any personal involvement in local forest governance.
- **Resource dependence:** The majority of households in the study area reported access to forests located on communal land. Alongside high rates of forest access, the household data also reveal that the use of forest products is important for local subsistence, as 84 percent of survey respondents reported collecting at least one forest product for home consumption.
- **Resource condition:** The overall condition of nearly half of forests in the study area (42 percent) was noted by households to have worsened in the past three years, and forest degradation was ranked among the top five development problems faced by over 40 percent of households.

## Utilization and dissemination

The evaluation design materials and research reports are available at:

<https://www.land-links.org/evaluation/community-based-forest-management-program-cfp-zambia/>

## Next steps

The CFP verification process for carbon credits will not be completed before mid-2019. Since the outcomes of interest to the IE are unlikely to occur until the verification process is completed and communities have entered into benefit-sharing agreements, endline data collection should be scheduled for 2020.

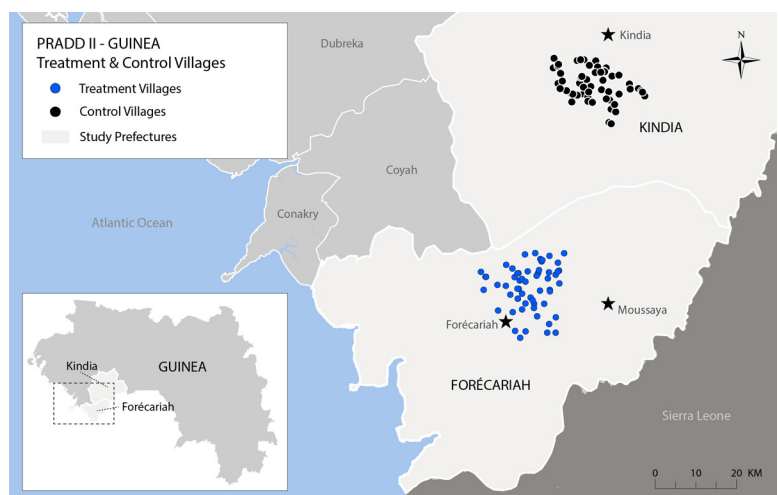
However, this recommendation assumes that (1) USAID/Zambia deems the project a self-sustaining REDD project, (2) there is sufficient overlap between the study areas selected for baseline data collection and the actual project areas where BioCarbon Partners implemented the project, and (3) the control areas remain a viable comparison set. According to USAID/Zambia, there are concerns about the long term viability of CFP as a self-sustaining REDD+ project and to improve the prospects for the project, USAID and BioCarbon Partners may need to renegotiate the REDD boundaries with Chiefs and Community Resource Boards. Specifically, remote sensing models show only 50 percent forest cover in the CFP REDD areas, and the models are also predicting an unusually low number of carbon offsets generated from the CFP areas. USAID/Zambia indicates that this is likely due to REDD boundaries being located too far from current deforestation.

The evaluation team will need to confirm that both of the treatment areas from the baseline survey are still within the REDD boundaries and that the matched control districts are still viable comparisons. Also, at baseline, there were no pre-defined livelihood activities, since the project had yet to complete a free, prior and informed consent process in the study area. The survey instruments attempted to capture the core elements of potential interventions, but these modules will need to be compared to CFP monitoring and evaluation data about what actually occurred on the ground.

## Property Rights and Artisanal Diamond Development Project II

The USAID Property Rights and Artisanal Diamond Development Project II (PRADD II) is an expansion of the PRADD project that began in September 2013 in Guinea and Côte d'Ivoire. PRADD II aims to support these diamond-producing states' compliance with the Kimberley Process Certification Scheme to prevent conflict diamonds from entering legitimate trade on world markets, strengthen internal control systems, and increase the volume of rough diamonds that enter the legal supply chain.

Figure 22. PRADD II Study Villages





# Design and data

The PRADD II IE was designed to rigorously assess the impact of PRADD II activities in Guinea on strengthening the primary property rights of landowners and the secondary land rights of miners, enhancing livelihood outcomes, reducing land and natural resource conflict, and promoting environmental rehabilitation of artisanal mining sites. At the time, the PRADD I IE miner survey represented the most comprehensive data collected on artisanal and small-scaled diamond mining themes in an informal context to date, and baseline analysis and a follow on academic paper advanced understanding of local artisanal and small-scaled diamond mining dynamics in a customary context, along with the opportunities and challenges to creating a hybrid system of artisanal and small-scaled diamond mining management that integrates informal and formal processes.

The PRADD II IE utilized a quasi-experimental DID approach, designed to assess the impacts of PRADD II at the household, miner, and community levels. Due to the outbreak of Ebola in West Africa, international travel to Guinea was restricted. To minimize any health risk to the enumerators or communities involved in the research, ERC worked with the local data collectors, USAID, and the implementing partner to develop a contingency-based forward planning process during the baseline data collection. This transparent and collaborative risk management plan served to limit the potential for harm to community members being surveyed and interviewed and data collectors in the field. The study areas are depicted in Figure 22 and the data sources are listed in Figure 23.

Figure 23. Number of Respondents to PRADD II Evaluation



# Key findings

- **Tenure security:** Despite very low levels of land documentation, respondents in the survey area report high levels of perceived tenure security. The local land tenure system seems to effectively manage the full range of land-tenure challenges that are encountered, including interactions with the government, investors, miners and other outsiders.
- **Conflict:** Despite the close proximity of diamond mining and agricultural activities, there are only minimal, low-level conflicts. In addition to a large surplus of land for cultivation, local communities have an effective customary system for managing conflict, involving key mediation roles for Customary Landowners and village elders (commonly referred to as “wise ones” or “sages”). In addition, there is a large surplus of land for agricultural activities.
- **Governance:** The customary system for land allocation appears to work effectively in villages, and satisfaction with Customary Landowners (descendants of village founding families who are responsible for land allocation) and elders is high among respondents. Although youth and women are in principle granted secure tenure rights, there is mixed evidence of these groups being disadvantaged in practice. Also, the data indicates that government formalization of mining activities in the study area is not yet well established. The customary tenure system remains the predominant means for gaining authorization for artisanal and small-scale mining in these areas.

# Utilization and dissemination

The evaluation design materials and research report are available at:

<https://www.land-links.org/evaluation/property-rights-artisanal-diamond-development-project-ii-pradd-ii-guinea/>

# Next steps

None—the PRADD II project in Guinea ceased implementation, and data was not collected for Cote d’Ivoire.

# Sustainable Ecosystems Advanced Project Monitoring, Evaluation & Learning

ERC provided technical assistance to the Sustainable Ecosystems Advanced Project (SEA), a USAID-supported program in Indonesia, to support Monitoring, Evaluation and Learning system improvement and implementation. Assistance focused primarily on: quality assurance of the SEA Monitoring, Evaluation and Learning Plan and data collection processes; data cleaning and data quality assurance; supporting the development of the SEA Data Collection Manual for performance-management indicators; and providing a technical review of SEA baseline reporting and suggestions for further analysis. A key output of the technical assistance was the Data Collection Manual, which provides guidance for SEA staff and implementing partners on the methods and process for collecting data and reporting on the performance-management indicators. The manual will ensure that data collection, analysis and reporting are conducted consistently across project sites and activities.

## RESEARCH

The evaluations conducted under ERC represent a significant contribution to the evidence on the role of land tenure and resource governance in mitigating important development challenges. Equally noteworthy, all of the evaluation data collected under ERC is published and available for download on [www.land-links.org](http://www.land-links.org). To date, these data packages represent the most comprehensive and nuanced publically available data on topics such as customary governance and women's empowerment in the context of land tenure and natural resource management.

ERC also brought together scholars and subject-matter experts with a research focus, and with advanced capabilities in data analytics, to conduct research across the project portfolio. All reports, policy briefs and research papers went through an extensive feedback process with USAID and key stakeholders to ensure policy and program relevance. As a result, ERC's research outputs include a series of peer-reviewed journal articles and research papers, much of which were developed in collaboration with Missions and other operating units with the specific objective of informing real-time programming. The TGCC Agricultural Transformation paper and policy briefs provide evidence to help USAID/Zambia guide the Government of Zambia as they develop a new national land policy. ERC's results in Liberia show the necessity of a sustained boundary harmonization component prior to community land surveying efforts, and local implementers are piloting the successful components of the CLPP through the tenure facilities vehicle and through the Land Governance Support Activity. Papers were prepared for forums such as the annual World Bank Conference on Land and Poverty, and have contributed greatly to policy and academic discourse in the field of land tenure. Drawing on the data collected under ERC, these papers utilize rigorous analytical methods to explore a range of research questions ranging from the impact of customary land certification on long-term productivity gains from agroforestry and climate-smart agriculture investments, to the impact of formal land certification on access to credit.



For example, a paper titled *Gender, Resource Rights, and the Role of Customary Authorities: A Multi-Site Study of Women's Empowerment in Customary Settings* finds important trends on the relationship between communal tenure security and perceptions of local governance with multiple measures of women's empowerment across two distinct contexts in Ethiopia and Zambia. The discovery of trends in different livelihood contexts is a positive sign for the external validity of the communal tenure security interventions. This paper is also important due to the ability to disaggregate gender findings by marital status and to consider a wide range of empowerment outcomes, including public and private decision making. Another paper—*Results from USAID Impact Evaluations in Zambia: Tenure Security Increases Rental Activities, But Not a 'Silver Bullet' for Credit Access*—explores the relationship between tenure security, credit access, and rental market activity using data from the TGCC and CFP evaluations in Zambia. The paper finds little change in credit access but an increase across the interventions for participation in rental markets. This paper is one of the first to consider these outcomes as a consequence of an RCT on public property rights and provides some indication that property rights intervention can increase rental market activity.

In total, ERC produced four peer-reviewed journal articles, three articles under journal review, seven working papers, and twelve conference papers. Drawing on this research, six policy briefs targeted toward USAID policy-makers were also developed to succinctly summarize high-level findings and provide policy recommendations on topics such as gender in the context of CLPP and TGCC.

A complete list of research and the status of each at the close of ERC is included below.

### **Published Articles**

- Caron, C., & Fenner, S. (2017). Forest access and polycentric governance in Zambia's Eastern Province: insights for REDD+. *International Forestry Review*, 19(3), 265–277. <https://doi.org/10.1505/146554817821865108>
- Stickler, M. M., Huntington, H., Haflett, A., Petrova, S., & Bouvier, I. (2017). Does de facto forest tenure affect forest condition? Community perceptions from Zambia. *Forest Policy and Economics*, 85, 32–45. <https://doi.org/10.1016/j.forpol.2017.08.014>
- McPeak, J. G., & Little, P. D. (2018). Land use and tenure insecurity in the drylands of southern Ethiopia. *The Journal of Development Studies*, 1–18. <https://doi.org/10.1080/00220388.2018.1469745>
- McPeak, J. G., & Little, P. D. (2018). Mobile peoples, contested borders: Land use conflicts and resolution mechanisms among Borana and Guji communities, southern Ethiopia. *World Development*, 103, 119–132. <https://doi.org/10.1016/j.worlddev.2017.10.001>

### **Articles Under Journal Review**

- Hartman, A. C., Huntington, H., & Marple-Cantrell, K. (2016). *The duality of local resource governance in rural Liberia: Analysis from multiple types of data*. Manuscript submitted for publication.
- Persha, L., & Huntington, H. (2017). *Tenure security and agroforestry constraints in strong customary land systems: Learning from early agroforestry adopters in Zambia's Eastern Province*. Manuscript submitted for publication.
- Persha, L., Stickler, M. M., & Huntington, H. (2017). *What shapes smallholder tenure security in pluralistic land tenure systems? Determinants of tenure security and agricultural investment in Zambia's Eastern Province*. Manuscript submitted for publication.

## **Working Papers**

- Huntington, H., & Marple-Cantrell, K. (2016). *Artisanal and small-scale mining governance and customary tenure institutions: Practices and outcomes in guinea.*
- Hartman, A. C., Huntington, H., Greif, A., Marple-Cantrell, K., & Stevens, C. (2018). *The impact of communal property rights reform on governance and gender norms: Quasi-experimental evidence from Liberia.*
- Huntington, H., Greif, A., & Ewing, B. (2018). *Gender, resource rights, and the role of customary authorities: A multi-site study of women's empowerment in customary settings.*
- Huntington, H., Starosta, A., & Ewing, B. (2018). *The impact of interventions to promote climate change adaptation: Does stronger tenure security increase farmer investment in sustainable agroforestry?*
- Huntington, H., Stickler, M. M., & Stevens, C. (2018). *Customary land registration: a pathway to agricultural transformation and inclusive economic growth for rural Zambians?*
- Marple-Cantrell, K., Huntington, H., & Hartman, A. C. (2018). *Evidence to inform Liberia's new land policy: Evaluation findings from Namati's Community Land Protection Program.*
- Stevens, C., Grief, A., & Bouma, D. (2018) *Do companies care about land governance? A systematic assessment of company land policies.*
- Stickler, M. M., Huntington, H., & Ewing, B. (2018). *Measuring community perceptions of tenure security: Evidence from four African countries.*

## **Papers Prepared for the Annual World Bank Conference on Land and Poverty**

- Hartman, A. C., & Huntington, H. (2015). Community Land Protection Program Liberia longitudinal study—Evaluation baseline results. In *2015 World Bank Conference on Land and Poverty*. Washington, D.C.
- Little, P. D., & McPeak, J. (2015). Land use at the margins of intensive and extensive land use: Baseline survey results from southern Ethiopia. In *2015 World Bank Conference on Land and Poverty*. Washington, D.C.
- Persha, L., Stickler, M. M., & Huntington, H. (2015). Does stronger land tenure security incentivize smallholder climate-smart agriculture? Understanding drivers of agricultural investment in Zambia's Eastern Province. In *2015 World Bank Conference on Land and Poverty*. Washington, D.C.
- Stickler, M. M., & Huntington, H. (2015). Perceptions of tenure security: An empirical evaluation of pre-treatment data in rural communities across Liberia, Ethiopia and Zambia: In *2015 World Bank Conference on Land and Poverty*. Washington, D.C.
- Huntington, H., & Marple-Cantrell, K. (2016). Artisanal and small-scale mining governance and customary tenure institutions: Practices and outcomes in Guinea. In *2016 World Bank Conference on Land and Poverty*. Washington, D.C.
- Persha, L., Greif, A., Huntington, H., & Lowery, S. (2017). Assessing the impact of second-level land certification in Ethiopia. In *2017 World Bank Conference on Land and Poverty*. Washington, D.C.



- Marple-Cantrell, K., Schneider, A., Huntington, H., & Stevens, C. (2017). Land use rights, land governance institutions, and tenure security indicators in a pastoral community: Evidence from a baseline study in the Afar Region, Ethiopia. In *2017 World Bank Conference on Land and Poverty*. Washington, D.C.
- Greif, A., Lowery, S., & Huntington, H. (2018). Results from USAID impact evaluations in Zambia: Tenure security increases rental activities, but not a 'silver bullet' for credit access. In *2018 World Bank Conference on Land and Poverty*. Washington, D.C.
- Hartman, A. C., Huntington, H., Greif, A., Marple-Cantrell, K., & Stevens, C. (2018). The impact of communal property rights reform on governance and gender norms: Quasi-experimental evidence from Liberia. In *2018 World Bank Conference on Land and Poverty*. Washington, D.C.
- Huntington, H., Starosta, A., & Ewing, B. (2018). The impact of interventions to promote climate change adaptation: Does stronger tenure security increase farmer investment in sustainable agroforestry? In *2018 World Bank Conference on Land and Poverty*. Washington, D.C.

### **Other Conference Papers**

- Stickler, M. M., Huntington, H., Haflett, A., Petrova, S., & Bouvier, I. (2016). Does secure community forest tenure affect forest condition? New pre-treatment evidence from a quasi-experimental evaluation of a REDD+ project in Zambia. In *FLARE (Forest Livelihoods Assessment Research and Evaluation) Annual Conference*. Edinburgh, U.K.
- Stevens, C., Marple-Cantrell, K., & Lowery, S. (2017). Can strengthening community land governance achieve development objectives? Preliminary findings from an evaluation of Namati's Community Land Protection Program in Liberia. In *IASC (International Association for the Study of the Commons) Biennial Conference*. Utrecht, Netherlands.

### **Policy Briefs**

- USAID (2018). *A Legal Empowerment Program: Women and Customary Land in Liberia*. Washington, D.C.
- USAID (2018). *Credit and Rental Markets: Land Transactions in Eastern Province, Zambia*. Washington, D.C.
- USAID (2018). *Female Farmers in Zambia: Positive Prospects for Productivity*. Washington, D.C.
- USAID (2018). *Reducing the Risk of Land Encroachment: Results from the TGCC Intervention in Zambia*. Washington, D.C.
- USAID (2018). *Rural Land and Governance in Liberia*. Washington, D.C.
- USAID (2018). *Women's Empowerment: Gender, Governance and Land in Afar, Ethiopia*. Washington, D.C.



**“[ERC’s] communications and knowledge management activities—including the LandLinks website, webinars, events, email newsletters, social media, and much more—raised the profile of our work as an Office and as an Agency.”**

*—G. Heath Cosgrove, Director  
Office of Land and Urban*



# COMMUNICATIONS



The ERC communications work was the primary public face of the Land and Urban Office in the LTPR field, managing the website, reaching out to target audiences through e-mail and other methods, disseminating information about USAID land tenure projects, and providing technical tools for use by practitioners. Taken together, this communications work helped maintain and improve the recognition and influence of USAID's expertise in the LTPR field. Communications content focused on sharing new research, project successes, cross-sector impacts, and how land tenure and property rights can positively impact development outcomes. ERC's target audience consisted of USAID Mission and Washington D.C. staff, other U.S. Government international staff, and development practitioners.

There were several key takeaways across communications activities. Multi-channel campaigns that included coordinated email and social media were a primary driver of traffic to the website. While initially designing communications to match a calendar of international days of note, such as World Food Day and International Women's Day, once ERC had established a regular audience, communications could be centered around ERC developed events and content rather than entering a crowded media space where numerous development actors are competing for readers. Additionally, by ensuring that content was focused on office priorities, rather than dated events, ERC was able to focus on developing content that had a longer shelf life, such as evergreen content instead of commentaries. This allowed for LandLinks content to be more flexible and focused on USAID Land and Urban Office priorities and prevented materials from appearing dated.

Visual materials consistently enhanced communications across channels. These materials helped to attract readers of print and online content and improved email and social media reach to a larger audience. Visual content proved to be a useful tool in communicating complex and technical research as well as stories that demonstrate project challenges and successes. This led to the ERC photo library becoming a valuable resource to promote new research, events, and project-focused stories.

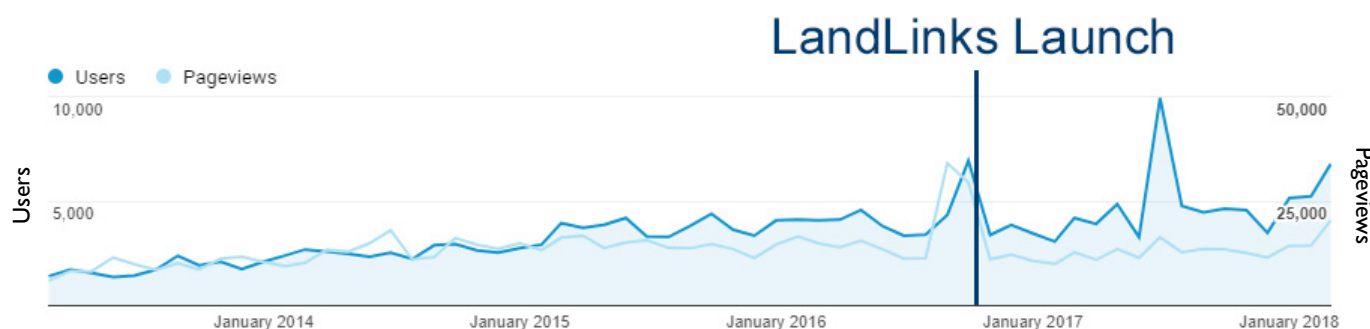
Leveraging influencers and partners was also a theme across ERC communications. When USAID directors or department heads forwarded an email, it received significantly more reads. When, for example, the main @USAID.gov handle retweeted a social media post, there was a significant bump in engagements. When webinar partners shared promotional content, registration spiked. Strategically leveraging partnerships contributed to expanded audience reach and helped to expand the influence of the Land and Urban Office. Additionally, content developed for external websites, newsletters, or social media channels helped ERC to reach wider audiences.

ERC's knowledge management role was a significant component to overall communications. Regular engagement with STARR partners contributed to capturing and publishing partner resources in a timely manner. However, many partner knowledge resources, such as success stories from quarterly reports, were not suitable for use as communications pieces. Instead these resources could serve as the baseline to develop other content pieces or inform communications travel. Additionally, knowledge resources, such as country profiles, were some of the most frequently utilized resources on the LandLinks website. Finally, while having good content is obviously key for effective communications, good organization of that content and effective search protocols contribute significantly to website users accessing resources. This was a priority during ERC implementation as well.

## Management and Improvement of the Land Tenure Portal & LandLinks Website

Throughout ERC, the project team managed and improved the USAID Land Tenure Portal / LandLinks website as a hub for collaboration and communication between USAID and other development organizations, STARR projects, and individual ERC activities. ERC took over management of the Land Tenure Portal in 2013. In 2014, ERC completed implementation of reviews and enhancements developed by the Knowledge Management and Technical Support Services project, which managed the USAID Land Tenure Portal from 2011–2013. These included securing a domain name, reviewing the tagging and naming systems for over 900 documents, and ongoing updates. Following a full website redesign, the Land Tenure Portal was relaunched as LandLinks in 2016. Regular analytics reports, expanding the website's knowledge base, and ongoing enhancements over the life of ERC ensured that the website kept pace with technical innovations, was critical for achieving project goals of promoting a broader and deeper understanding of land tenure issues, and expanded its role and functionality, growing beyond the original vision as a hub for STARR information.

**Figure 24. Land and Urban Office Website Growth by Users and Pageviews over Five Years**



Over five years, ERC dramatically transformed the USAID Land Tenure Portal into what is now [Land-Links.org](https://land-links.org). As shown in Figure 24, from May 2013 to May 2018 the number of website users grew by 320 percent, the number of monthly sessions (monthly visits to the website) grew by 235 percent, and unique pageviews nearly tripled. Analytics tools, including Search Console, and better search engine optimization, were added to increase the existing analytics reports and functionality. And the redesign process instituted numerous improvements, the largest of which was a migration from Drupal to the WordPress content management system that made security updates and enhancements much more cost-effective for USAID to implement.

**Figure 25. Before and After Images of the Land and Urban Office Website**



**Table 2. Table of Key Resources on LandLinks**

Blog Posts	510 (including 50 videos and 49 media scans)
Case Studies	6 (drafts)
Country Profiles	69
Evaluations	9
Issue Briefs	24
Projects	100
Project Documents	1,749
Research & Publications	94
Tools / Resources	26

The redesign process began with discovery sessions in March 2016 and culminated with the launch of LandLinks in October 2016. Improvements implemented during the redesign included more user-friendly navigation, re-organization of main pages and content in line with the Land and Urban Office's priorities, and a home page that emphasized country-specific activities and LTPR's cross-sector impact.

The updated home page, pictured above in Figure 25, illustrates how the redesign process updated the website to keep pace with modern advancements, improve the aesthetic, and better align the site with Land and Urban Office priorities. The boxed design was updated to be responsive and change based on the screen of the device used to view the page. Commentaries, blogs and spotlights, which required frequent updates to avoid appearing outdated, were de-emphasized and evergreen content, country profiles, project pages, and issue pages are featured "above the fold" in the interactive map and cross-sector impact section. As a result, **traffic increased to issue briefs and country profiles at a much greater rate than to blogs and commentaries**, which analytics had shown to generate less monthly traffic overall and require more effort to keep current. While issue briefs and country profiles, featured prominently on the home page, may have benefited the most from the redesign, project pages and project documents each received an increase in pageviews of over 50 percent. Table 2 notes the key resources available on LandLinks at the close of ERC.



Another major improvement was the migration to WordPress, which makes up an estimated 60 percent of the content management system market share, compared to Drupal's 2.2 percent. **The change to WordPress' more robust ecosystem and marketplace alone resulted in quicker security updates and access to additional, "off-the-shelf" website improvements that were more easily implemented.** "Off-the-shelf" solutions can often be purchased cheaply and instantly implemented for WordPress instead of requiring more expensive, unique solutions to be built by a website developer as is often required for Drupal. As a result, LandLinks will continue to be cost-effective to maintain and can keep pace with technical innovations without major overhead.

**"We are all so impressed with how the land-links website came together! Thank you for all of your hard work in pulling this off, and completely transforming the look of the land portal. We have already received several compliments from around the world [...] Thank you for bearing with all of the travel on our end, and for keeping the site launch on a tight schedule. We are really impressed!"**

—Yuliya Neyman, USAID

A less public improvement to the website included in the redesign process was the decision to separate the STARR Document Approval Tracking System (DATS) from the website, and moving from DATS to the Wrike project management platform. DATS was a custom-built Drupal module hosted on the USAID Land Tenure Portal, designed to streamline the Office's processing of approvals project documents and reports from STARR implementing partners. The DATS dashboard and related documents and requests were all password-protected and only accessible to STARR project and Land and Urban Office staff. Since all maintenance, security updates, and improvements required custom coding, ERC researched more cost-effective options and ultimately proposed Wrike, a Software as a Service subscription-based project management platform that could provide the same features as DATS, plus support and ongoing improvements. With USAID's approval, ERC populated Wrike with nine projects and 85 related requests, in addition to developing guidance and templates for STARR partners to ensure minimal disruption to ongoing approval processes. As a result, the redesigned LandLinks website is easier to update and keep secure while STARR approval processes were moved to a more secure and current system.

Using a project management platform (DATS and Wrike) made it possible for ERC to receive, organize, and share approved project documents significantly faster and more reliably than other systems, such as DEC, which still does not have many of the approved deliverables that can be found on LandLinks. However, the success of the platform on a project-by-project basis was driven by USAID CORs and activity managers learning and using it. When this happened, the usage and communication through the platform by STARR implementers increased and the knowledge management of LandLinks benefited. The monthly outreach via email to STARR implementers was more effective for regular content, however, if Wrike's email integration had been available earlier, coordinating through Wrike may have made organizing documents simpler and reinforced the use of the platform. We recommend continuing the use of a project management platform, like Wrike, going forward and looking for ways to reinforce its use, including using it for communication between projects with COR and activity manager oversight, using the platform to facilitate the organization of documents before they are pushed to LandLinks, and highlighting documents on the platform that have been published on LandLinks and when they have been promoted.

The website redesign also resulted in a marked increase in public collaboration and communication as traffic moved to public-facing pages and away from the private side of the website with the removal of DATS. In May 2016, before the redesign, monthly traffic to DATS accounted for more than ten percent of the website's pageviews. In spite of the loss of that traffic and due in part to the redesign's increased search engine optimization, improved navigation, and multi-channel promotions, **LandLinks has continued to grow users by 35 percent, sessions by 22 percent, and increase monthly traffic across LandLinks from organic search, direct traffic, and email by 36 percent, 144 percent, and 52 percent, respectively.**

[Project hubs](#), which organize all approved STARR partner project documents under a single project page, may be the best examples of the move towards more public collaboration and dissemination of lessons learned from LTPR interventions. Enabled by the website redesign and improvements, project hubs were developed to better organize and highlight the work and products of STARR partners, including ERC. To highlight featured projects, additional page organization and tab features were added to the project hubs. ERC worked with STARR partners to develop more engaging and visual layouts for the [TGCC](#) and [MAST](#) hubs that go beyond the default project and related documents layout to display country- and project-specific products. Developing these hubs has also promoted cross-project collaboration, particularly for developing points of contact between the teams and facilitating the collection of STARR products to be organized and shared through LandLinks. In addition to the 94 research papers and publications, 72 country profiles, 28 data sets, 26 tools, and 22 issue briefs, LandLinks has more than 1,700 project documents, many of which were added due to the increased exchange between STARR partners. As a final note, some STARR partners were more responsive to ERC requests for content than others, and those most responsive projects bumped up against the limitations of site-wide styles and document categorization. The advanced visual page builder added to LandLinks will be useful for further developing the site as a knowledge management hub that is visually engaging, however being able to provide active projects additional access and more customizations may go further to build collaboration.

In addition to the project hubs, ERC developed the [Evaluation Data Hub](#) to facilitate sharing 28 data sets from impact evaluations described above. ERC's research and communications teams collaborated to prepare the data sets for public posting and develop a the hub's automated system for collecting information on the organizations requesting the data. Data sets have been downloaded 29 times since the Evaluation Data Hub went live in October 2017. All impact evaluations have received requests for data with ELTAP/ELAP being requested the most (15 times). Academics (students, assistant professors, and lecturers) constitute over half of the total downloads (15), indicating that they are using the data primarily for academic purposes (research and dissertations).

The Evaluation Data Hub is a good example of the importance of collaboration between research and communications professionals so as to achieve ERC's goal of both expanding the land tenure evidence base, and promoting that base so it has expanded influence in the development arena. Similarly, ERC has ensured that all project activities are organized and shared through LandLinks, from papers and conference presentations, to training slides, and pilot project pages.

## Email Communications

Direct email marketing began in early 2015 using the MailChimp platform, and was developed over time to support ongoing events and increase promotion channels. ERC developed an initial Land and Urban Office email outreach list of 715 subscribers drawn from USAID and U.S. Government staff, partners, development professionals in both the public and private sector, academics, and others from across the globe interested in land tenure and property rights issues. The first dedicated outreach campaign was for Earth Day in April 2015. **The email list grew from the initial 715 subscribers to 3,275 subscribers by July 2018, a increase of 458 percent.** The development of an email list and strategy for its use has been considered by USAID as among ERC's most valuable communications deliverables, as email marketing allows for USAID to promote all of the Land and Urban Office's priorities, from new research and events to LandLinks content such as blogs and webinars.

From January 2015 to the end of the Project in July 2018, ERC sent 239 emails to the outreach list, including 117 media scans and 122 emails covering events, international dates of mention (e.g., World Food Day, Earth Day, International Women's Day) and research and publication promotion, among other content. **The overall average open rate for ERC email campaigns was 33 percent, compared to an average open rate of 24 percent for public-sector emails.**

ERC's email outreach also focused on expanding not just its total audience, but specifically its internal USAID audience. **USAID staff made up over 23 percent of the total outreach audience**, or 764 out of 3,275 subscribers, when ERC ended in July 2018. The USAID audience expanded from 282 in January 2015, marking a 171 percent growth rate. The reason for making a special effort to expand the USAID staff audience was to expand Agency-wide knowledge around land tenure and property rights and the work of the Land and Urban Office. To further this goal, ERC produced 24 USAID-specific email promotions to more directly connect staff across the Agency with staff in the Land and Urban Office. The average open rate for these USAID-specific emails was higher than that of the wider audience, 42 percent versus 33 percent.

In addition to these USAID-specific emails, ERC also coordinated with the suite of other USAID "Links" sites, which includes Agrilinks, Marketlinks, Climatelinks, and Urbanlinks, to cross-promote content that is relevant across sectors. A successful example of this was Agrilinks' April 2018 focus on land, resource and marine tenure, which included a host of blogs that were posted across the Agrilinks and LandLinks platforms. The two sites also promoted this content through newsletters and media scans, resulting in increased traffic for the blog series on both sites. An additional successful cross-promotional campaign were emails sent out by ERC as well as Agrilinks & Microlinks (now Marketlinks) to promote the three-part Responsible Land-based Investment webinar series that the three platforms jointly hosted. The email promotions sent by the three sites more than doubled the audience size of the first webinar in the series, compared to the webinar that preceded it. This cross-promotional approach kept audience participation strong throughout the webinar series.

## **Media Scans**

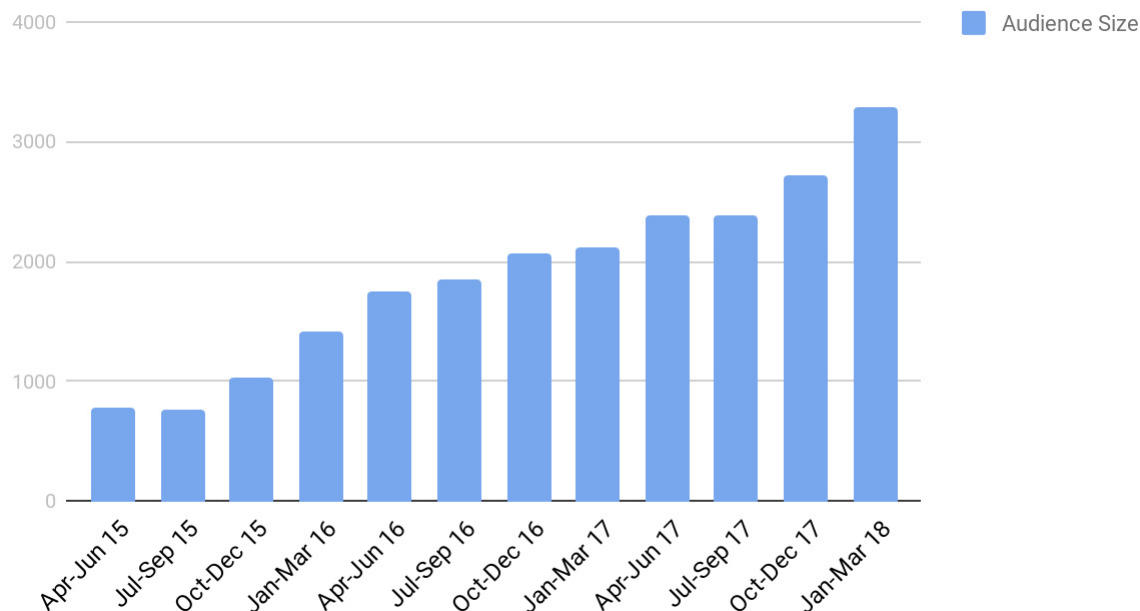
Prior to setting up email marketing, the USAID Land Tenure and Resource Management Media Scan was the only email outreach conducted by ERC. The media scan was also incorporated into the new MailChimp account, as a separate list from the direct "USAID Outreach" email marketing list. The first media scan sent out through MailChimp was on January 30, 2015 to the original list size of 55 recipients. By the end of ERC, the list size was 433 subscribers, a 687 percent increase.

The regularity of and the content in the media scans has changed over the course of ERC. The media scan in its original format was a daily media blast which, at the beginning of ERC, provided daily media tracking and analysis of important land tenure and property rights issues. The media scans went out primarily to the Land and Urban Office and a small list of mostly USAID email addresses. This practice then shifted from being bi-weekly in 2014 to being weekly in 2015. The switch from daily internal emails to bulk emails through MailChimp occurred per the Land and Urban Office's request, and made developing and recording the scan easier.

From the first media scan through MailChimp in January 2015 until the end of ERC in July 2018, a total of 117 media scans were sent to the outreach list. These media scans received an average open rate of 31 percent, which is higher than the 24 percent industry average for government emails, and an average click rate of 10 percent, which is significantly higher than the 3.62 percent average for government emails. Of the media scans ERC sent out, three of them were for a new format begun in February 2018, called the "What's New on LandLinks" scan, to promote content from STARR partners. Increased content posts each month via regular STARR partner outreach diluted audience reach. The "What's New on LandLinks" scan provided a method to focus exclusively on new LandLinks content each month. The average open rate for the "What's New on LandLinks" scans was 30 percent, which is comparable to the regular land scans and still higher than the industry average. The average click through rate for "What's New on LandLinks" scans was 4.5 percent, significantly lower than that of general media scans but still above the government average.



**Figure 26. USAID Outreach Email Audience Growth**



**Table 3. Top 5 Emails (based on open rates)**

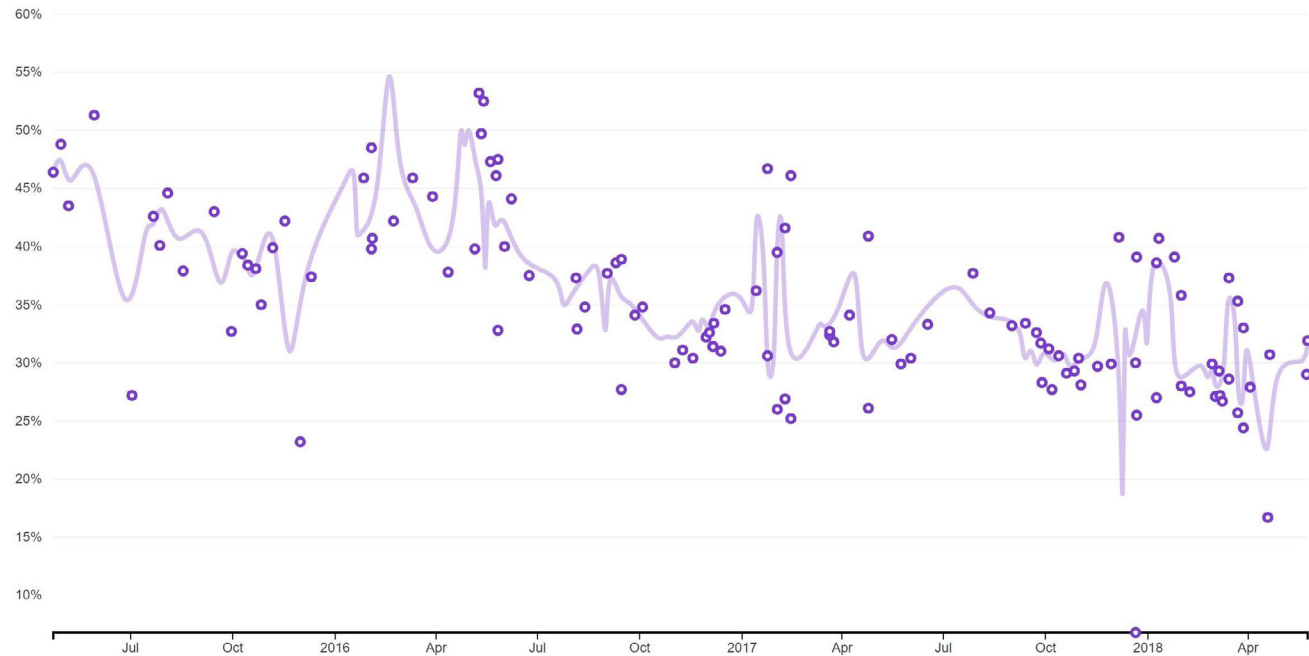
Email Campaign Name	Date	Number of Recipients	Open Rate	Click Rate
USAID's Land Tenure Updates—May 2015	May 29, 2015	774	51.3%	8.7%
Join the Online Conversation May 7: Land Still Matters—3 Years of the VGGT (Voluntary Guidelines)	April 29, 2015	724	48.8%	8%
Why Land Matters for Earth Day	April 22, 2015	715	46.5%	3.6%
Learn about USAID's First Completed Land Sector Impact Evaluation (Ethiopia)	May 24, 2016	715	46.4%	8.1%
USAID at the World Bank Conference on Land & Poverty 2016	March 10, 2016	1,371	46.3%	7.4%

All of the highest performing emails from ERC, with the exception of the promotion for the Impact Evaluation in Ethiopia in May 2016, were sent out from spring 2015 to spring 2016 (see Table 3). This period marked a shift for ERC from internal email promotions to direct email marketing through the MailChimp platform. As noted above, this shift allowed ERC to better keep track of its outreach list, and better analyze the data from its email campaigns to maintain best practice in outreach. These early emails received such high open rates and click rates relative to both the USAID Outreach list average and the industry (government) average because this was when ERC first coordinated with the Land and Urban Office to clean up the existing outreach list, so that it represented the most engaged members of the office's pre-existing audience.

Implementing best practices early in this refocusing of outreach to direct email marketing was also a key factor in high engagement from the USAID Outreach list. The focus at that time was on emphasizing the timeliness of content by putting the date in the email subject line, adding urgent language such as "Latest News" and focusing on the most recent events. Initially, this focus drove up the open rate, but ERC started to notice that it was also essential to provide more variety in content as the list grew, to fuel more sustained engagement.

As the list grew from early 2016 on, pulling in new registrants who connected with the Land and Urban Office’s outreach through events, promotions or via word-of-mouth, ERC’s reach expanded by over 250 percent (see Figure 26), but this larger audience did not result in an as-consistently engaged audience. This is most apparent in the average open rate, which has shifted from 41.4 percent within the first year of ERC’s direct email marketing through MailChimp (April 2015-April 2016) to 30.4 percent within the last year of emails (May 2017-May 2018). This is represented in Figure 27.

**Figure 27. Email Open Rate Over Time (Trendline) and Campaign Dates (Circles)**



Despite the slow downward trend of the USAID outreach list open rate for emails, engagement still remained well above the government average of 24 percent. As can be seen in the above graph, recent emails have trended towards an open rate of 30 percent, but there have been spikes of interest in particular campaigns. Additionally, this list is based on open rates and does not account for the 258 percent growth in the list over this time period. For email lists with large list growth, a downward trend is considered normal because larger lists tend to be less engaged. **For the promotion emails that are catered to both USAID and non-USAID recipients, those sent specifically to USAID staff consistently had the highest open rates. In addition to USAID-specific emails ERC observed that, in general, emails that promoted events consistently receive double the industry average open rate or more. Newsletters also tend to receive higher audience engagement.** A strong example of a successful email is shown in Table 4.

**Table 4. Example of a Successful Email**

Email Campaign Name	Date	Number of Recipients	Open Rate	Click Rate
Land and Urban Office newsletter 072717	July 27, 2017	2,385	38%	8.2%

This newsletter in particular highlighted land and conflict, with information on the launch of the Land Technology Solutions Project, the start of the Land Champions series, and country-specific pieces and profiles for Liberia, Burkina Faso and Colombia.

## Land and Urban Office Newsletters

The switch to MailChimp allowed for the introduction of Land and Urban Office newsletters to ERC's suite of outreach communications. ERC sent the newsletters quarterly from May 2015-April 2017, then increased to monthly newsletters until ERC ended in July 2018 in order to increase promotion of content from the Land and Urban Office and STARR project implementing partners.

In addition to increasing the regularity at which newsletters were sent, ERC also began monthly email outreach to STARR partners in September 2017 to collect blogs, success stories, and other updates from them on a regular basis. This outreach advanced the relationship between ERC and the partners, by ensuring consistent communication between the parties and allowing the partners to share the highlights of their projects with a wider audience. The content shared by the partners was regularly posted on the LandLinks website and then distributed via both the monthly newsletter and media scan. As noted in the Media Scan section above, the "What's New on LandLinks" scan was added in February of 2018 to focus exclusively on promoting the flood of new content coming in from STARR partners. While this outreach to the STARR partners increased the range of content ERC was able to promote, it didn't not significantly increase audience engagement with the Land and Urban Office promotional channels.

While STARR partner content promoted through the newsletters received inconsistent engagement from the target audience over the course of ERC, the addition of the Land Champion series, which highlights a different USAID staff member who works on land issues each month, was a success. Since the first Land Champion piece in August 2017, these pieces were consistently in the top three clicked items in the newsletter.

Over the course of ERC, 22 Land and Urban Office newsletters were sent to the outreach list after the introduction of MailChimp. The first newsletter went out in May of 2015, and was ERC's most well-received email (see above table), with an open rate of 51.3 percent. Overall, the Land and Urban Office newsletters received an average open rate of 32.2 percent and an average click rate of 6.4 percent.

## Key Takeaways on Email Communications

- **Content:** Based on email open rates, the top performing emails were largely promotional emails for webinars and panel discussions, followed by those for training opportunities and updates. A key takeaway is that **emails that have been segmented to a particular audience, whether for USAID, U.S. Government or by geographic region, receive a higher open rate.** The emails with the highest click-through rate also are **visually captivating, focusing more on photos and videos, rather than being text-heavy.** In addition, the successful emails, if not focusing on a single event, **limit the number of content items being featured.** In looking at click rates to measure emails with the highest audience engagement, similar threads emerge. The emails with the highest click through rates are similarly multimedia focused, and present **short, captivating summaries to entice the reader** to the event or piece being promoted. The text is often no more than a sentence or two and strongly emphasizes the link to the event or content landing page.
- **Frequency:** From 2015 to 2016-2017, the number of emails sent to the outreach list nearly doubled, from 27 to 44 and 46, respectively. While the number of emails has increased, the open rate has decreased, from 41.5 percent to 37 percent and 31 percent, respectively. **Reducing the number of emails prevents email fatigue, and promotes greater response and engagement from our audience per email.**
- **Subject Line:** Those emails with **the most engagement from our audience led with a call to action in the subject line**, whether it was asking the audience to join a webinar or panel discussion, or to meet panelists by reading their biographies. Additionally, **successful emails signaled the timeliness of the content in the email by tying the content** to the date or season.



# Social Media Communications

## Twitter

ERC’s focus on expanding the Land and Urban Office’s reach through social media was on routinely building up its Twitter presence. While ERC incorporated Land and Urban Office promotions through other platforms, such as LinkedIn and Facebook, Twitter became the primary social media tool for the Office to engage with a wider audience on land tenure and property rights issues.

From the start of ERC in 2013, tweets were regularly crafted to promote the USAID Land Tenure Portal commentaries and research, and were shared through Land and Urban Office staff accounts, as there was not a central USAID account covering land rights issues. That same year, ERC also developed social media toolkits to share with STARR partners, USAID communication staff and Mission Development Outreach & Communications Specialists, so that these partners could further disseminate promotions for USAID’s land tenure and property rights work. ERC created the hashtags #landrights as a central hashtag for the land rights community and #landmatters in tweets to further the discussion surrounding land rights, and in turn monitor and respond to those engaging with the two hashtags.

Ongoing outreach and coordination with the primary @USAID Twitter handle boosted visibility on land tenure and property rights issues through their use of ERC’s recommended tweets, but building this relationship also allowed ERC to gain permission to tweet through the Agency’s sub-handles, @USAIDEnviro and @USAIDEconomic. When ERC picked up access to these handles, they had over 300 followers each. Through the strategy of using these Agency handles to retweet Land and Urban Office staff handles, ERC sought to increase both Twitter and the USAID Land Tenure Portal views and followers. Picking up these handles also signaled a shift away from tweeting across Land and Urban Office staff accounts and towards more concentrated outreach.

By 2014, as social media engagement steadily increased, there was a noticeable increase in the number of clicks and downloads for those USAID Land Tenure Portal documents which received promotion through Twitter; compared to those that did not. Due to increased promotion of documents in this year, the Urban Tenure Issue Brief was downloaded 53 times, the Voluntary Guidelines brochure 18 times and the Voluntary Guidelines infographic 14 times. All three items were heavily promoted on social media with links to the downloadable files. Beyond promotion of ERC research and documentation, international and Agency-wide event promotion continued to take up the majority of ERC’s social media outreach. ERC not only tweeted out about events to drive up registration, but also developed social media toolkits in advance of the event, live tweeted during events, as well as retweeted and replied to others’ tweets during events to boost attention and clicks. During this same period, ERC also began embedding pictures and videos in tweets, as tweets with multimedia are more likely to be retweeted. This can best be seen in the list of top performing tweets below, as eight of the top ten tweets include multimedia.

In 2015, Twitter outreach was solely conducted through the @USAIDEconomic and @USAIDEnviro handles. While this was a more consolidated approach than working through the handles of the Land and Urban Office staff, ERC examined the activity of the two accounts to see which had a larger or more engaged audience. As observation of analytics continued through the year, it became clear that while the USAID Environment handle had a smaller audience at the time, the audience was more engaged than the USAID Economic Growth handle (see Figure 28). This may

**Figure 28. High-Level Stats for @USAIDEnviro (Since March 2015)**



have been due to retweets from the Agency's primary @USAID.gov account to the @USAIDEnviro handle, while the primary agency handle did not follow @USAIDeconomic and rarely engaged with tweets from this handle. Additionally, ERC noted that the tweets developed for the @USAIDeconomic handle were largely not on-message (i.e. tweets may have been on expenses, instead of economic growth), which likely resulted in disproportionately lower levels of engagement on that handle as compared to @USAIDEnviro. Going forward, ERC pursued a more targeted messaging approach for the @USAIDEnviro handle to engage audiences better.

During this same period, ERC increased engagement with @USAID and other, similar "influencers" to dramatically boost reach on Twitter. **This effort resulted in both Bureau accounts receiving the largest number of impressions to date and allowed ERC to reach a wider audience. Both Bureau accounts also grew to over 3,000 followers.** Figure 29 shows tweets and impressions per quarter from July 2015 to March 2018.

ERC was prompted to scale down Twitter content in 2016 based on guidance from USAID that communications via other channels was the office's preferred methodology. At this juncture, ERC provided recommendations based on best practices to maximize the use of Twitter. It was suggested to either drop the @USAIDeconomic handle or rely on partners to actively retweet during social media campaigns. Given that it's difficult to guarantee partner engagement in social media campaigns and that tweets from @USAIDEnviro consistently reach a wider audience with a more diverse range of content than @USAIDeconomic, ERC pushed for the Land and Urban Office to drop the @USAIDeconomic handle and focus effort on @USAIDEnviro.

In 2016-2017, with a consolidated Twitter outreach effort through @USAIDEnviro, ERC implemented other best practices, such as: using polls to promote audience participation; engaging with communications teams from partner organizations to share social media content through toolkits and encourage re-tweeting; continuing to incorporate multimedia through not only images and videos, but also gifs and infographics; and continuing to engage with the main @USAID handle, as well as other key influencers in the development sector through mentions and hashtags to increase impressions. **This has resulted in the @USAIDEnviro account expanding from 300 followers in 2013 to 5,680 followers by the end of ERC, a 1,793 percent increase over the course of ERC.** While this handle is shared by other offices in the Bureau for Economic Growth, Education, and Environment, ERC has been a significant contributor to the handle's overall success.

**Table 5. Top 10 @USAIDEnviro and @USAIDeconomicGrowth Tweets**

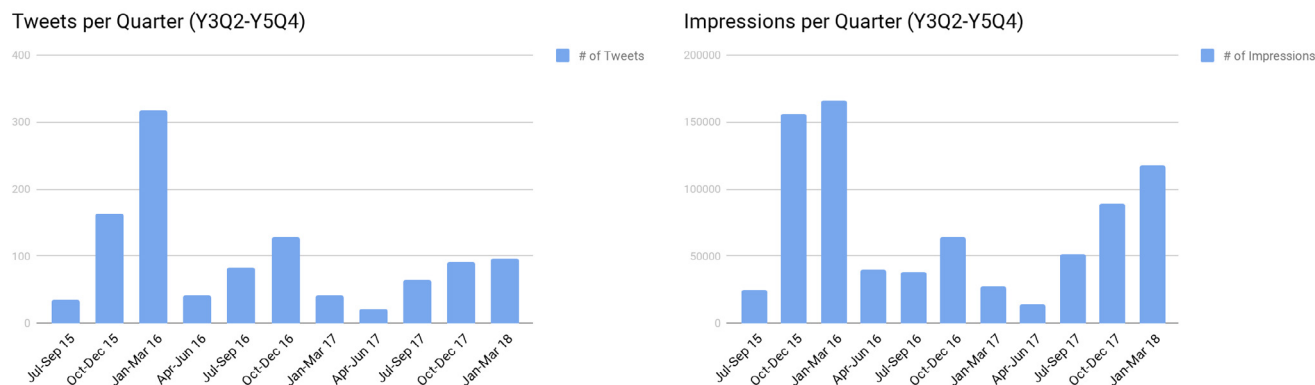
Tweet Link	Tweet Text	Date	Campaign	Impressions	Influencers (USAID or 10,000+ followers)	Sub-Influencers (5000-9999 followers)	Engagements	RTs	Likes	Clicks
<a href="#">[Link]</a>	#Landrights played an important role in 2015 #globaldev. Here are 5 reasons why <a href="https://t.co/Z7yBwGvUAD">https://t.co/Z7yBwGvUAD</a> #landmatters <a href="https://t.co/fk6KVxyPbm">https://t.co/fk6KVxyPbm</a>	Jan 8, 2016	End of Year 2015	31,413	@EricPostel (USAID only) @WorldBank @Globaldevlab	@Techno-Serve @NiliMa-jumder	218	37	35	38
<a href="#">[Link]</a>	There are fewer malnourished children in countries where women have secure #LandRights <a href="http://t.co/BfyLZWMrt2">http://t.co/BfyLZWMrt2</a> @UNICEF <a href="http://t.co/gjXl5m8oNr">http://t.co/gjXl5m8oNr</a>	June 1, 2015	Children's Day 2015	11,626	@USAIDGuat	@NiliMa-jumder	147	43	17	20
<a href="#">[Link]</a>	Women, Land & Food event. Join us: <a href="http://t.co/71J2eCIVLZ">http://t.co/71J2eCIVLZ</a> #worldfoodday #landmatters @USAID @Landesa_Global @IFPRI <a href="http://t.co/XBZYZekQB">http://t.co/XBZYZekQB</a>	Dec 16, 2015	Women, Land and Food	8,805	@USAID @DotooleO @USAIDGuat	@NiliMa-jumder	94	22	12	5

Tweet Link	Tweet Text	Date	Campaign	Impressions	Influencers (USAID or 10,000+ followers)	Sub-Influencers (5000-9999 followers)	Engagements	RTs	Likes	Clicks
<a href="#">[Link]</a>	Join the Women, Land and Food event October 27 at IFPRI <a href="https://t.co/71J2eCIVLZ">https://t.co/71J2eCIVLZ</a> #womensland #landmatters @USAID <a href="https://t.co/aOmtV1kLIK">https://t.co/aOmtV1kLIK</a>	Dec 21, 2015	Women, Land and Food	8,124	@Globaldevlab @Worldbankdata @USAID @Brian_J_Keane	@NiliMajumder	80	23	10	5
<a href="#">[Link]</a>	From #landrights to ending #humantrafficking, see how @USAID to support National Action Plan on #responsiblebusiness <a href="https://t.co/0tyKWVzU7T">https://t.co/0tyKWVzU7T</a>	Dec 22, 2016	Responsible Land-Based Investment	8,065			42	10	10	7
<a href="#">[Link]</a>	@USAID is helping secure #landrights for indigenous people #ActOnClimate <a href="https://t.co/LHhBwDxf9a">https://t.co/LHhBwDxf9a</a> #COP21 <a href="https://t.co/bKPxAyLHOd">https://t.co/bKPxAyLHOd</a>	Dec 8, 2015	COP21	7,257	@Globaldevlab @USAID	@NiliMajumder	51	12	9	5
<a href="#">[Link]</a>	What can you grow in a field w/ strong #landrights? Joseph is planting fertilizer trees that sequester carbon <a href="https://t.co/AvQEkVMYKh">https://t.co/AvQEkVMYKh</a> #COP21	Dec 4, 2015	COP21	7,162	@USAID @USAIDAsia @USAIDAfrica		44	10	7	8
<a href="#">[Link]</a>	More to explore: Women, Land & Food event recording, bonus interviews & photo gallery <a href="https://t.co/iZ2uxBtUjT">https://t.co/iZ2uxBtUjT</a> #landmatters #womensland	Nov 6, 2015	Women, Land and Food	7,148	@USAID	@NiliMajumder	27	7	1	8
<a href="#">[Link]</a>	90% of #landrights in #Zambia falls outside of the formal legal system. Learn how @USAID is helping change this <a href="https://t.co/DxhFaCeZGN">https://t.co/DxhFaCeZGN</a>	Dec 10, 2015	COP21	7,103	@Winnie_Byanyima (ED Oxfam Intl, Super influencer) @USAIDAfrica		35	8	10	4
<a href="#">[Link]</a>	Women, land and food are central to @USAID's mission and USAID has played a leading role in gender equality #womensland	Dec 27, 2015	Women, Land and Food	6,955	@USAID @USAIDDRG	@NiliMajumder	46	10	15	0

Table 5 above provides an overview of ERC's ten highest performing tweets from the @USAIDEnviro and @USAIDEconomicGrowth. Except for the tweet from the responsible land-based investment campaign, all of the above tweets were part of 2015 outreach, which also coincides with the consolidation of ERC's twitter outreach from across Land Office staff handles and into a concentrated outreach effort through the @USAIDEconomic and @USAIDEnviro handles. Of these ten tweets, four were part of the Women, Land and Food campaign from fall of 2015 and three were from COP21 in December of 2015. ERC's Women, Land and Food campaign centered on a webinar/panel discussion on women's land rights, and was tracked via the hashtag #womensland, while the COP21 campaign focused on USAID involvement in the 2015 United Nations Climate Change Conference in Paris, using the hashtag #COP21. Eight of the ten tweets had embedded multimedia, including photos and pictograms. Nine of the ten tweets were either liked or retweeted by the main @USAID or sub-USAID handles. Both campaigns had significant partner engagement via social media. The most engaged influencer outside of USAID was Twitter user @NiliMajumder, a women's empowerment & development professional based in Calcutta, India with a reach of over 27,000 followers. ERC also developed tweets for external handles that could reach ERC's audience. These tweets were developed for bureau handles with a large number of followers, such as: @USAID and @USAIDAfrica; high-profile agency staff such as Michelle Bekkering; event partners; and targeted media outlets such as @Devex.



**Figure 29. Quarterly Tweets and Impressions (From July 2015 to March 2018)**



## LinkedIn

While Twitter was the core platform for ERC’s social media outreach, LinkedIn served as a helpful supplemental tool in engaging with development professionals on relevant events and research coming out of the Land and Urban Office. Originally, content from the Land and Urban Office was shared via various staff accounts and posted to relevant groups, such as the “Land Tenure Professionals” group. While this outreach was spread across a range of staff in 2013-2014, for the remainder of ERC focused on sharing LinkedIn promotions predominantly through the Land and Urban Office director’s LinkedIn profile. ERC promoted 20 posts in this way, covering media scans, events, information outreach, and trainings, to the director’s network of over 1,750 followers. Keeping the messaging short, less than three sentences, and highlighting multimedia has been the most successful strategy for grabbing the audience’s attention as they scroll down their LinkedIn feed.

## Key Takeaways on Social Media Communications

### Twitter:

- Continue to regularly use the hashtags #landrights and #landmatters in tweets to further engage with and monitor the discussion surrounding land rights.
- Continue to engage with influencers, both within USAID/USG as well as in the private and NGO sectors, through mentions, retweets and the use of others’ campaign hashtags.
- Continue to focus outreach efforts primarily through the @USAIDEnviro account, providing tweets with a singular and coherent voice.
- Develop social media tool kits to help partner organizations share a cohesive message for their audiences on the event, document or blog being shared.
- Emphasize the use of multimedia, such as photos, videos, gifs and pictograms, in tweets to drive engagement.
- Keep tweeting frequency consistent to ensure regular audience engagement.
- Connect with audiences through liking and retweeting content. This is particularly important for live-tweeting during events.

### LinkedIn:

- Expand beyond the Land and Urban Office director’s account to connect with a wider audience.
- Experiment with different post styles, from videos with captions to long-form blogs, to measure audience engagement with these different types of posts. This will help inform future communications through LinkedIn.

# Webinars and Campaigns

One of the most effective means of engaging global audiences around technical and sector specific issues is through webinars (see Figure 30), which offer audiences from around the world the opportunity to engage in online discussions featuring subject matter experts. ERC developed a slate of templates for these online events, exploring what best practices held up with the unique land audience. **Webinars and events enabled communications not only in the moment of the event itself, but in the promotional campaign leading up to the event and the follow up afterwards.**

An early example of effective communications around an event was in 2013, when USAID sponsored a Land Matters campaign on Devex that resulted in a recorded discussion featuring USAID along with several subject-matter experts. ERC wrote promotional text for the video and then planned and executed a Twitter-based Ask-the-Expert chat using the hashtag #AskUSAID, resulting in two strategically aligned events that promoted the issue of land tenure within USAID.

ERC developed its first webinar in December 2014, when USAID participated in the #16Days of Activism against gender violence through an Agency-wide campaign. The webinar topic was “Gender and Land Rights: Don’t Forget Women & Boys,” and extensive promotion through social media and fliers resulted in 194 unique page views to the event page on the portal. Attendees included representatives from USAID’s Bureaus for Africa, Democracy, Conflict and Humanitarian Assistance, and Global Health. **The success of this early webinar resulted in the development and execution of 18 more webinars over the next four years.**

Between the first and final webinars produced for USAID, ERC developed a carefully tailored template to leverage the events for maximum communication impact. In February 2015, ERC combined an in-person breakfast panel with a webinar, producing the event “Land Tenure and Disasters: Response, Rebuilding, Resilience.” An email campaign was designed specifically for the Land Tenure and Disasters webinar, and **ERC observed that in general, emails that promoted events consistently doubled the industry average open rate or more.**

**Event registration and video pages for the Voluntary Guidelines’ anniversary was the most popular new content produced that quarter.** However, ERC also learned that intense technicality of webinar topics, such as the LandPKS webinar in 2015, which only had 20 unique page views, was not appealing to most of the target audience. In September 2016, ERC began offering webinars as online-only events, beginning with the Legitimate Land Rights webinar and using Google Hangouts (later renamed YouTube Live) similar to the one successfully implemented for the three-year anniversary of the adoption of the Voluntary Guidelines, rather than including an in-person component with each webinar. ERC also standardized its promotional strategy for webinars. Initially, webinars were developed to coincide with a major event and the February 2016 Digital Landscape: Technology and Land Rights panel was the first time that ERC organized an event not timed to coincide with a major event. ERC learned from the success of this panel that it is possible, with a good promotional strategy, to manufacture interest in an event even when it is not tied to an international day or campaign. ERC’s most successful later events were independent of global

Figure 30. ERC Webinars by the Numbers



campaigns. The Legitimate Land Rights webinar, as with future events, included three emails. Tweets were developed for all the webinars, with graphic-centric tweets typically outperforming the text-only tweets in driving engagement and registration. **This format became a template for the continued success of webinars and online panels developed by ERC through the end of the program.**

**One of the qualitative benefits of webinars and events is the opportunity for partnership (see Figure 31).** ERC began partnering with Agrilinks on webinars in 2015 and continued to “co-host” webinars with them as well as platforms like Marketlinks, Climatelinks, and non-USAID websites such as the International Food Policy Research Institute (IFPRI) and the Land Portal. The cross promotion resulting from these partnerships allowed the Land and Urban Office to reach additional audiences and to firmly establish LTPR issues as central to many issues in development. ERC developed the promotional materials for the events and then shared them with the partners to publish on their webpages or push out through email and/or social media, effectively doubling the reach of the event. Partnerships can significantly amplify the impact of a webinar, as illustrated by the October 2015 Women, Land, and Food panel discussion. Due to the engagement of the webinar presenters with the posts, four of the top ten tweets between 2013 and 2018 stem from the event. The partnership of Agrilinks, Marketlinks, Hershey’s and Winrock International on the Private Sector Perspectives on Responsible Land-Based Investment webinar in November 2017 likewise illustrates the same point, as well as highlighting the power of partners to elevate an event and expand the conversation on social media through live tweeting and responding in real time to tweets connected to it.

**ERC observed that webinars and online discussions can be useful for driving traffic to content on the website, even when the event itself is not hosted on the portal.** In addition to being a popular source of content, webinars also served to amplify research and USAID resources on LandLinks. These webinars continued to drive much of the traffic on LandLinks, evolving into an important part of the strategy to expand the audience for the Land and Urban Office. For example, in the quarter that ERC hosted the Land Tenure and Disasters Webinar, the issue brief on the same topic was the most viewed document on the portal with 283 page views. This lesson was also illustrated by an external webinar in May 2016 on Guidelines on Compulsory Displacement and Resettlement in US Programming. ERC promoted the event and related resources on LandLinks through an email campaign, driving traffic to LandLinks documents such as the “Guidelines on Compulsory Displacement and Resettlement in USAID Programming,” which garnered 267 unique views. In July 2015, an Agricultural Sector Council panel discussion introduced USAID’s “Operational Guidelines for Responsible Land-Based Investment,” which was provided in PDF and e-Book formats and had 297 unique views. In February 2018, ERC managed the event landing page for a webinar on Mangrove Forest Restoration and Management. Though broadcast by TGCC via the Go-To-Webinar platform, ERC tweeted from the @USAIDEnviro account, published the recorded webinar onto LandLinks, sent one promotional email to the USAID Outreach list and promoted the event to MOOC students on a Canvas discussion page. **This partnership resulted in a final registration list of 529 contacts that subsequently increased the USAID Outreach list by 440 contacts,** though it is important to note that nearly a quarter of those new contacts included current MOOC students who had not yet been added to the USAID Outreach list.

**Figure 31. Tweet from Winrock, a Webinar Partner on the November Private Sector Webinar**





**Webinars and online events also provide the opportunity for additional materials to be developed and published.** Following popular webinars, ERC produced and published a blog that addressed audience questions during the webinars, continuing to collaborate with the panelists and engage the audience post event. **Event registration rapidly became a primary driver behind an ever-expanding email outreach list as well as web traffic.** In November 2015, traffic to events pages more than doubled and pushed events into the top ten most viewed content categories. In 2016, ERC event promotions included sending nine emails to an outreach list that grew to 1,420 subscribers (+41 percent), including 307 USAID email addresses. The near doubling of the list was due in large part to registrants who completed the MOOC and attended online events. One of these events, the Digital Landscape: Technology and Land Rights, held in February 2016, resulted in the highest weekly traffic for the quarter (2,094 sessions). Between November 2017 and July 2018, ERC hosted a series of three webinars focused on the public-private sector, with registration reaching as high as 440 for one webinar alone, far surpassing the previous record of 268 registrants from the Legitimate Land Rights webinar in 2016. **This new sector, centering on the private sector, and the intensity of the series brought the email outreach list to a critical mass, and ERC recommended that the list, now at 3,277, begin to be segmented to enhance the strength of messaging and build audience reliance on messaging content.** Together, the three responsible investment webinars alone had 853 registrants and 888 views, with over 180 different organizations and over 30 countries represented.

## Communications Travel to Gather Content

Under ERC, the collection of source materials from the field to later be developed into communications content proved to be one of the most successful communications strategies. ERC personnel made short trips to STARR project sites to learn about project activities and successes within the country and program context. During the trips ERC captured photos, stories, and video by interviewing STARR implementing partners, local NGOs that supported the projects, and beneficiaries. These source materials allowed ERC to develop “evergreen” content that gave a human face to development challenges and was suitable to reach broader audiences. Moreover, material gathered on these trips was used to support communications activities from implementing partners, USAID Missions, and other USAID Bureaus and create new opportunities to reach a wider base of USAID global staff. The communications trips strived to add a human face to USAID programming, demonstrate how projects are solving development challenges, and show how land rights can positively impact an array of USAID programs. Over the course of ERC, original communications content was collected via ten trips to visit STARR projects sites in eight countries.

Communications travel supplied the content for the majority of evergreen pieces produced under ERC, including: five op-eds and blogs posted on websites that are popular for the global development community such as Thomson Reuters, Place, Devex and Project Syndicate; eight photo essays; two videos; and content for five interactive web pages (an analysis of evergreen communications is found in the next section). These deliverables were then used as part of communications campaigns around: international days of mention, such as Youth Day; global events, such as COP 21; high-level project successes, such as changes to Kosovo’s land laws; and in case studies.

ERC developed a photo library of over 6,000 images, with nearly 4,000 of these available online, most of which were collected through professional photography during communications travel. Photos were among the most valuable assets for ERC communications as they can be used in all USAID communications including website, social media and email graphics, event promotions, and in reports, presentations, and the MOOC. These high-quality photos are often utilized by other USAID offices, providing more exposure for the Land and Urban Office within the Agency, and three photos from ERC communications trips received awards in USAID photo contests.

# Evergreen Products

Some of ERC's most widely utilized communications were evergreen products: deliverables that have a longer shelf-life and can be used multiple times. Evergreen communications are typically visual products, such as infographics, photo essays, videos, and brochures. However, they can also be public pieces published on media outlets that are popular and influential with the Land and Urban Office's key audiences. **Evergreen communications consistently had higher than normal click-through rates, more views, and were re-tweeted more often than standard communications, such as LandLinks commentaries.**

When ERC began, there was a focus on developing content for the USAID Land Tenure Portal. While producing valuable content, this did not drive traffic to the website which did not increase ERC's overall audience. To address this, ERC made a shift to reduce the number of website commentaries and focus more on developing content that would raise awareness of land tenure within USAID, U.S. Government, and development professionals. **Publications were strategically chosen to reach these audiences, including The Chicago Council, Devex, The Guardian, Interaction, IFPRI, Place, Project Syndicate, and Thomson Reuters. Combined, these publications reach over a million readers interested in global development issues.** ERC authored several of these publications, but also identified stories, provided editorial review and guidance, as well as managed media relationships. Most of this content focused on the intersection of land rights and other development priorities such as food security, women's economic empowerment, and international agreements such as the Voluntary Guidelines. Some public pieces of note include identifying a story from a communications trip that resulted in the piece "[Kosovo launches drive to encourage women to claim property rights](#)," which discussed the STARR Kosovo Property Rights Project and featured Kosovo's Deputy Prime Minister, an advocate for the project and its goals. The publication, Thomson Reuter's Place, identified the piece as one of their most popular at that time. Another piece developed for Place featured an author who attended a joint Thomson Reuters-ERC journalist training on land rights at the 2015 World Bank Conference on Land and Poverty. The publication, "[Smartphones help Tanzanian women secure land rights](#)," featured the MAST Tanzania technology. Another piece that ERC developed and produced from a communications trip, "[Chocolate's Sustainability Challenge](#)," featured the Tenure and Global Climate Change (TGCC) project in Ghana. This piece was featured in the publication Project Syndicate to reach the private sector. It was picked by 20 additional publications in 20 and translated into ten languages.

Additionally, to reach internal USAID audiences, ERC utilized USAID's existing publication channels including Impact, Agrilinks, Climatelinks, and Marketlinks. ERC developed content for these publications throughout the contract. These publications have a greater reach to USAID specific audiences, a priority outreach group under ERC. In addition to being a valuable resource to reach key audiences, these USAID specific publications served as a method to amplify outreach efforts and helped ERC to promote events through partnerships as well as increase email subscriptions and social media reach (see previous sections).

One of ERC's goals was to communicate high-level facts and technical information. Among the most effective ways to do this was via infographics which featured facts and statistics using icons and illustrations that were more easily understood by audiences who were less familiar with the topic. In 2014, ERC developed an [infographic on the Voluntary Guidelines on the Responsible Governance of Tenure](#). The infographic led to a successful tweet and was a popular content piece throughout 2014. Due to this success, for the 2015 World Bank Conference on Land and Poverty the infographic "[Why Land Rights Matter](#)" was developed to highlight global facts about land rights and USAID's work in the land sector. This infographic was developed with an animated video, "[Mobile Solutions Matter for Land](#)," which shared a similar look and style. The day each product was released resulted in the two highest single days of traffic on record for the portal at that time (316 sessions for the infographic and 318 sessions for the video). The infographic was also printed and distributed to World Bank conference participants. The infographic

was updated with new figures the following year for the 2016 World Bank conference and was featured in the Land Matters Primer on the Landlinks website. Finally, in 2018 ERC developed and presented an infographic on the Community Land Protection Program (CLPP) in Liberia for the World Bank Conference on Land and Poverty.

Photo essays were also used by ERC as a popular tool to highlight USAID project activities. The essays used a story-arc narrative to demonstrate the importance of USAID programming and add a human face to global development challenges. Three of ERC's early photo essays were hosted on the portal and promoted around USAID international days of mention. One photo essay was for [International Children's Day](#) and the other two were for 2014 and [2015 International Youth Day](#). Because ERC had not yet begun to make communications trips to gather content, these early photo essays featured images from the USAID Flickr pool. In 2015, ERC published its first two photo essays with content from communications travel. "[The Faces of Ilalasimba](#)" told the story of the MAST Tanzania pilot project and how the project was changing community perceptions of women's land rights. It was among the most popular pieces in 2015 and continued to be a piece that ERC could share numerous times.

Similar to public pieces, to reach a broader and USAID specific audience, photo essays were developed for the Bureau's Exposure photo essay platform. In December 2015, ERC developed the photo essay "[Certifying Zambia's Future](#)" about the TGCC Zambia project; it was based on content collected during a communications trip. The photo essay focused on land rights and climate change and was promoted as part of ERC's COP 21/GLF campaign. In April 2016, a second photo essay developed by ERC was featured on the USAID Bureau Exposure platform. The photo essay "[Empowering Pastoralists](#)" also had climate change as a theme, but focused on the LandPKS project, highlighting how LandPKS technology can help East African pastoral communities better address climate change. The photo essay was a central piece of the communications campaign around Earth Day. The ERC developed photo essay "[Feeding Ethiopia's Future](#)" was also featured on USAID's Exposure in 2016 and discussed the results of the ELAP/ELTAP impact evaluation as well as illustrated the linkages between land rights and food security.

In August of 2016, ERC began using a different photo essay platform, Medium (a Twitter owned property), which allowed for photo essays to be developed and published more rapidly than using the Bureau platform. Medium accounts link to Twitter accounts and can utilize existing audiences, meaning that by linking the @USAIDEnviro account to Medium there would already be a pre-established audience interested in the content. Additionally, Twitter helps to promote content on Medium, resulting in photo essays can reach larger audiences than on LandLinks alone. The first Medium photo essay, "[From Classroom to Community: How Tajikistan's Youth are Changing the Way We Look at Land Rights](#)," was created from materials collected during a trip to Tajikistan and was promoted on International Youth Day. It captured the stories and photos of several students, demonstrating the ways that they were making a difference by resolving land rights challenges, as well as the linkages between secure land rights, food security, and education. This public piece received praise from both land experts and mission audiences, and provided the Land and Urban Office with a new messaging platform. ERC produced an additional photo essay, "[Harvesting Sweet Success](#)," on Medium using materials collected from Tajikistan. The photo essay discussed how apricots offer the potential to improve household incomes and food security in rural Tajikistan. In 2018, ERC developed a series of eight women's economic empowerment photo essays, telling how USAID land projects around the world have helped women to become more self-sufficient through new opportunities for economic growth. This series focused on aligning Land and Urban Office messaging with the new "USAID Transforms" messaging.

Videos were another popular piece of evergreen content developed under ERC. Videos tended to fall into two general categories: subject matter expert focused videos; and project focused videos. The first video was filmed at the 2014 World Bank Land and Poverty Conference and featured an interview with [Anna Knox of DAI discussing the Rwanda LAND project](#). ERC added photos and text to the recording and posted it on the USAID Land Tenure Portal paired with a guest commentary from Ms. Knox. In 2015, ERC produced several additional subject matter expert focused videos, including an [interview with Chris Weaver of World Wildlife Fund Namibia](#) as part of an Earth Day campaign, and an [interview with Susan Markham of USAID](#) as part of an event on Women, Land and Food.



ERC also developed project focused videos, including an animated video for the World Bank Conference on Land and Poverty in 2015 on MAST Tanzania and LandPKS. In 2016, ERC developed [a short video](#) from the MAST/Tanzania pilot for the conference and [a demo video](#) of the MAST/Tanzania app. Additionally, ERC produced a video about PRADD II Guinea using footage from a mini-helicopter about reducing conflict around artisanal mining. Finally, ERC produced a video on the responsible land-based investment activities in Mozambique that was focused on the investor perspective.

Interactive maps were also an important tool developed for communications. In 2014 ERC worked with the Global Donor Working Group on Land, a group of bi-lateral and multi-lateral donors and development agencies, to develop a database that gathered information on the land and resource governance programs as part of an on-going effort to enhance donor communication and coordination, improve transparency, and support the Voluntary Guidelines. ERC created a secure online database for all donor-funded land governance programs, which allows each donor to upload and manage their own program data, then transfer the hosting of the database to the Global Donor Platform. Complimenting the database, ERC created an interactive mapping tool that clearly displays information in the database. The map on the home page of Land-Links.org, developed in 2016, used a similar technology to feature country profiles, projects and impact evaluations. The map was developed based on the popularity of the country profiles, one of the most consistently used tools on the website. In both instances, maps proved to be a useful tool to illustrate land projects and feature research.

At the end of ERC, Evergreen products were expanded to include interactive pages. These pages contained detailed information about specific USAID projects using a narrative story-arc and animated text that followed the project from challenge to innovative solutions. To build out the interactive page, ERC included quotes from project team members, beneficiaries, and implementing partners in addition to photos and gifs from the projects themselves. ERC developed four interactive pages dedicated to the three responsible land-based investment pilot projects in Ghana, Kenya, and Mozambique. An additional page focused on all three case studies from the investor's perspective was also developed. Finally, ERC developed an interactive page dedicated to the PRADD II project to highlight the complex and interdependent relationship between project activities and the implementation of the Kimberley Process Certification Scheme in Cote d'Ivoire.

### **Key Takeaways:**

- Successful programming results and research can best be communicated to reach target audiences of USAID staff and global development professionals via visual media, which can help make complex concepts easier to understand and more attractive to a broader audience.
- Evergreen pieces can be repurposed over multiple years because of their timeless storytelling qualities.
- To expand audiences, it is important to have a strategy to post content to external websites that are read by key audiences.
- Project focused photo essays, videos, and interactive pages are a valuable resource to share lessons learned and successes while adding a human face to USAID programming.
- Infographics and maps can be useful tools to introduce research and data.
- It is very difficult to retrofit content for communications purposes when that content was not initially collected with communications in mind. For example, the success stories included in the STARR project quarterly reports were not prepared through a communications lens, thus did not work well as “feature-like” pieces.
- Because of the timeless nature of evergreen content, it is easy to de-prioritize it in favor of more time-sensitive content such as newsletters and webinars. However, doing so risks not leaving enough time to prepare the content to the standard of quality needed. Thus, the production schedule for evergreen content needs to be established and maintained. Evergreen content needs to be a priority because of its adaptability and value over time.

# Development and Refinement of Land Tenure and Property Rights Tools

## Country profiles

The country profiles produced under ERC (Table 6) are significant research pieces, containing information about a country's land area, land rights, land law, natural resources, and special issues unique to that country. The country profiles follow a standard format, organized into the following main sections: overview; key issues and intervention constraints; land; water resources; forestry; minerals; land disputes and conflicts; and data sources. The country profiles were written, for the most part, by authors with expertise and experience in the particular country, and were subject to a quality control exercise before completion and publication.

**Table 6. Country Profiles Developed or Updated under ERC**

2016	<a href="#">Ethiopia</a> (updated); <a href="#">Kosovo</a> (updated); <a href="#">Peru</a> (updated); and <a href="#">Tanzania</a> (updated)
2017	<a href="#">Burkina Faso</a> (updated); <a href="#">Burma</a> (updated); <a href="#">Colombia</a> (updated); <a href="#">Côte d'Ivoire</a> (updated); <a href="#">Kenya</a> (updated); <a href="#">Mexico</a> (updated); <a href="#">Philippines</a> (updated); <a href="#">Rwanda</a> (updated); <a href="#">Ukraine</a> (new); and <a href="#">Zambia</a> (updated)
2018	<a href="#">Afghanistan</a> (updated); <a href="#">Iraq</a> (new); <a href="#">Jordan</a> (new); <a href="#">Mozambique</a> (updated); <a href="#">Nepal</a> (updated); and <a href="#">Pakistan</a> (updated)

ERC hosted webinars dedicated to summarizing the country profiles for Kosovo and Tanzania. Their author, Dr. Maureen Moriarty-Lempke, presented both webinars. Country profiles are historically the highest viewed piece of content on the website, and additional engagement opportunities around these key pieces of content could be influential in getting the profiles in front of a larger audience.

## Factsheets

The factsheets produced under ERC are short, hard-hitting summaries of key LTPR topics, backed up by assembled research from various sources. The purpose of these factsheets is to present important information in a quick and easy to use format. ERC prepared the following fact sheets during its implementation period:

- Climate Change and Land and Resource Governance (2017) (not released for publication by USAID).
- Land Governance and Conflict (2017) (not released for publication by USAID).
- Land Tenure and the Business Enabling Environment (2018) (not released for publication by USAID).
- [Land Tenure and Food Security](#) (2016).
- Land Tenure and Urban Development (2018) (not released for publication by USAID).
- [Land Tenure and Women's Empowerment](#) (2016).
- Water Tenure and Water Resource Governance (2018) (not released for publication by USAID).

## Issue Briefs

ERC produced a series of issue briefs that examine, to a fair level of detail, the nexus between land issues and specific cross-sectoral issues to help inform planning and programming. These issue briefs are more robust than the fact sheets.

- [Land Tenure and Disasters](#) (2014).
- [Land Tenure in Urban Environments](#) (2014).

- [Land Tenure and Climate-Smart Agriculture](#) (2015).
- Land, Resource Governance, and Violent Extremism (2015) (not released for publication by USAID).
- [Land Tenure and Energy Infrastructure](#) (2016).
- [Land and Resource Tenure and Social Impacts](#) (2016).

## **Miscellaneous Products**

ERC produced four sets of notable miscellaneous products during the project implementation period. First, ERC developed the [Operational Guidelines for Responsible Land-Based Investment](#) (2015). These guidelines set forth USAID's recommendations for best practices related to the due diligence and structuring of land-based investments.

Second, ERC developed a research study titled [Intimate Partner Violence and Land Tenure: What do We Know and What Can We Do?](#), along with an accompanying [IPV toolkit](#) (2018). The report reviews existing literature to explore how, in some contexts, holding and controlling land rights can empower women and may contribute to a reduction in IPV. The toolkit provides guidance to USAID staff on gender issues to consider in land programming initiatives.

Third, in 2018, ERC updated USAID's Land and Conflict Toolkit, which was first developed in 2005. The toolkit is intended to serve as a companion tool for USAID's Conflict Assessment Framework 2.0 (2012), highlighting key land and conflict issues, providing empirical examples of USAID engagement in the land and conflict space, providing a rapid appraisal guide, and introducing approaches to monitoring and evaluation of land and conflict interventions. By the end of ERC the toolkit was at an advanced stage of preparation, but had not been fully completed.

Finally, in 2018, ERC prepared three reports designed to support reporting of data on Sustainable Development Goal Indicator 1.4.2. The indicator is as follows: "Proportion of total adult population with secure tenure rights to land, with (1) legally recognized documentation and (2) who perceive their rights to land as secure, by sex and by type of tenure." The reports addressed the following themes:

- Guidance on how to collect and report data on SDG Indicator 1.4.2;
- Recommendations to modify the land tenure questions found in the Demographic and Health Surveys to better align with SDG Indicator 1.4.2; and
- Possible sources of land tenure data in the United States that could be used to report on SDG Indicator 1.4.2.





**“This [MOOC] course not only informed me of the myriad land tenure issues, but it taught the complex subject in an easily accessible manner for the non-expert. I will use much of this new knowledge in my current position with the **BRIDGE Project**.”**

*—Karen Louise Boothe, Sr. Strategic Communications and Constituency Building Lead, USAID BRIDGE Project, Washington D.C.*

# TRAINING



To build capacity within USAID and the U.S. Government to better understand and address land issues and how they can impact programming outcomes, ERC provided land-focused trainings. The work carried out under the training component of ERC evolved over time to respond to needs, opportunities, and lessons learned. The work can be grouped into the following baskets: in-person training workshops; massive open online courses (MOOC); other training efforts; and support to conferences and workshops.

## In-Person Training Workshops on Land Tenure and Property Rights

ERC conducted five major in-person training workshops over the life of the project. Each one is described here.

### ***Washington, D.C. (2014): “Land Tenure and Property Rights Issues and Best Practices”***

ERC’s first in-person training workshop took place from February 18-20, 2014, and sought to strengthen participants’ knowledge and skills in addressing LTPR challenges in their portfolios; with a focus on the following outcomes:

- Participants having a greater awareness of and ability to recognize LTPR issues during the course of their work;
- Participants having access to LTPR resources; and
- Participants being able to apply what they learned to ongoing or planned USG projects/activities.

At the workshop presentations were made on the following eight modules:

- Introduction to Land Tenure and Property Rights (LTPR) Concepts
- Land Tenure and Food Security;
- Tenure and Gender Equality;
- Tenure and Conflict;
- Tenure, Natural Resource Management and Climate Change;
- Tenure and Economic Growth;

- Technical Resources: Understanding what Mechanisms, Earmarks, and Resources are Available and How to Access Them; and
- Understanding and Addressing Development Programming Challenges in Course Participants' Work.

The training also included small group discussions, facilitated by subject matter experts, based on country case studies and individual 'bridge-to-post' activities that allowed participants to examine specific countries of interest throughout the training through the lens of the issues covered in each module.

Thirty-seven participants attended the training workshop: 21 from USAID and 16 from other U.S. government agencies or private companies.

### ***Pétionville, Haiti (2014): "Land Tenure and Property Rights Issues and Best Practices"***

ERC's second in-person training was a workshop customized for the context of Haiti, with training on land tenure and property rights issues and best practices for USAID/Haiti Mission staff and invited implementing partners. The training was held on September 30–October 2, 2014, and had the following objectives:

- Understand and discuss key LTPR concepts, theories, and issues applicable to development and in particular to USAID/Haiti's operating areas and programs;
- Understand and discuss the institutional and legal framework of LTPR in Haiti and the different, complex sources of tenure security and insecurity; and
- Identify specific, actionable strategies to better address LTPR in USAID/Haiti's different operating areas and existing programs, drawing from the experience of other international, non-governmental, or public actors in LTPR in Haiti.

Eighteen participants attended at least one day of the three-day training.

### ***Washington, D.C. (2018): "Land Tenure and Property Rights: Issues and Best Practices"***

ERC's third in-person training course refreshed and expanded the initial LTPR training conducted in 2014 from eight modules to ten. This course took place in Washington, D.C. from January 23-26, 2018. The primary target audience was USAID personnel, with the course objective being to strengthen their knowledge and skills of land and resource tenure issues and constraints in order to better achieve development goals in their project portfolios and thus, improve the effectiveness of Agency programming generally.

The course consisted of the following modules:

- Introduction to LTPR;
- Property Rights and Economic Growth;
- Land and Resource Tenure, Natural Resource Management and Biodiversity;
- Land, Property and Conflict;
- Land Rights, Gender Equality and Women's Empowerment;
- Introduction to Land Administration;
- Responsible Land Based Investment;
- Land and Food Security;
- Land Tenure and Geospatial Data and Technology; and
- Land and Urban Office Technical Services and Mechanisms.



In addition to the modules, the course offered: two scenario-based exercises wherein course participants applied the course information to fact patterns; and a role-playing exercise wherein a subset of course participants played different roles (investor, village mayor, female farmer, etc.) and negotiated to secure their own interests within a defined fact pattern.

The course had seven participants—six from USAID and one from OPIC.

### ***Washington, D.C. (2018): “Mobilizing Domestic Resources in Urban Areas”***

ERC’s fourth in-person training course was on the theme of “Mobilizing Domestic Resources in Urban Areas,” with property tax serving as the primary nexus between the LTPR and the course’s central theme. The course was held from February 20-23, 2018 and consisted of presentations, case studies, and group exercises on the following themes:

- Overview of sources of municipal revenue;
- Property tax reform and administration;
- Non-tax revenue sources;
- Urban asset management; and
- Creating and capturing land value.

The course attracted 18 participants: 16 from USAID and two from the U.S. Department of State.

### ***Lusaka, Zambia (2018): “Land Tenure and Property Rights: Issues and Best Practices”***

ERC’s fifth and final in-person training was a second course on “Land Tenure and Property Rights: Issues and Best Practices,” this time from February 26-March 2, 2018 in Lusaka, Zambia. The course utilized modules very similar to those used in the January, 2018 Washington, D.C. training, plus a special module on the TGCC impact evaluation and a field trip to several relevant sites around Lusaka.

The course had 17 participants. Thirteen participants were from seven USAID missions across Africa: Democratic Republic of the Congo, Mali, Mozambique, South Africa, Uganda, Zambia and Zimbabwe—and the other four participants were from Amatheon Agri (a German agri-business company), JICA, and the Frankfurt Zoological Society.

### ***Overall Results and Observations***

The participant breakdown reveals that across the five training courses, USAID personnel made up 76 percent of participants trained. The following is a breakdown of participants across all five trainings:

- 97 total participants trained in-person;
- 74 total USAID;
- 23 other USG, donor organizations, or private companies.

A very rough indicator of knowledge uptake during the training can be seen in the assessments of trainee knowledge that were done before and after the courses. For example, in the 2014 course in Washington, D.C., 69 percent of the questions in the pre-test were answered correctly, while in the post-test 83 percent of the questions were answered correctly. And in the 2018 course in Lusaka, Zambia, 60 percent of the pre-test questions were answered correctly, compared to 67 percent of the post-test questions. Additionally, 16 percent of trainees correctly answered at least 75 percent of pre-test questions, a mark considered “passing,” and after the course 41 percent of trainees correctly answered at least 75 percent of the post-test questions.

Finally, the interactive sessions and field trips that were included in some of training courses were noted by training participants as being especially useful; future training courses should be sure to include these features. Additionally, training courses require a leader with the requisite focus and technical expertise to ensure, in advance, that the prepared presentations are of sound quality and complement one another with a minimum of repetition.

# Massive Open Online Courses on Land Tenure and Property Rights

In 2015, ERC developed and launched its first-ever Massive Open Online Course (MOOC) on Land Tenure and Property Rights. Designed to mirror a college-level course, the MOOC ran three times over the course of ERC and featured a total of 22 modules presented by subject matter experts, interactive webinar sessions, as well as live course instruction and support. The course familiarized USAID and US Government foreign assistance staff as well as international development professionals with land tenure and property rights challenges. To encourage USAID staff participation, the course was eligible for USAID University credit. For participants to complete the course, they had to take an exit survey, providing ERC with valuable information to analyze and improve the course. **The initial goal for the MOOC was to have 100 registered participants. However, every year that the MOOC was offered, there were over 1,000 participants who began the course (see Table 7).**

Table 7. MOOC Participation by Year

	Total Registered	Completed Course	USAID Staff Registration	Countries Participating
2015	1,963	223	88	107
2017	1,604	274	89	111
2018	1,482	218	18	110
<b>Total</b>	<b>5,049</b>	<b>715</b>	<b>195</b>	

When the MOOC was first offered in 2015, all modules were required and all participants took modules in the same order. Due to participant feedback, in subsequent years participants were required to take three core modules, four electives, and one country case study. While participants were required to complete the core modules first, the second and third versions of the MOOC allowed participants to take electives and country case studies in any order. Additional changes to the course after the initial year included, moving the MOOC from a schedule that mimicked a fall semester to one that was held during the spring semester; reducing multiple required readings to a single required reading, moving away from a midterm and final exam to short quizzes after each module, and offering low-resolution versions of video files so participants in countries with low internet-bandwidth could access the course. In 2018, a new integration with Mailchimp was developed to better track participant progress and encourage them to complete the course.

Engagement was key to student participation. There was often an uptick in online activity leading up to and directly following an interactive webinar session. Students engaged regularly with course instructors and facilitators and each other. Weekly messages to the entire student body and targeted progress messages to individuals reminded participants of the course requirements, interactive sessions and updated students on their progress. **This resulted in completion rates of up to 17.1 percent of the student body completing the course, far exceeding the industry standard of 4 percent.** Further, an extension of the MOOC by two weeks in 2017 and 2018, with targeted messages reminding students this was their last chance to finish the course and what they needed to do to meet the completion requirements, drove up participation rates significantly in the last week of the course. **A total of 715 certificates were issued over all three years.**

Each MOOC Module featured:

1. A required reading
2. A video lecture delivered by a subject matter expert
3. An interactive discussion forum

### **MOOC Modules:**

Unless otherwise indicated, the modules below were offered all three years the course ran.

#### **Required Modules**

- Introduction to Land Tenure and Property Rights (Karol Boudreaux, The Cloudburst Group)
- Land Tenure and Property Rights Concepts and Terms (Karol Boudreaux, The Cloudburst Group)
- Land Tenure, Gender Equity, and Empowerment (Cheryl Doss, Yale University)

#### **Elective Modules (Note: All modules were required in 2015)**

- Land Tenure, Investment and Economic Growth (Malcolm Childress, Land Alliance)
- Land Tenure, Food Security and Employment Policy Challenges (Thomas Jayne, Michigan State University)
- Land Tenure, Climate Change and the Environment (Mark Freudenberger, Tetra Tech)
- Land Tenure and Human Rights (Tiernan Mennen, Chemonics)
- Land Tenure in Conflict-Affected Environments (Peter Van der Auweraert, International Organization for Migration)
- Principles and Practices of Land Dispute Resolution and Peace Building (Maureen Lempke, Independent Consultant)
- Land Tenure Issues and the Urban Environment (William Valletta, Independent Consultant)
- Land Tenure, Post-Disaster Management & Disaster Risk Reduction (Cynthia Caron, Clark University)
- Land Tenure Administration Systems and Technology (Grenville Barnes, University of Florida)
- Land Tenure Focused Monitoring and Evaluation (Mercedes Stickler, USAID)
- Conclusion (Jolyne Sanjak, Land Alliance)—Only offered in 2015
- Community Land and Customary Tenure Systems (Cynthia Caron, Clark University)—Offered beginning in 2017
- Land Tenure and Geospatial Data and Technology (Ioana Bouvier and Silvia Petrova, USAID)—Offered beginning in 2017
- Land Tenure in USAID Programming (Heath Cosgrove, USAID)—Offered beginning in 2017
- Land Tenure and Youth (Michael Brown, Chemonics)—Offered in 2018 only
- Land Tenure and Responsible Land-Based Investments (Sarah Lowery, USAID)—Offered in 2018 only

### **Country Case Studies:**

- Colombia (Amy Regas, Tetra Tech)
- Haiti (Gabriela Vaz Rodriguez, Land Alliance)
- Tanzania (Yuliya Neyman, USAID)



## Key observations

- Online training can reach broad and global audience at a lower price than in-person trainings.
- Online engagement requires consistent and regular interactions with participants.
- Offering frequently asked questions can help students to answer basic questions on their own, reducing the burden on the course instructor and facilitator.
- There is a strong demand for this type of online training program, particularly among implementing partners and government staff in developing countries.
- Online participation is often low, the industry standard has an average of four percent completion for MOOCs, and participation tends to decline in modules featured later in the course.
- Adding time towards the end of the course can encourage participants to complete the course and drive up completion rates.
- Messages reminding participants of how many modules they need to complete to earn a certificate helps to incentivize participants to complete the course. Messaging has improved results when it is automated to align with participant actions.
- Promotion of the MOOC by the Land and Urban Office, in addition to an agency announcement and emails to the ERC email list, is important for increasing registration from USAID staff. One of the most successful methods to reach these audiences was strategic forwards from USAID staff members as influencers to other USAID participants.

## Other Training Efforts

- 2014, ERC supported the USIP Land, Property, and Conflict Course by arranging travel and accommodation for the presenters: Mr. van der Auweraert; Kerry Maze of IOM; and Dalia Aranki of the Norwegian Refugee Council.
- In 2014, ERC launched the USAID Land Tenure Community of Practice series, a training initiative for an advanced group of U.S. Government foreign assistance practitioners with significant experience in this sector to share lessons learned and best practices on land tenure programming. This task was halted after a year due to lack of engagement within the Community of Practice.
- In 2014, ERC coordinated the logistics for seven international journalists to participate in a journalists training program sponsored by USAID, the World Bank, and Thomson Reuters and held at the World Bank Conference on Land and Poverty.
- In 2017, ERC supported the UN Committee on Economic, Social and Cultural Rights consultation regarding its draft General Comment on access to land and economic, social and cultural rights.
- In 2018, in support of the ERC Pilot project in Mozambique, ERC provided a training on storytelling and photography for enumerators who were working with beneficiaries for the project.

## Support to LTPR Conferences and Events

Between 2014 and 2018, ERC provided conference support to nine external conferences and events. Participating in conferences helped to amplify the reach of USAID and open up new opportunities for partnership, collaboration and audience growth.

## World Bank Conference on Land and Poverty

ERC managed USAID's presence at the World Bank Conference on Land and Poverty. This annual event brings together more than 1,000 key stakeholders from donors, governments, civil society, academia and the private sector and is the most important event of the year to influence ideas and practices in the land and resource governance sector. Each year ERC staffed a dedicated USAID booth to demonstrate USAID technologies and answer participant questions about USAID programming in the land sector. Additionally, ERC developed printed materials for the conference, including infographics, brochures, and two-page documents on impact evaluation findings.

**The conference also consistently served as a driver of traffic to the website.** In 2014, activity on LandLinks from ERC's tweets around the conference increased web traffic by 31 percent. **As a result, ERC went on to publish 60 papers for the conference on LandLinks between 2015 and 2018 alone, and utilized the conference to develop and publish hand-outs, op-eds, articles, blog posts, interviews, infographics, brochures, and videos on both the website as well as external publications,** including places like Land Portal, Agrilinks, Marketlinks and the main USAID site as well as with Reuters and Place. Presentations, slideshows, and master classes were also part of the content developed for the conferences over the five years, with a combined total of 54 products developed. In April 2015, "Mobile Solutions Matter for Land" was the second most watched video of 2015 on the official USAID YouTube channel, and the day each product was released for the conference resulted in the two highest single days of traffic on record for the website.

ERC utilized the conference each year not only to grow the Land and Urban Office's reputation as a hub for land matters and to disseminate the results of research and evaluations, but to also experiment with what forms of messaging made the greatest impact. While both the video and the infographic released for the 2015 conference outperformed other content on the portal, the infographic received over twice as many unique views as the video, from which **ERC concluded that simple, snapshot graphics that can immediately convey the same information as a video or other format is important and should be included in future strategies for sharing complicated or technical messages.**

In addition to experimenting with content and forms of messaging, ERC explored how many themes and different messages to introduce the audiences to at a given event. In the 2016 conference, ERC communications efforts focused on promoting USAID's work around three key messages: community tenure, mobile technology and impact evaluations. At the 2017 conference, messages focused on the five "new frontiers" themes developed by USAID. ERC observed that the themes did not appear to have a noticeable impact on page views, and traffic actually decreased this quarter despite the World Bank historically increasing traffic. While there was a decline in engagement over social media around the conference (which occurred in previous years as well, both in general among conference participants and in an intentional scaling-back on the part of ERC efforts), ERC concluded with USAID that the five themes resulted in a lack of a singular focus (or product) for promotion and subsequently, contributed to the decline. **Simple, clear, and limited themes allow for targeted promotion and stronger audience engagement.** The 2018 conference focused on only one theme, the Land and Urban Office's work over the past five years in land matters, and included the publication of a series of blogs on LandLinks, Land Portal and the event webpage prepared by ERC, and that were picked up and featured on Agrilinks and noticed by CNN.



Attendees at the 2017 World Bank Land and Poverty Conference gather at the USAID booth to learn about mobile land technology.

ERC observed that the themes did not appear to have a noticeable impact on page views, and traffic actually decreased this quarter despite the World Bank historically increasing traffic. While there was a decline in engagement over social media around the conference (which occurred in previous years as well, both in general among conference participants and in an intentional scaling-back on the part of ERC efforts), ERC concluded with USAID that the five themes resulted in a lack of a singular focus (or product) for promotion and subsequently, contributed to the decline. **Simple, clear, and limited themes allow for targeted promotion and stronger audience engagement.** The 2018 conference focused on only one theme, the Land and Urban Office's work over the past five years in land matters, and included the publication of a series of blogs on LandLinks, Land Portal and the event webpage prepared by ERC, and that were picked up and featured on Agrilinks and noticed by CNN.

**Opportunities for dialogue, such as the annual World Bank Conference on Land and Poverty, allowed ERC researchers to publicize new insights gained from the rigorous evaluation work conducted under ERC and to stay up to date with cutting edge methodologies.**

## ***Other Conferences and Events***

- In 2013 and 2014, ERC worked closely with USAID to prepare it for participation in the 40th and 41st sessions of the UN Committee on World Food Security—one of the most important events of the year for USAID to influence ideas and practice in land and resource governance and to share lessons learned and best practices in addressing LTPR issues, particularly in regard to implementing the Voluntary Guidelines.
- In 2014, ERC facilitated two roundtables on how to best incorporate Social Safeguards throughout the USAID program cycle and within private sector partnerships in order to reduce risks for USAID and the U.S. government.
- In 2015 and 2018, ERC provided booth support to the Global Landscapes Forum. The 2015 conference was a side event to the COP 21 Paris agreement. ERC staffed a USAID booth and demonstrated the MAST technologies. In 2018, ERC conference support focused on the launch of the investor survey report.
- In 2016, ERC provided conference support for the National Conference on Science and the Environment along with USDA staff to demonstrate the Land Potential Knowledge Systems.
- In 2018, ERC attended a USAID conference on Youth Empowerment, featuring USAID Administrator Mark Green. ERC demonstrated the MAST Liberia application for an audience of USAID staff.





**“I was trained on land rights. Before this, many people did not understand the importance of land [or] their rights in land. This work has importance for our society and I am happy to be a part of this process.”**

*—Jackline Nyantima, Trusted Intermediary for  
the Mobile Application to Secure Tenure  
Pilot in Tanzania*



# PILOTS

The initial idea behind this pilot activity task was to test out ideas to address tenure challenges coming out of the ERC's research activities. In practice, the four pilot activities came about in response to ideas and opportunities that arose during the five years of ERC implementation.



## Mobile Application to Secure Tenure (MAST) in Tanzania

Many countries seek to strengthen land rights by recognizing them in a formal registration system. Tanzania is one such country. Its two key land laws, the Land Act and the Village Land Act, provide for rural landholders with customary tenure the opportunity to obtain a document—a Certificate of Customary Right of Occupancy (CCRO)—that recognizes their customary land rights. However, very few rural landholders have received CCROs, even though the laws have been in place since 1999. Thus, innovation was needed to make the CCRO right operational.

The Mobile Application to Secure Tenure (MAST) is an approach and a set of participatory methods and technology tools intended to make it much faster, less error-prone, and less cumbersome to capture spatial and attribute information regarding land resources, which include common resources, parcels and related attribute data needed to document customary and statutory land rights within a landscape. MAST includes a mobile application for use with a smart phone with GPS capability to capture data in the field and upload it to a cloud server for use in preparing CCROs. MAST is designed for use by community members familiar with smart phones; through the use of MAST, villagers can capture the necessary data themselves, rather than being dependent on survey crews who are not only few in number but whose travel costs and salaries are too high to deploy in the field—especially rural areas—on a large scale. MAST has the ancillary important benefit of engaging the villagers directly in the data collection and validation, which reduces errors and the need for extensive surveyor time in the field.

### **Key Activities and Outputs**

ERC implemented the MAST pilot project in Tanzania from early 2015 to mid-2016 to test the theory of whether a participatory approach to capturing land data using mobile technology and participatory methods could be deployed and used effectively to create an inventory of land rights. The pilot project was implemented in three villages in Iringa Rural District (Iringa Region)—Ilalasimba, Itagutwa, and Kitayawa—with substantial participation from the District Land Office.

Pilot project implementation took the form of a series of steps:

- Configuring the MAST application to capture information needed for CCRO preparation. This included land parcel boundary information, the land holder's name and address, and other information required by law;
- Conducting training at the village level on land laws, land rights and the adjudication process;
- Providing local youth in the three villages with technology training on how to use MAST;
- Deploying the youth with MAST smart phones and GPS devices to map the land parcels and gather necessary information about the landholders;
- Going through a public adjudication process to allow villagers an opportunity to see the land rights being proposed for recognition through CCROs, and to raise any concerns; and
- Submission of the gathered information to the District Land Office for processing into CCROs.

During the pilot project, MAST was used to map and collect data on approximately 3,900 land parcels in the three villages, and the District Land Office subsequently prepared CCROs for 1,600 of these parcels. After the completion of the pilot project a different USAID-supported effort, the Feed the Future Land Tenure Assistance Activity, continued to deploy MAST in Tanzania at scale.

## Observations

The pilot project was successful overall in demonstrating “proof of concept.” The technology worked, local youth did a good job deploying MAST in their villages, and the work was carried out at a pace that suggests mass deployment is possible.

The biggest challenge identified to ongoing use of MAST was the internet cost. Internet is necessary to access the cloud-based servers, but the District Land Office's budget did not include adequate funds for internet. Similarly, it is useful to have access to parcel imagery, especially for the adjudication process, but this is not included in the District Land Office's budget. Nonetheless, these costs are minimal compared to the costly historic practice of deploying surveyors to remote villages to capture data for CCROs. Ultimately, these financial challenges are probably best addressed at a regional or national level.

## Development of the National Land Observatory of Burkina Faso

The National Land Observatory of Burkina Faso is a NGO established in 2014 under the Rural Land Governance Project, a project implemented by the Government of Burkina Faso with the financial and technical support of the Millennium Challenge Corporation, a U.S. Government agency. The Observatory's main purpose is to serve as a voice to improve land governance by monitoring the process of implementing Burkina Faso's groundbreaking law “On Rural Land Tenure” (adopted in 2009), reporting on results observed, and making policy recommendations as needed.

ERC supported Observatory operations from August 2014-February 2017, a period of 30 months. The objective of the support was to demonstrate the Observatory's efficacy as a data gathering and analytical entity, and to help the Observatory become a sustainable organization.

## **Key activities and outputs**

The Observatory's initial development coincided with the mass uprising in late 2014 against Burkina Faso's president, Mr. Blaise Compaoré, which ultimately led to his ouster. The turmoil resulted in the suspension of local land services, which negatively impacted the Observatory's activities for several months. In addition, the process of identifying office space, hiring personnel, preparing an operations handbook, and addressing the myriad of other tasks required to establish an organization took time.

By mid-2015 the Observatory had developed its "Five Year Observation Program," a plan for monitoring and analyzing field progress in land governance in order to serve the Observatory's primary purpose. The Observation Program sought to monitor and analyze a variety of topics essential to an improved land tenure environment, such as: the development of village and district-level institutions; the availability of land law and land rights information to the population; and the formalization of land rights for the population as set forth in the law "On Rural Land Tenure."

With ERC support, the Observatory prepared two annual reports on "Observation of Land Trends in Burkina Faso" and produced quarterly bulletins—"Zoom sur le Foncier"—on land information in Burkina Faso. The Observatory also produced land tenure profiles of a number of communes; these were used by USAID and in engagement with other donors. In addition, the Observatory engaged in ongoing discussions with government officials and stakeholder groups on land governance issues. Finally, the Observatory was the main local organization supporting the implementation of the MAST pilot project in Boudry Commune (see the following section for more detail). The Boudry MAST pilot had a beneficial impact on the Observatory, as it allowed it to successfully test a new model of providing services to local commune governments while also addressing the land data gap. Through the MAST data management infrastructure, the Observatory gained access to validated land reports and datasets.

On the objective of organizational sustainability, The Cloudburst Group worked extensively with the Observatory on sustainability plans, mostly focused on marketing the organization's expertise to entities needing it and having the ability to pay for it. Financial issues were examined as well.

## **Observations**

Given the importance and groundbreaking nature of the law "On Rural Land Tenure," the pilot effort to establish an entity to monitor field progress and recommend operational and policy improvements was an effort worth making. Unfortunately, the Observatory did not reach the objectives set forth in the five-year plan in as full a manner as hoped. This was in part because the Observatory did not have access to validated land records from state agencies in order to do the planned review and analysis at the level of quality anticipated. However, it is also fair to say that the Observatory leadership was not very dynamic in response to this challenge, and seemed to rely heavily on information developed during the time of the Rural Land Governance Project that became less reliable over time. The effort to improve the sustainability of the Observatory produced mixed results. The Observatory was able to secure some paid work outside of ERC support, and its specialists did good work implementing the MAST pilot project in Burkina Faso (see below), but these efforts alone were not enough. It must also be said that the Observatory's budget, especially personnel salaries, had been set too high compared to other organizations in the country to be sustainable. However, the Observatory leadership showed no interest in cost-cutting even when presented with the need to do so for sustainability purposes.

# Mobile Application to Secure Tenure in Burkina Faso

The promising “proof of concept” results with MAST in Tanzania led ERC to execute a similar pilot project in Burkina Faso, on the other side of the continent in Francophone West Africa. As in Tanzania, Burkina Faso has a key law, the law “On Rural Land Tenure” (adopted in 2009), which provides rural landholders with customary tenure the opportunity to obtain a document—a Rural Land Possession Certificate (APFR)—that recognizes their customary land rights. However, very few rural landholders had received APFRs, even though the law has been in place since 2009.

## **Key activities and outputs**

ERC implemented the MAST pilot project in Burkina Faso from September 2016–February 2017. The National Land Observatory of Burkina Faso (see description above) served as the primary in-country technical resource, and the pilot project was implemented in four villages in Boudry Commune (Ganzourgou Province): Ouayalgui VI, V2, V3, and V4. The implementation process benefited greatly from the fact that the Boudry Commune Rural Land Office (SFR) had been trained and had done APFR production work under the MCC-supported Rural Land Governance Project referenced above.

Pilot project implementation took the form of the following steps:

Configuring the MAST application to capture information needed for APFR preparation, including translating everything into French. This includes land parcel boundary information, the land holder’s name and address, and other information required by law;

- Conducting training at the commune and village levels about the law “On Rural Land Tenure” and APFRs;
- Identifying and providing select people in the four villages with technology training on how to use MAST;
- Deploying these people with MAST smart phones and external GPS devices to map the land parcels and gather necessary information about the landholders;
- Going through a public adjudication process to allow villagers an opportunity to see the land rights being proposed for recognition through APFRs, and to raise any concerns; and
- Submission of the gathered information to the commune SFR for processing into APFRs.

During the pilot project, MAST was used to map and collect attribute data on approximately 2,600 land parcels in the four villages in only two months, and the commune SFR used this data to prepare APFRs for most of these parcels for distribution to those citizens who paid the required fees. However, due to the relatively high cost of APFR fees vis-a-vis rural incomes—XOF 12,000 (USD 21)—only 504 APFRs were distributed to citizens by the fall of 2017.

After the completion of the pilot project, with ERC support the National Land Observatory did some MAST preparatory work in a second commune, Gayéri, but this work was not very successful for a variety of reasons.

## **Observations**

As in Tanzania, the MAST pilot project in Burkina Faso was successful overall in demonstrating “proof of concept.” The technology was successfully adapted to the new country context, and the data-gathering in the villages using MAST was very fast and efficient. The fact that a minority of the APFRs prepared were actually distributed to citizens was not due to deficiencies in MAST, but to the relatively high fees that villagers had to pay for their APFRs.



The biggest challenge to ongoing use of MAST is financial sustainability, similar to that in Tanzania. It is true that training villagers and having them gather land data is a more scalable approach than hiring survey companies, and it is likely true that MAST was cheaper to deploy at scale. But funding is still required, and ultimately these financial challenges are probably best addressed at a regional or national level.

## The Responsible Land-Based Investment Pilots

The Responsible Land-Based Investment Pilots were designed to generate and enhance learning for USAID, the U.S. Government, private sector actors, investors, and international development agencies on the application of relevant best practices guidance around responsible land-based investment such as the Analytical Framework for Land-Based Investments in African Agriculture (the “Analytical Framework”). More specifically, the Pilots implemented multiple components of the Framework with two investors in Mozambique and Kenya to: test how effective such guidance is in reducing land-based risks for the private sector identify the costs and benefits of implementing such guidance for the private sector and support the land rights of local communities.

The Pilots began with a collaborative co-creation process that brought together eight organizations to discuss and design projects that would apply the Analytical Framework to live investments. Five teams later submitted formal Pilot proposals. Based on the results of an independent review panel, the proposal submitted by Indufor North America, Illovo Sugar Africa and the Moringa Partnership was selected for award under ERC. Field activities began in January 2017 and concluded in March 2018.

### Key Activities and Outputs

#### Mozambique

Illovo Sugar Africa Ltd., a multi-national agricultural commodity producer, collaborated with Indufor and ERC (the Pilot Team) in Mozambique to develop and test new approaches to improve local tenure security in areas surrounding Illovo’s Maragra Sugar Estate and to mitigate the company’s operational, financial and reputational risks. The 6,500 hectare estate procures sugarcane from hundreds of growers working on approximately 5,000 hectares of surrounding land.

The Pilot Team and Illovo worked together to:

- Map 1,849 parcels for growers and local landholders in three areas surrounding the Maragra Estate through a participatory approach;
- Deliver cooperative-issued certificates of documented land rights to 558 men and 1,084 women (66 percent women);
- Facilitate the formal DUAT registration process for these 1,642 landholders; and
- Develop a new grievance mechanism for Illovo to address land-related and other concerns among local community members and growers.

These activities were designed with the dual purpose of strengthening local tenure security, and informing and complementing Illovo’s efforts to verify and respect legitimate land rights in areas where they operate according to the Illovo Group Guidelines on Land. The Pilot was also designed to align with and support the Government of Mozambique’s Terra Segura initiative, which aims to register 5 million parcels and map the boundaries of 4,000 communities by 2020.

Pilot outcomes show that helping landholders near investment areas to map and register their land can be beneficial to investors, local communities and host country governments.

From Illovo's perspective, the Pilot has contributed to the company's efforts to:

- Reduce land conflict between Illovo, local communities and growers;
- Accurately estimate cane supply from growers;
- Obtain information on areas surrounding the Maragra Estate necessary for sustainable land use planning;
- Develop a new grievance mechanism to address land-related and other concerns among local community members and growers, which can be adapted for use across its six facilities in sub-Saharan Africa and in its parent companies (AB Foods and AB Sugar);
- Operationalize the Illovo Group Guidelines on Land; and
- Increase the understanding of, and ability to mitigate, land tenure risk among Illovo's operational staff.

For local communities, participation in the Pilot was an opportunity to:

- Obtain community-validated land documentation;
- Secure their land for future generations, particularly among women;
- Protect land from encroachment and outside investors; and
- Increase economic opportunities, such as contracting with Illovo to sell cane, growing other agricultural products and obtaining credit.

## Kenya

Moringa, a private impact investment firm, partnered with the Pilot Team to use components of the Analytical Framework to better understand and address land risks surrounding their investment in the Kenyan firm Asante Capital—a timber, veneer and briquette processing company that is also testing the production of moringa powder and ginger oil to determine whether these are viable markets. Asante has a small-scale processing facility and several timber holdings in Kwale County: over 115 hectares of tree plantations, an 18-hectare ginger parcel, and an export-processing zone for wood veneer and other goods.

Pilot activities in Kenya focused on:

- Conducting a thorough land tenure risk assessment of Asante's land holdings and the land tenure environment in areas where Asante growers are located;
- Consulting communities to develop strategies to manage any identified land tenure risks;
- Developing land tenure verification protocols for use by Asante; and
- Assessing environmental aspects of the investment that could impact tenure rights, such as water use, access and sustainability.

These activities were designed to help Moringa and Asante identify and mitigate existing or prospective land-related risks. These risks included legacy land challenges, intergenerational land transfers and exposure to risks associated with water access and availability. The thorough due diligence process provided Moringa with critical information about land and environmental issues that have the potential to impact the supply of timber, ginger and moringa to its investee, Asante Capital.

As a result of the Pilot, Moringa was able to:

- Identify the potential land risks in Kwale County that might impact Asante Capital and its growers;
- Understand resource concerns and constraints that might impact production over time, particularly access to dependable water supplies for ginger production;
- Work with Asante Capital to strengthen due diligence processes for future land acquisitions, including developing stakeholder engagement procedures; and
- Define the kinds of technical assistance that growers may need to improve productivity.

For Asante, the Pilot highlighted areas that can be strengthened as the company grows, including enhanced community engagement and consultation, and it also generated lessons learned related to the importance of a thorough analysis of water resource availability prior to engaging in land use activities. The Pilot has encouraged Asante to better understand the productive requirements of its fields and plantations to improve future site selection processes. Asante will also consider how to capture water during the wettest times of the year to safeguard their investments in the dry season.

## **Observations**

The outcomes of these Responsible Investment Pilots highlight the importance of recognizing local land rights in order to reduce risks associated with unclear land ownership in developing economies and create sustainable investment projects from the ground up. Partnering with local farmers to respect and strengthen land rights, even in the absence of national government involvement, can be a practical step toward creating long-term and mutually beneficial investments. The Pilot also demonstrates how USAID extends its traditional development approach by working hand-in-hand with the private sector to achieve shared goals of strengthening property rights for all, especially women. This reduces men and women's vulnerability to a variety of risks and advances economic opportunities and local resilience. At the same time, it demonstrates the value of addressing land issues to companies' bottom line and long-term sustainability.

USAID commissioned a performance evaluation of the Pilot to examine how the application of the Analytical Framework affects community perceptions and actions as they relate to land management, tenure security, and local community views of and engagement with private sector investors. Therefore, the evaluation focuses on Pilot outcomes for individuals within communities affected by land-based investments. Baseline data collection for this evaluation took place in October 2017, and endline data collection is planned for September 2018.

# ANNEX I. DELIVERABLES & DEVELOPMENT EXPERIENCE CLEARINGHOUSE LINKS

**Table 8. Task 0—Operations**

Deliverable	Link
Project Management Plan	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc0</a>
ERC Project Work Plan: Year 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc2</a>
ERC Project Work Plan: Year 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTgx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTgx</a>
ERC Project Work Plan: Year 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTg2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTg2</a>
ERC Project Work Plan: Year 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTg4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTg4</a>
ERC Project Work Plan: Year 5	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTc4</a>
ERC Quarterly Report: Year 1, Quarter 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk3</a>
ERC Quarterly Report: Year 1, Quarter 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk4</a>
ERC Quarterly Report: Year 1, Quarter 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA4OTk5</a>
ERC Quarterly Report: Year 1, Quarter 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDAz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDAz</a>
ERC Quarterly Report: Year 2, Quarter 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDA1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDA1</a>
ERC Quarterly Report: Year 2, Quarter 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDA5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDA5</a>
ERC Quarterly Report: Year 2, Quarter 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDEy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDEy</a>
ERC Quarterly Report: Year 2, Quarter 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE0</a>
ERC Quarterly Report: Year 3, Quarter 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE3</a>
ERC Quarterly Report: Year 3, Quarter 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE4</a>
ERC Quarterly Report: Year 3, Quarter 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE5</a>



Deliverable	Link
ERC Quarterly Report: Year 3, Quarter 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIy</a>
ERC Quarterly Report: Year 4, Quarter 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI0</a>
ERC Quarterly Report: Year 4, Quarter 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI1</a>
ERC Quarterly Report: Year 4, Quarter 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI5</a>
ERC Quarterly Report: Year 4, Quarter 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM0</a>
ERC Quarterly Report: Year 5, Quarter 1	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM1</a>
ERC Quarterly Report: Year 5, Quarter 2	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM2</a>
ERC Quarterly Report: Year 5, Quarter 3	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM3</a>
ERC Quarterly Report: Year 5, Quarter 4	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM4</a>

**Table 9. Tasks 1 & 2—Research and Evaluation**

Deliverable	Link
ELTAP/ELAP Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDEz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDEz</a>
ELTAP/ELAP Impact Evaluation Findings Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Mzc1NTI3">https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Mzc1NTI3</a>
CFP Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE1</a>
CFP Impact Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDE2</a>
LAND Oromia Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDM5</a>
LAND Oromia Impact Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDQx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDQx</a>
PRADD Guinea Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDQy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDQy</a>
PRADD Guinea Impact Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDU2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDU2</a>
TGCC Zambia Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDY2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDY2</a>
TGCC Zambia Impact Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDc1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDc1</a>
TGCC Zambia Impact Evaluation Pre-Analysis Plan	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDgz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDgz</a>
TGCC Zambia Impact Evaluation Endline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5ODI0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5ODI0</a>
CLPP Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIx</a>

Deliverable	Link
CLPP Evaluation Pre-Analysis Plan	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDIz</a>
CLPP Evaluation Midline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDI4</a>
LAND Afar Impact Evaluation Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDMw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDMw</a>
LAND Afar Impact Evaluation Baseline Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDMz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDMz</a>
A Legal Empowerment Program: Women and Customary land in Liberia	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDk2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDk2</a>
Land and Governance in Rural Liberia: Results from the Community Land Protection Program	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDk0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDk0</a>
Female Farmers in Zambia: Positive Prospects for Productivity	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMjQy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMjQy</a>
Reducing the Risk of Land Encroachment: Results from the TGCC Intervention in Zambia	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDg5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDg5</a>
Credit and Rental Markets: Land Transactions in Eastern Province, Zambia	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTEy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTEy</a>
Women's Empowerment: Gender, Governance, and land in Afar, Ethiopia	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTA3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTA3</a>
Investor Survey on Land Risk: Design Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDg4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDg4</a>
Investor Survey on Land Risk: Findings Report	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDkx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MDkx</a>

**Table 10. Tasks 3 & 4—Communications and Training**

Deliverable	Link
Afghanistan Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ0</a>
Burkina Faso Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ2</a>
Burma Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ3</a>
Colombia Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTQ5</a>
Cote d'Ivoire Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUw</a>
Ethiopia Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUx</a>
Iraq Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTUy</a>
Jordan Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTU1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTU1</a>
Kenya Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTYw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTYw</a>

Deliverable	Link
Kosovo Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTU3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTU3</a>
Mexico Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY3</a>
Mozambique Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY4</a>
Nepal Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTY5</a>
Pakistan Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcw</a>
Peru Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcx</a>
Philippines Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcy</a>
Rwanda Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTcz</a>
Tanzania Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc0</a>
Ukraine Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc1</a>
Zambia Country Profile: Property Rights and Resource Governance	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc2</a>
Issue Briefs: Land Tenure and Disasters	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgy</a>
Issue Briefs: Land Tenure in Urban Environments	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgz</a>
Issue Briefs: Land Tenure and Climate-Smart Agriculture	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTkw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTkw</a>
Issue Briefs: Land Tenure and Energy Infrastructure	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTg5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTg5</a>
Issue Briefs: Land and Resource Tenure and Social Impacts	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTg0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTg0</a>
Fact Sheet: Land Tenure and Women's Empowerment	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc5</a>
Fact Sheet: Land Tenure and Responsible Land-Based Investment	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTc3</a>
Fact Sheet: Land Tenure and Food Security	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMTgw</a>

**Table 11. Task 5—Pilots**

Deliverable	Link
Burkina Faso National Land Observatory (ONF-BF): Report on Observations of Land Use	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTE4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTE4</a>
Responsible Land-Based investments: Due Diligence Tool	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMjM3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTEwMjM3</a>
Lessons Learned from Applying the Analytical Framework to Investments in Mozambique and Kenya	<a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTE1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4N-WQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTA5MTE1</a>

# ANNEX 2. CUMULATIVE PROJECT PERFORMANCE INDICATORS

**Table 12. ERC Outcome Indicators**

Indicator	Total
<b>ERC Strategic Objective 1—Expanded evidence-based knowledge</b>	
# Promotions of completed products	51
# Attendees or registrants of ERC content presentations	3,273
# Pilot replication sites	4
<b>ERC Strategic Objective 2—Best LTPR practices communicated to influence USG and global policies and practices</b>	
# Downloads of uploaded products	6,673
# Mention LTRM Staff in Media Scan	45
# Mention LTPR Portal Content in Media Scan	178
# Mention LTPR Projects / Work in Media Scan	275
# (Re)tweets	4,470
# Shares in LinkedIn	119
<b>ERC Strategic Objective 3—Greater USAID and USG capacity in LTPR</b>	
# Portal users from countries of recent TDYs	3,094
# Downloads of tools	257

**Table 13. ERC Output Indicators**

	Total
<b>Task 1—Impact Evaluation: Provides evidence-based social &amp; economic findings to inform USAID programming</b>	
# IE data collection instruments completed and approved	3
# IE evaluation methodologies completed and approved	1
# IE reports completed	1
# Baseline & endline datasets	7
# Households surveyed	4,332
<b>Task 2—Research: Builds knowledge, tests hypotheses, and devises innovative research methodologies &amp; approaches to strengthen LTPR programming</b>	
# Research papers / reports completed and approved	23
# Baseline and endline data sets	26
# Datasets available online	23
# IE data collection instruments completed and approved	64
# IE evaluation methodologies completed and approved	10
# Program IEs completed and approved	3



	Total
# IE reports completed (Design, Baseline)	8
# Baseline & endline datasets (Qualitative)	13
# Households surveyed	22,968
<b>Task 3—Communication: Educates key audiences, facilitates knowledge sharing and LTPR program design, and promotes ERC research, evaluations, trainings and pilots and STARR projects</b>	
# of Commentaries developed	288
# Tweets developed	2,404
# World Bank marketing materials created	54
# ERC product presentations	45
# of issue briefs	7
<b>Task 4—Training: Builds LTPR capacity among USG, host country &amp; other key target audiences to support next generation of LTPR practitioners</b>	
# Training materials developed	27
# People trained <sup>4</sup>	1,735
# of Trainings conducted	8
# Online courses developed	3
# Participants trained through online courses	1,589
<b>Task 5—Tests, analyzes and pilots approaches to strengthen LTPR for replication and scaling of future LTPR initiatives</b>	
# Plots surveyed and property rights recorded by pilot intervention	8,409

**Table 14. STARR Outcome Indicators**

	Total
<b>STARR Reporting Indicators</b>	
# of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	0
# of households who have obtained documented property rights as result of USG assistance (disaggregated by sex and individual/collective rights)	3,862
Person hours of training completed by government officials, traditional authority, or individuals related to land tenure and property rights supported by USG assistance (disaggregated by sex)	34,042
# of previously existing land and natural resource-based conflicts resolved in areas receiving USG assistance for land conflict mitigation	0
# of people attending USG-assisted facilitated events that are geared toward strengthening understanding and awareness of property rights and resource governance-related issues (disaggregated by sex)	8,584
<b>Biodiversity and Sustainable Landscape Indicators</b>	
# of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	0
# of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	0
# of person hours of training in natural resources management and/or biodiversity conservation supported by USG assistance	600

4 People are counted as trained if they attended at least one day of in-person training or completed at least one MOOC module.

## ANNEX 3. FINANCIAL SUMMARY

	Task 0: Operations	Task 1: Impact Evaluations	Task 2: Research	Task 3: Communications	Task 4: Training	Task 5: Pilots	Total Program
Direct Labor	\$484,330.67	\$161,979.00	\$1,282,619.08	\$1,043,766.71	\$218,288.20	\$121,253.07	\$3,312,236.73
Travel	\$26,298.05	\$20,827.81	\$248,200.95	\$84,363.48	\$119,423.14	\$146,398.94	\$645,512.37
Consultants	\$190,011.39	\$39,931.05	\$390,356.91	\$348,286.08	\$148,500.62	\$233,833.94	\$1,350,919.99
Subcontracts	\$7,957.82	\$365,311.47	\$2,655,301.37	\$457,573.49	\$195,221.94	\$2,679,062.96	\$6,360,429.05
Other Direct Costs	\$105,769.45	\$3,815.20	\$42,766.51	\$76,448.84	\$349,022.73	\$37,662.84	\$615,485.57
Indirect Rates	\$605,407.57	\$215,657.75	\$1,741,499.99	\$1,303,453.10	\$383,916.62	\$407,830.10	\$4,657,765.12
Subtotal Costs	\$1,419,774.95	\$807,522.28	\$6,360,744.81	\$3,313,891.70	\$1,414,373.25	\$3,626,041.85	\$16,942,348.83
Fixed Fee	\$85,862.60	\$48,999.71	\$385,631.22	\$200,803.16	\$85,748.24	\$220,401.08	\$1,027,446.01
Total	\$1,505,637.55	\$856,521.99	\$6,746,376.03	\$3,514,694.86	\$1,500,121.48	\$3,846,442.93	\$17,969,794.84

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