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QUARTERLY PROGRESS REPORT

OCTOBER–DECEMBER 2018

INTEGRATED LAND AND RESOURCE GOVERNANCE TASK ORDER UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

Contract Number: 7200AA18D00003/7200AA18F00015

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USAID Office of Land and Urban

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JANUARY 2019

This document was produced for review by the United States Agency for International Development. It was prepared with support from the Integrated Land Resource Governance Task Order, under the Strengthening Tenure and Resource Rights II (STARR II) IDIQ. It was prepared by Tetra Tech.

Cover Photo: Meeting of youth to discuss land issues in Maguya Chiefdom, Chipata District, Zambia, in December 2018. Moses Kasoka

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Suggested Citation: Sommerville, M., & Hall, M. (2019). *Quarterly Report, October - December 2018*. Washington, DC: USAID Integrated Land and Resource Governance Task Order under the Strengthening Tenure and Resource Rights II (STARR II) IDIQ.

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LIST OF ACRONYMS

CaVaTeCo	Community Land Value Chain
CBNRM	Community-Based Natural Resource Management
CLP	Community Lands Protection
COP	Chief of Party
DFID	Department for International Development
DUAT	Direito do Uso e Aproveitamento da Terra (Mozambique)
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
ECOM	Ecom Agroindustrial Corp
EMMP	Environmental Mitigation and Monitoring Plan
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
JICA	Japan International Cooperation Agency
MAST	Mobile Applications to Secure Tenure
MEL	Monitoring, Evaluating, and Learning
MLG	Ministry of Local Government (Zambia)
MLNR	Ministry of Lands and Natural Resources (Zambia)
NGO	Non-Governmental Organization
NSDI	National Spatial Data Infrastructure (Zambia)
SOW	Scope of Work
SPEED+	Supporting the Policy Environment for Economic Development
STARR II	Strengthening Tenure and Resource Rights II
TGCC	Tenure and Global Climate Change
TO	Task Order
USAID	United States Agency for International Development
ZIFL-P	Zambia Integrated Forest Landscape Program
ZILMIS	Zambia Integrated Land Information Management System

I.0 INTRODUCTION AND BACKGROUND

The Integrated Land and Resource Governance (ILRG) task order (TO) under the Strengthening Tenure and Resource Rights II (STARR II) Indefinite Delivery/Indefinite Quantity (IDIQ) contract provides support to the United States Agency for International Development's (USAID) Land and Urban Office in the Bureau for Economic Growth, Education, and Environment (E3/LU). ILRG develops and implements targeted interventions in select USAID presence and non-presence countries, providing technical assistance to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for stability, resilience, and strong economic growth. The TO has four primary objectives that assist in ending extreme poverty:

- To increase inclusive economic growth, resilience, and food security;
- To provide a foundation for sustainable natural resource management and biodiversity conservation;
- To promote good governance, conflict mitigation, and disaster mitigation and relief; and,
- To empower women and other vulnerable populations.

To achieve these objectives, the TO works collaboratively with USAID, communities, civil society, host country governments, academia, and the private sector through four inter-related components:

- Component 1: Support the development of inclusive land and property rights laws and policies;
- Component 2: Assist law and policy implementation, including clarifying, documenting, registering, and administering rights to land and resources;
- Component 3: Support the capacity of local institutions to administer and secure equitable land and resource governance; and
- Component 4: Facilitate responsible land-based investment that creates optimized outcomes for communities, investors, and the public.

The ILRG contract has two mechanisms for providing support on land and natural resource governance: 1) term activities; and 2) completion activities. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia, with the potential to also provide support in Mexico. Work in Mozambique initially focuses on clarifying, documenting, registering, and administering rights to land and resources through collaboration on responsible land-based investment, while work in Zambia includes support to land policy, customary land administration and service delivery, and natural resource governance and tenure around protected areas. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional field support scopes of work in locations to be determined. Initial activities identified under this portion of the contract include: 1) support to consultations around USAID's draft Policy on Indigenous Peoples' Issues; 2) support to deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model; and 3) collaboration with PepsiCo on gender and women's empowerment within the potato value chain in West Bengal, India. Additional discussions are underway regarding potential completion activities in Liberia and Burma.

ILRG was awarded July 27, 2018. The TO has a three-year base period (through July 2021) and two one-year option periods.

2.0 EXECUTIVE SUMMARY

This report covers months three to five of the ILRG program and reflects the early stages of establishing relationships with USAID missions and government partners in-country, and the development and revision of the: project work plan; environmental mitigation and monitoring plan; monitoring, evaluation, and learning plan; and grants management plan. In addition, potential new completion activities were identified and ILRG began the process of working with USAID to develop budgets and clarify assessments and implementation plans that will unlock longer-term engagements.

Building on E3/LU visits to Zambia and Mozambique in September 2018, ILRG teams in each country developed work plans, began staffing up, developed scopes of work for local grantee field implementation, and carried out needs assessments for data collection and management. In Zambia, ILRG supported the Ministry of Lands and Natural Resources' efforts to consolidate input on the National Land Policy process. ILRG supported a forward-looking assessment of customary land administration data collection and data management, which included insights to ensure that the ILRG systems for Mobile Applications to Secure Tenure (MAST) align with best practice standards, use free and open source software, and remain flexible to future legal developments.

With respect to completion activities, ILRG supported USAID in the logistics and analysis associated with a global consultation on USAID's draft Policy on Indigenous Peoples' Issues. This meeting in November 2018 brought together representatives of indigenous peoples' groups and stakeholders from Africa, Asia, and Latin America. Given sensitivities around indigenous peoples' issues, this meeting required significant coordination between ILRG and USAID on the meeting facilitation and messaging. ILRG also carried out the inception phase of a completion activity in Ghana to work with private sector partners Hershey's and Ecom Agroindustrial (ECOM) on cocoa farm rehabilitation, land tenure documentation, and land use planning with the goal of reducing emissions from deforestation, as well as achieving a private sector-facilitated scaling of farm rehabilitation and land tenure documentation. This activity requires substantial coordination to ensure that private sector partners, USAID, and ILRG implementing partners Tetra Tech and Winrock International are all aligned with respect to how the program will address ambitious goals and as a result, the ILRG team visited Ghana in November 2018 to co-design an implementation plan that will start in early 2019.

ILRG began discussions on the development of three additional completion activities, which will be submitted for approval following agreement on a scope of work (SOW), budget, and mission concurrence/buy-in. A partnership with PepsiCo is the most advanced of these activities. USAID, ILRG, and PepsiCo developed an assessment SOW, which is expected to result in an implementation plan by May 2019. The work will analyze how women currently support PepsiCo's potato supply chain in West Bengal, India, and identify approaches to more effectively engage women to achieve increased productivity, social development goals, and improved farming practices. The assessment is expected to take place in early 2019, carried out jointly by Tetra Tech and Landesa. Another potential completion activity discussed in late 2018 was a grant in Liberia to support the completion of community land protection work carried out over recent years. Advancement on this activity awaits a SOW from USAID. Finally, opportunities to continue USAID's engagement in Burma on land policy were discussed. While there is technical interest within Burma for assistance as the country pursues a land law based on the National Land Use Policy, ILRG awaits further feedback from USAID.

Term activities in Mexico remain on hold, and in the coming year ILRG will work to identify with USAID whether these activities will move forward or be reprogrammed.

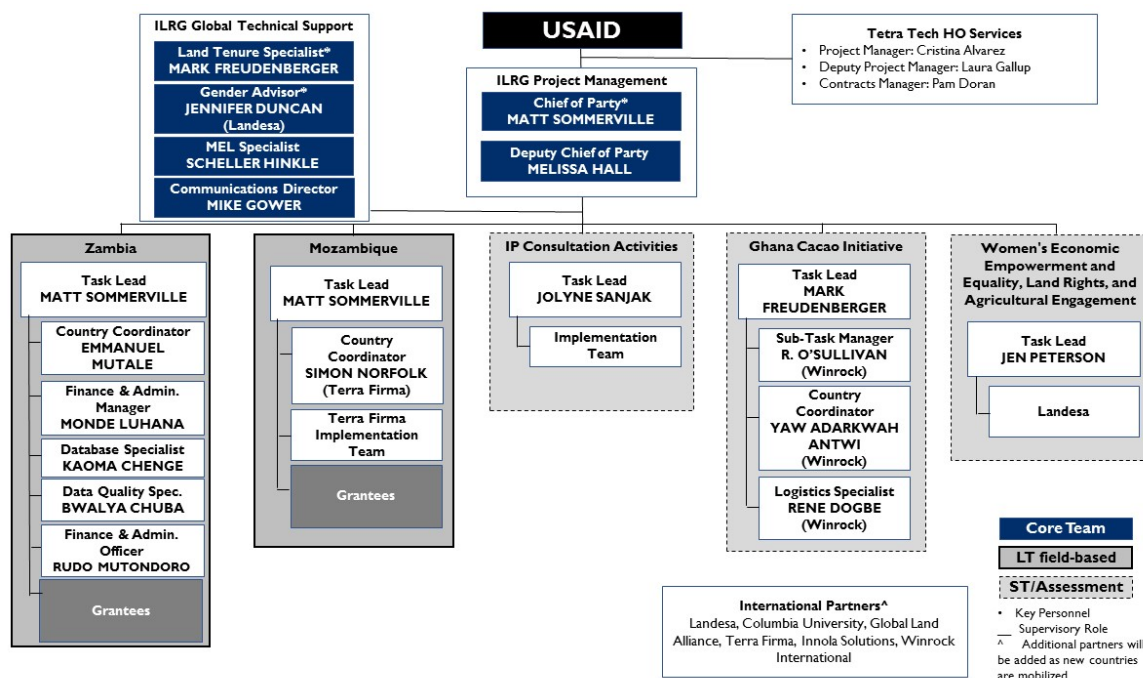
3.0 PROJECT ACTIVITIES

The ILRG TO was awarded to the Tetra Tech consortium on July 27, 2018; this report covers months three to five of the project (October – December 2018), associated with the development, submission, and revision of the project work plan, environmental mitigation and monitoring plan (EMMP), monitoring, evaluation, and learning (MEL) plan, and grants management plan. At the same time, the project began engaging with stakeholders in Zambia and Mozambique, where term activities take place, and collaborating with USAID and partners on the development of completion activities. This period also included significant administrative tasks as contracts and work relationships were developed with ILRG consortium partners.

3.1 CORE PROJECT MANAGEMENT

ILRG held bi-weekly coordination calls with consortium members in an attempt to build a broad understanding of each other's areas of interest and relevant strengths. These meetings also included discussions of cross-cutting themes within ILRG such as gender, monitoring and evaluation, and land administration.

In addition, ILRG's core team, including the Chief of Party (COP) and Deputy Chief of Party, and home office support team members, including the Project Manager, Deputy Project Manager, Contracts Specialist, and MEL Specialist, continued to focus on a streamlined and compliant program management structure (particularly start-up activities) and establishing a focus on cost-control, timeliness, and technical rigor. ILRG's key personnel also met periodically to discuss opportunities related to the ILRG learning agenda.



ILRG's global organizational chart

ILRG provides a consolidated weekly written update to USAID and project partners that summarizes submissions, approvals, and priority project needs, followed by country/activity specific updates of field work and relevant news. These weekly written updates are supplemented by a weekly management call between the COP, DCOP and COR. Activity-specific coordination calls with USAID activity managers and ILRG task leads occur on a weekly, bi-weekly, or monthly basis (depending on activity) and complement the global coordination meetings.

The term portion of the ILRG contract includes in-country activities in Mexico, Mozambique, and Zambia. Activities in Mexico are currently on hold, pending discussions between E3/LU and USAID/Mexico.

3.1.1 ENVIRONMENTAL MITIGATION MEASURES AND MONITORING

During this quarter, ILRG submitted and was awaiting the approval of the annual work plan and as a result did not undertake any activities that required environmental mitigation measures and monitoring. Tasks leads, however, were introduced to the proposed EMMP and the team discussed mitigation measures and resources associated with USAID's Global Environmental Management Support resources, particularly on the relevant website (www.USAIDgems.org). As the program adds new completion activities, the mitigation monitoring protocol and tables will be updated. ILRG discussed environmental mitigation and monitoring measures associated with the program's activity addressing land governance issues in areas where small-scale irrigation infrastructure may be constructed by Portucel in Mozambique.

ILRG reports on environmental compliance in annual reports but collects this data on an ongoing basis through the Ona platform, including ensuring compliance with country/tasks leadership reporting on a quarterly basis.

3.2 MOZAMBIQUE: TERM ACTIVITY

In Mozambique, ILRG works to clarify, document, and administer land and resource rights through collaboration on responsible land-based investment. Some ILRG activities build on the 2017 Responsible Land-Based Investment Pilot, a USAID/Illovo Sugar Africa partnership that was implemented under the Evaluation, Research and Communications Task Order by the Cloudburst Group, Indufor North America, Terra Firma, and the Hluvukani Sugar Cane Producers Cooperative.

3.2.1 MANAGEMENT AND ADMINISTRATION

Work in Mozambique this quarter focused on start-up related tasks such as the development of work plans and budgets; developing draft scopes of work for staff involved in ILRG activities; and contributing to ILRG discussions on monitoring and evaluation. ILRG also laid the groundwork for the project's two anticipated grants for this year by drafting grant descriptions and other related documentation. ILRG also reached out to stakeholders engaged in other work that is relevant to ILRG, including potential future grantees or implementing partners.

USAID: ILRG staff have met on several occasions with USAID/Mozambique staff to brief them on developments, discuss potential future activities, and provide specific advice on land and governance issues facing the Mission. This included helping to frame discussions with the Donor Decentralization Working Group and the provision of legal advice and materials related to the delimitation of administrative boundaries. Preliminary discussions have addressed the possibility of a joint visit by USAID/Mozambique and ILRG staff to Zambézia province in April 2019, with a view to witnessing ILRG activities in Hamela and contacting other ongoing initiatives in the region.

Technical Backstopping: ILRG staff completed a significant amount of work to improve data collection tools and business process flows for the MAST approaches. Many of these were based on lessons from the Responsible Land-Based Investment Pilot and will be deployed as part of the land tenure regularization activities envisaged under the two initial grants. ILRG staff developed conceptual frameworks for a long-term maintenance platform to host land rights data, investigated the deployment of software on Amazon Web Services, and began design of new data collection tools based on the ODK2.0 application. Staff worked to harmonize data catalogues for MAST data collection tools across different projects and country contexts and drafted business process flows for MAST data collection within the overall Community Land Value Chain (CaVaTeCo) approach.

3.2.2 POLICY ENGAGEMENT

Staff from ILRG partner Terra Firma provided input into two formal seminars arranged by the USAID Supporting the Policy Environment for Economic Development (SPEED+) program to discuss regulatory reform in respect to *direito do uso e aproveitamento da terra* (DUAT) revocation and the monitoring of development plans. Informal engagements were also held with the SPEED+ consultants tasked with developing reform proposals for community consultation processes and community representation.

3.2.3 OUTGROWER SCHEMES: ILLOVO LAND TENURE SUPPORT FOR SURROUNDING SMALLHOLDERS

Extensive engagement with management from Illovo Sugar Africa (hereafter Illovo) and the Maragra Estate has led to agreement of an overall budget for the implementation of this activity, with a grant component for the Hluvukani Cooperative and additional in-kind and direct financial contributions from Illovo. There are agreements on the scope and activities to be undertaken, and ILRG has started discussions with Hluvukani. Materials for training of field staff and the data collection tools were drafted in preparation for recruitment and training activities as soon as the grant is awarded.

3.2.4 SMALL-SCALE IRRIGATION: ZAMBEZIA PILOT

This activity will address land governance issues in areas where small-scale irrigation infrastructure may be constructed by Portucel. Activities in this quarter involved successful discussions, planning, and agreements with all the main parties involved in the proposed grant activities. ILRG held multiple meetings with Portucel senior management to confirm the location and timing of the ILRG activity, and to clarify the respective roles and responsibilities of ILRG, Portucel, and activities funded by the World Bank Catalytic Fund.

ILRG met in Ile District with Portucel and representatives of the World Bank Catalytic Fund staff to provide an overview of the CaVaTeCo methodology for delimiting community boundaries and mapping family land parcels. ILRG also met with district government staff including the District Administrator and the District Director of Economic Services (which includes agriculture) to review the methodology, at which time the district government enthusiastically agreed with the proposed expansion of delimitation of family land parcels in Namphevo Locality.

Finally, ILRG reviewed options for activity design and drafted initial grant documentation. The grant to carry out the work is expected to be awarded in the next quarter.

3.3 ZAMBIA: TERM ACTIVITY

ILRG engagement in Zambia builds on the momentum of USAID engagement on customary land tenure issues in Zambia since 2014, initially working with district-level civil society to support chiefs and rural communities in customary land documentation and agroforestry extension. This work evolved into a

broad engagement that included advancing activities related to wildlife and natural resource tenure and the use of customary land documentation for district planning purposes. The engagement subsequently informed the National Land Policy process. Based on these efforts, ILRG will refine previous experiences looking for opportunities to sustainably scale documentation processes to support Zambia on the journey to self-reliance, as well as advance the use of documentation to support development outcomes related to wildlife and natural resource management, district planning, and conflict resolution.

ILRG's Zambia work is designed to bring practical planning tools and processes to the local level by working with traditional authorities, rural communities, district councils, and other government departments to feed into national development objectives. It is expected that these outputs will contribute to addressing issues of poverty by helping to unlock the resource potential in land, forests, and wildlife and thus to transform Zambia's land and resource management sector into a driver of broad-based economic growth. ILRG is well-positioned to ensure that these efforts achieve gender-empowering and socially inclusive results in the same process, while supporting institutionalization through capacity-building and policy engagement.

3.3.1 MANAGEMENT AND ADMINISTRATION

ILRG's Zambia team is composed of a small technical and administrative team based in Lusaka, Zambia, with the responsibility of policy and cooperating partner engagement, grant and subcontract management, technical oversight and capacity-building of field partners, ad hoc technical assistance, and promotion of learning, sustainability, and scaling. This technical team includes the ILRG COP, Zambia Country Coordinator, Capacity-Building Specialist, and Database Management Specialist. Project compliance and administrative capacity-building is supported by a Finance and Administration Manager, and a Finance and Administration Officer. The team was complete by the end of the quarter, and to date has been sharing an office with an existing Tetra Tech program, which unfortunately is closing in March 2019. As a result, during the upcoming quarter the team will be searching for new office space in Lusaka. From a finance and administration perspective, the next quarter will focus on procurement and the release and evaluation of three requests for applications for grants under contract that will begin late in the quarter. Challenges faced this quarter are consistent with standard challenges of program start-up, related to awaiting local purchase orders for value added tax exemptions, and re-establishing as a legal entity in Zambia. These are expected to be resolved through persistence and patience in the coming quarter.

3.3.2 COORDINATION AND POLICY ENGAGEMENT

USAID: ILRG coordination with USAID/Zambia this quarter focused primarily on establishing relationships with the Economic Growth team to define the priorities and opportunities for supporting USAID/Zambia's objectives. Priorities remain centered on wildlife management and support for integrated development planning in districts to realize Zambia's goals of decentralization, including around natural resource management. USAID/Zambia also identified opportunities to coordinate with the US Forest Service International Programs advisors in Zambia in their policy work on carbon rights, benefit sharing, and finalizing a forest carbon mechanism.

ILRG also pursued an opportunity to support a Power Africa partner as they looked into land rights issues related to establishing micro-grids in Zambia. ILRG provided contacts and advice on regulatory frameworks to Standard Microgrid and Green Max Capital Advisors. ILRG also provided data on estimated populations in chiefdoms of Eastern Province where USAID has worked, in order to identify whether existing household land rights data can be used to support the siting decisions. Unfortunately, the priority areas of micro-grids did not align with USAID intervention areas on land rights to date.

ILRG reached out to health, gender, and social inclusion contacts within USAID/Zambia to identify synergies with USAID programs that are working on HIV-infected populations; girls' access to information and support groups; and engagement within customary leaders on gender-based violence and early childhood marriage. ILRG sees opportunities to build on and contribute to these programs with resources around gender and access to land. Unfortunately, despite assistance from the Economic Growth team at USAID/Zambia, these meetings did not materialize. ILRG will continue with this area of engagement in 2019.

Cooperating Partners: ILRG presented out to cooperating partner heads of mission this quarter. The meeting generated a series of side meetings and openings to informally coordinate on land and resource governance priorities across a range of sectors. ILRG coordinated this quarter with the European Union's consultancy on land governance, through meetings and participation in stakeholder consultations, as they develop a long-term program on state land with the Ministry of Lands and Natural Resources (MLNR). Action on this portfolio is not expected to move until April 2019. The Japan International Cooperation Agency (JICA) met with ILRG in relation to their work on resettlement areas and disaster relief, as well as issues associated with their proposed support of farm block investment. GIZ expressed an interest continued coordination as they have pockets of relevant support related to civil society engagement in the land policy process, an upcoming GIZ Zambia-wide land rights-related meeting, and an interest in coordination with their Kafue Flats program, particularly as it relates to water rights. The German Embassy requested a briefing from ILRG on land rights issues in Zambia for a German delegation visit, though this was cancelled at the last minute due to timing constraints. The Finnish Embassy highlighted an interest in continued coordination over their investments in community forestry. The Department for International Development (DFID) also underscored a reopening of discussions on potential future support to the land sector in Zambia, though this is in its early stages. ILRG met with the World Bank related to the land component of the Zambia Integrated Forest Landscape Program (ZIFL-P), as well as the project implementation unit, to further clarify how ZIFL-P will engage on planning processes in Eastern Province, and in relation to their national support to the Zambia Integrated Land Management Information System (ZILMIS). Finally, ILRG participated in a Southern Africa Regional meeting on land rights hosted by the United Nations Economic Commission for Africa. This opened the door to Lusaka-based discussions on continued support to the land policy process. Engagement of cooperating partners remains a high priority; however targeted meetings of multiple partners are difficult, given the diverse interests (e.g. urban state land, community forestry, water rights, etc.). Nevertheless, ILRG will cultivate these relationships in the coming quarter, particularly related to the land policy process.

Civil Society: In October 2018, ILRG met with a broad range of civil society groups working on land rights and participated in public workshops on land corruption in Africa hosted by Transparency International, funded by DFID. The findings from these meetings will be summarized in the upcoming analysis of the political economy of land issues in Zambia.

Government and Policy Engagement: ILRG coordinated significantly with MLNR this quarter and began opening discussions with the Ministry of Local Government (MLG), as well as the Department of National Parks and Wildlife. With MLNR ZILMIS and National Spatial Data Infrastructure (NSDI) opportunities, ILRG shared information on data collection protocols and our consortium partners and awaited MLNR clarity on how ILRG support could fit within the broader efforts of the Ministry. This will be further elaborated on in early 2019; however, any support to ZILMIS or NSDI will need to be evaluated against overall ILRG resources and the Ministry's engagement with ZIFL-P and other cooperating partners, as ILRG would not want to duplicate existing technical assistance provided through ZIFL-P. Nevertheless, ZILMIS and NSDI remain important collaborators as they have the opportunity to make ILRG-supported data collection visible and to act as a source of useful information for ILRG.

ILRG held introductory meetings with MLG and discussed opportunities to support district planning processes. The relationship with the Department of Physical Planning resulted in requests from MLG for assistance in: 1) GIS capacity-building with district officials; 2) piloting and revision of a manual for community engagement in the development of local area plans; and 3) piloting a planning agreement and subsequent guide development with one or more chiefdoms. These suggestions have been built into the upcoming grant requests for applications.

Toward the end of the quarter ILRG was introduced to the Department of National Parks and Wildlife, which provided inputs into scopes of work for grants to support community-based wildlife management. These relationships will be further developed in early 2019.

Finally, ILRG continued relationships with the House of Chiefs, through an introduction to the new chairperson, and also continued engagement with the Department of Resettlement in relation to historical resettlement areas in Petauke (discussed below).

Land Policy: ILRG provided technical assistance to MLNR's land policy development process. Following the February 2018 rejection of the policy by Zambia's chiefs, and a subsequent national meeting of chiefs in May 2018 to produce comments on the policy, there had been limited public action on the policy. In mid/late 2018 a few important stakeholders provided feedback on the policy, particularly related to provisions that would limit the ability of foreigners to own land in Zambia. With

Thanks for all the work that has been put into this policy review. The excel sheet is very helpful to immediately respond to the Chiefs submissions. This input shall therefore be used to finalize our response. We are hoping that we shall have a dialogue with the House of Chiefs with them having read our responses. Whatever comes out of this will give way to the next stage of making changes to the draft policy document, having mutually agreed on the key issues.

- Ministry of Lands, Zambia

political pressure to advance the policy before 2019, as well as an opportunity to address the House of Chiefs in December 2018, ILRG offered technical assistance to help the Ministry consolidate comments from stakeholders and chiefs and identify areas of misunderstanding or substantive disagreements. ILRG produced two documents at the request of the Ministry: a review of the policy against stakeholder comments and international best practices, and a summary of comments/recommendations from chiefs. During this time, ILRG continued to stress with MLNR the importance of an open and inclusive process and highlighted a perceived need from civil society and chiefs for additional consultation. The Ministry noted that these products were essential in advancing the process, though ILRG did not see evidence of their use, or of MLNR engagement during the meeting of the House of Chiefs in December 2018. The Ministry requested that ILRG be prepared to support a review of legislation in early 2019 to support implementation of a revised Land Policy. ILRG remains on call to provide support to MLNR's legal and policy revision process.

3.3.3 ADVANCING COMMUNITY-BASED LAND ADMINISTRATION FOR IMPROVED PLANNING

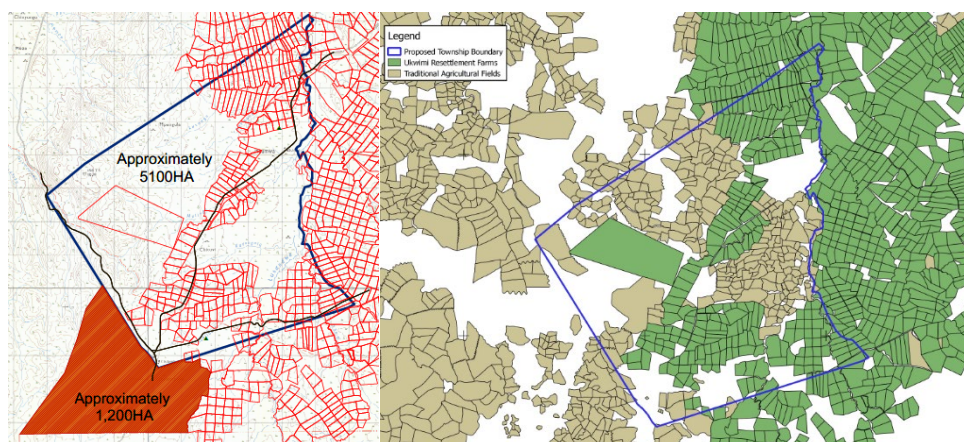
ILRG's approach to field implementation will be through partnerships with organizations based in rural districts. Partners will use and adapt co-developed methodologies and tools, building on previously deployed systems. These will be adapted to the needs of local partners and the development goals, for example around improved wildlife management, reduced deforestation, reduced conflict, improved integration of decentralizations functions. ILRG will release requests for applications for grants under contract in early 2019, but the core technical team has supported activities in recent months to take advantage of current developments.

3.3.3.1 NATIONAL SYSTEMS

ILRG's goal of sustainability and scalability of customary land documentation and administration processes requires investment in a low-cost, flexible system for collecting and managing data based on specific needs of partners, while providing a core set of data that is consistent with international best practices to allow for long-term viability and acceptance of data. As a result, an administrative "maintenance system" is necessary for ILRG Zambia. During this quarter, ILRG evaluated the options for: 1) development planning data; 2) systematic documentation; and 3) administration of household land information data. ILRG's evaluation was carried out by ILRG consortium members Tetra Tech, Terra Firma, and Innola Solutions and included a consideration of both Zambia and Mozambique systems with the assumption that the approaches are similar and would benefit from broad alignment between the approaches. The assessment considered the needs in Zambia and Mozambique and the viability of government systems, existing non-governmental platforms, and development of a new platform. While collection of development planning data and systematic certification data can be carried out using existing systems/approaches, the assessment concluded that customary household land administration data will require the development of a new maintenance platform tailored to Zambia and Mozambique. In the coming quarters, ILRG will work on developing this platform to meet Zambia and Mozambique data management needs. USAID will be closely involved in the decisions on next steps regarding any investment in land administration, recognizing that partner Terra Firma will be funding development of a database associated with the larger CaVaTeCo process. The land administration work will be focused on workflows and data management needs of local partners. In each case the administration needs will adapt to local situations but the data models will be consistent between countries/partners, as will the customary land administration principles guiding the rollout. Additionally, ILRG will carry out an assessment, led by Global Land Alliance, to examine the user interface needs to make a customary land administration platform functional.

3.3.3.2 PETAUKE

ILRG plans to build on existing USAID experience in Petauke to support district development planning, household land administration, and improved management of wildlife in the district. During this quarter, ILRG responded to requests from the district council of the new Lusangazi District, which is



Lusangazi Township boundary maps as requested by council (without evidence of customary landholdings) on left, and as delivered by ILRG (with evidence of customary landholdings) on right

establishing a new township within the area where USAID previously supported mapping of household land. This area includes both state land resettlement farms and customary villages. ILRG participated in the initial boundary walk by the district council and representatives of Chief Sandwe and developed maps with the district to show the affected households. At the same time, ILRG has continued engagement with the Resettlement Department to examine how the over 3,000 farms in the Ukwimi Resettlement Area could be fully titled with MLNR. The Resettlement Department has requested support from ILRG to visit each of the affected farms to verify details. While ILRG is able to provide

technical support in data analysis, ILRG is reluctant to fund the Resettlement Department to carry out work that they have neglected to do over recent decades. As a result, ILRG is communicating with the ZIFL-P activity regarding their potential to support the Resettlement Department in completing the titling process in Ukwimi. The primary risk regarding this would be that the process may be drawn out.

3.3.3.3 CHIPATA

Similar to Petauke, a new district, Chipangali, is being established in the area where USAID previously supported documentation processes. However, while the chiefs welcome the district establishment, they currently do not agree with the new district authorities on where the township should be created. Chipata District provides opportunities for working with multiple chiefs and understanding appropriate customary land administration structures but does not have wildlife management opportunities. However, in both Chipata and Petauke, ILRG is exploring partnerships to use customary land information to deliver benefits, including microfinance. ILRG has opened up discussion with the Rural Finance Expansion Program and Zambia's Credit Reference Bureau to identify whether customary land data can be used to de-risk credit in the absence of collateral.

3.3.3.4 WILDLIFE AND NATURAL RESOURCE MANAGEMENT

Building on USAID interests in advancing wildlife management results, ILRG will release a multiple award request for applications to implement approaches that test new models for community wildlife and forest management. ILRG met with conservation non-governmental organizations (NGOs) and began preparations for a review of community-based natural resource management (CBNRM) policy evolution in Zambia and opportunities for new approaches, which will be carried out in the coming quarter through the learning agenda. These discussions will inform initial partner selection, which may be anywhere from one to three awards late in the coming quarter.

3.3.4 CAPACITY-BUILDING

ILRG spent the latter half of the quarter developing capacity-building indicators across the broader ILRG program that will be applicable for Zambian partners. ILRG received a request from the House of Chiefs to support an activity on capacity building on land administration and governance, as well as a request from MLG to support GIS capacity within partner local government institutions. As ILRG launches its first grants in the coming quarter, it will undertake initial assessments with partners and work toward capacity-building plans.

3.3.5 LEARNING AGENDA

ILRG Zambia's learning agenda for year one is focused on gender, youth, CBNRM, and a political economy analysis of the land sector. During the past quarter, ILRG engaged an intern through USAID's Young African Leaders Initiative to carry out an assessment of youth and land issues, which considered urban and rural youth, as well as high and low-density areas. This assessment included dozens of focus group discussions with youth and will be completed in early 2019. With respect to gender, ILRG's Gender Advisor will visit Zambia and Mozambique in early 2019 to provide insights into the work plan gender and social inclusion integration, as well as to advance gender learning objectives in both countries. With respect to the CBNRM study, ILRG began discussions with Maliasili Initiatives, an African conservation leadership organization, to carry out the review of policy advances and implementation opportunities for ILRG and broader capacity and leadership building opportunities that are expected to be supported in part by Maliasili in Zambia in the coming years. This collaborative approach will ensure that the findings of the assessment will be used by organizations beyond ILRG in the coming years. Finally, ILRG collected data and experiences associated with a political economy analysis of the land sector to be developed during the coming two quarters by the COP and Country

Coordinator. Tailoring the analysis to be constructive while also realistic and transparent will be a major challenge in the development of this paper.

3.3.6 GENDER CONCERNS

As noted above, ILRG has made efforts to engage with the USAID gender focal point to identify opportunities for synergies between program activities and USAID's broader activities on gender and women's empowerment, gender-based violence, and early childhood marriage, particularly as they relate to working with customary leaders. ILRG has requested grant applicants to demonstrate their integration of gender and social inclusion concerns in their applications and subsequent awardees will be supported to ensure inclusion in their activities. ILRG's Gender Advisor will visit Zambia in January 2019 to work with the program on further integration.

3.3.7 SUSTAINABILITY AND SELF-RELIANCE

ILRG's approach to implementation in Zambia is focused on sustainability, scalability, and self-reliance through the use of free, open source solutions that are modular and can be repeated across multiple chiefdoms and districts. ILRG is also asking all local partners to develop sustainability strategies that include monetizing their services in collaboration with local chiefs. The viability of these strategies remains a work in progress, as communities do not have a customary history of paying for services.

3.4 MEXICO: TERM ACTIVITY

The term portion of the ILRG contract includes activities in Mexico. In the contract, activities in Mexico were anticipated to address land conflicts related to the development of wind and solar clean energy opportunities. In particular, the contract envisioned support to the implementation of Mexico's laws mandating social impact assessments and indigenous peoples' consultations for all energy projects. It called on ILRG to work with the government to strengthen the capacity to review social impact assessments and develop processes for consultations. This effort would include partnering with at least two businesses investing in the energy sector to implement best practices for responsible land-based investments.

As of the January 2019, USAID/Mexico's interest in implementing the above activities is unclear. As a result, these activities are on hold pending discussions between E3/LU and USAID/Mexico. ILRG will continue to discuss with E3/LU how this activity will be further developed, integrated into other existing activities, or reprogrammed.

3.5 INDIGENOUS PEOPLES POLICY CONSULTATION: COMPLETION ACTIVITY

USAID has developed a draft Policy on Indigenous Peoples' Issues to guide its engagement with indigenous peoples. One of the first activities identified under the completion portion of the ILRG contract was to organize a consultation on the draft policy with representatives from indigenous peoples' organizations in Washington, DC.

The ILRG and USAID teams established a strong rapport early in the activity implementation and held weekly touch base call to enable ILRG to successfully implement this activity. ILRG was responsible for organization of the consultation meeting, including drafting the initial agenda; sending the invitations; identifying and contracting a venue, facilitators, and simultaneous interpretation services; translating the draft policy into French and Spanish and circulating for participant review in advance of the meeting; arranging travel for representatives of indigenous peoples' organizations; organizing a dry run; and providing on-site event management. In addition, ILRG developed an online platform for receiving written comments on the draft policy and took extensive detailed notes of the discussion at the event.

Following the event, both written comments and the comments heard at the consultation meeting were synthesized into a final report. The final report and the detailed meeting notes were provided to USAID; the final report was also translated into French and Spanish and shared with participants, as well as being posted to USAID's Development Experience Clearinghouse.

A total of 46 people attended the event, including 18 representatives of indigenous peoples' organizations, 13 NGO representatives, one independent consultant, eight US government representatives, and six Tetra Tech staff. The representatives from indigenous peoples' organizations were from Bangladesh, Botswana, Burkina Faso, Democratic Republic of the Congo, Ecuador, Guatemala, Guyana, Indonesia, Kenya, Nicaragua, Panama, Paraguay, and Peru.

The consultation was a complex and time-constrained activity that required moving quickly and carefully to ensure all the technical and logistical pieces were in place for a successful consultation meeting. The participants gave constructive feedback and recommendations for revising the draft policy to improve its effectiveness, while also acknowledging that the policy is an important and positive step. Moreover, several participants saw the consultative process and the draft policy as an opportunity for USAID to begin to strengthen engagement with indigenous peoples as partners; improve collaboration, communication, and information-sharing; and ensure that indigenous peoples' rights are acknowledged and respected by USAID and its implementing partners. It is expected that remaining funds associated with the draft Policy on Indigenous Peoples' Issues will be programmed in the coming months.

USAID/ILRG Debriefing from IP Consultation Meeting

"We did a good job of organizing with content and had a breakout that was good. It came together structurally and allowed for the conversation to move organically."

"We invited participants who were ready to be engaged, but we hit the right diversity of exposure to USAID. Some were comfortable putting comments forward even if they had less experience in the environment; there was a nice balance of long-term exposure and those new to the process."

"The meeting went really well. We achieved more focused and meaningful discussion than I actually expected."

- USAID and ILRG team members

3.6 SUPPORTING DEFORESTATION-FREE COCOA IN GHANA: COMPLETION ACTIVITY

West Africa is the world's predominant supplier of cocoa, yet its aging trees are becoming less productive, presenting long-term risks to cocoa supply. Smallholder cocoa has been the dominant driver of deforestation in Ghana over the past twenty years. The government of Ghana and cocoa buyers have made specific commitments to reduce and eliminate deforestation from their supply chains. Supporting rehabilitation of farms with international best practices and supporting local-level forest governance and land use planning has the potential to increase yields, reduce deforestation, and improve livelihoods in Ghana's cocoa producing regions. Yet cocoa producers face significant barriers to farm rehabilitation, including lack of upfront financing to rehabilitate and survive the years before new cocoa trees produce; lack of access to best practices for farm establishment; and insecure land and resource rights, particularly for women and immigrant farmers, who make up much of the rural population.

In 2016 – 2017, USAID, ECOM, and the Hershey Company (Hershey) collaborated on a pilot under the USAID-funded Tenure and Global Climate Change (TGCC) project that developed and tested a financial model for cocoa farm rehabilitation across a few hundred acres, as well as an inclusive household land documentation process in the community of Nyame Nnae in the Asankrangwa area of Wassa Amenfi West District. These partners are interested in scaling up this work to have a landscape-level impact on forests, communities, and productivity, but recognize that the current farm rehabilitation and land documentation models need refinement. Additionally, the connection between farm rehabilitation and

improved land governance, including land use planning, and reduced deforestation and increased carbon stocks was not examined in the pilot due to the short timeframe and small sample size. It was assumed that further landscape-level governance and planning work would be needed to drive these forest protection and regeneration results.

Under ILRG, USAID, ECOM, and Hershey will continue collaborating with a goal to finalize and prepare to scale up a financially viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector that – in combination with land use planning – can be linked to reduced deforestation, increased carbon stocks in the cocoa landscape, increased cocoa farm productivity and resilience, diversified farmer incomes, and improved livelihoods. The first two years of the partnership, tentatively called the bridge phase, will focus on further testing and refining three components of the approach: ECOM's Farm Rehabilitation Services, to develop a commercially viable model that can be offered to farmers at scale; a cost-recovery model for cocoa farm documentation services; and an approach to landscape-scale governance and land use planning in Asankrangwa to ensure that forest carbon stocks are protected and enhanced.

The bridge phase will result in a decision by the partners whether or not they will scale up the approach, and if so, the timeline and costs required to do so. Scaling up will require substantial private financing for farm rehabilitation and tenure security that may come from a combination of ECOM, Hershey, other companies, Ghanaian financial institutions, or international financial institutions. The bridge phase will aim to reduce risks to this investment and identify options to further reduce risk. Scaled-up private investment into farm rehabilitation and improving tenure security will most likely need to be accompanied by sustained government and/or donor investment into land use planning to strengthen land and forest governance.

To develop the implementation plan for the bridge phase, ILRG held a workshop in Accra in November. The workshop involved a total of 29 participants actively engaged in discussions around the environmental and social dynamics of deforestation and cocoa; farm-level clarification and documentation of tenure rights; land use planning in the cocoa forest landscape; and farm-level renovation of cocoa farms. The cross-cutting theme of gender integration and social inclusion was discussed throughout the workshop and was complemented by a presentation by ILRG's Gender Advisor, Jen Duncan. Additional sessions included a summary of the work by the USAID Communications, Evidence, and Learning project to establish baseline assessment indicators and the USAID Climate Economic Analysis for Development, Investment, and Resilience project's parallel research on the dynamics of the cocoa economy.

The workshop intent was met in generating a wide variety of recommendations for renovating cocoa plantations under the management of small farmers in the Wassa Amenfi West District in a manner leading to the reduction of deforestation of primary and secondary forests resources in the landscape. Various incentives were discussed to improve the adoption of new approaches to cocoa tree rehabilitation, and namely, through the provision of land tenure security to small farmers.

Following the workshop, the ILRG team began drafting the implementation plan for the two-year pilot phase, with inputs from the private sector partners. The draft plan will be submitted to USAID in January 2019.

3.6 EMERGING COMPLETION ACTIVITY OPPORTUNITIES

ILRG completion activities are developed based on the field support approval process laid out in the ILRG contract (Section F.6), whereby a mission or bureau can add field support funds for new activities. This process is based on a mission or bureau activity manager providing a SOW to the Contracting Officer's Representative with a summary cost estimate. This is then shared with ILRG for the

development of a work plan and estimated budget, which become the basis for implementation following a series of approvals. In practice, this process requires significant back and forth to refine the scopes of work and budget parameters for activities. This section outlines the set of completion activities that have been under discussion or development, but which have not yet been formally approved.

3.6.1 INDIA: WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURAL ENGAGEMENT

Under ILRG, USAID and PepsiCo are interested in exploring the linkages between property rights, gender, and livelihoods in the potato supply chain in West Bengal, India. This process will focus on an initial assessment of women's role in the potato supply chain and the development of an implementation plan for women's economic empowerment between January and April 2019, followed by field implementation over the coming few years through a joint partnership between USAID and PepsiCo. ILRG partner Landesa will be primarily responsible for the land rights components of the assessment and implementation plan development, while Tetra Tech will support the agricultural extension and gender analysis. Preparations for the field assessment are in an advanced phase, and ILRG has submitted a draft budget and SOW to USAID and PepsiCo. The US government shutdown which commenced in December 2018 has the potential to disrupt the activity; however, Tetra Tech and Landesa have arranged a backup plan with support from PepsiCo to ensure that the shutdown does not delay implementation.

3.6.2 LIBERIA: COMMUNITY LAND PROTECTION FOR USAID IMPACT EVALUATION

USAID has expressed interest in having ILRG issue a grant in Liberia to complete a community lands protection (CLP) process across approximately thirty communities in Liberia. This work had previously been funded by other donors, and USAID had anticipated carrying out an impact evaluation of the benefits from the CLP. The work being discussed under ILRG will complete the partially carried out CLP process in some communities and support the process from start to finish in other communities.

The work is expected to be carried out independently by a grantee in Liberia, without substantial technical oversight from the ILRG team. A Tetra Tech staff member who currently works on the USAID/Liberia-funded Land Governance Support Activity will assist the ILRG team in managing this anticipated grant. ILRG is currently awaiting a draft SOW for this activity from USAID before work can commence on a draft budget.

3.6.3 BURMA: LAND POLICY AND LEGISLATION SUPPORT

E3/LU has advanced discussions with USAID/Burma regarding interest in mobilizing a land policy and legislation advisor for six months to a year to support the land law development process. These discussions have resulted in a draft position description and request for more information from USAID/Burma. At present, it is not clear whether this position/activity will advance.

4.0 PROJECT-SPECIFIC PERFORMANCE INDICATORS

Project monitoring and evaluation is carried out through two processes. For data associated with community engagement processes that seek to lead to registration of rights, data is queried from the project databases and summarized annually. Other sets of data are collected through quarterly submissions into an online platform (Ona) with supporting documentation. The project has a broad range of indicators, and each activity selects from the overall indicator list and in some cases may contribute new indicators. As a result, reporting out is done through both global tables, as well as country/activity specific tables. This quarter was mostly project preparation, so indicators are limited, though in the future they will include significant disaggregation. Where reporting only occurs annually a dash is placed.

N°	PERFORMANCE INDICATOR [AND TYPE]	REPORTING FREQUENCY	BASE-LINE	COUNTRY	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2019	LOP TARGET
Project Level: Improve land and resource governance, strengthen property rights, and build resilient livelihoods										
1a	Number of people with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance.	Annual	TBD	Mexico Mozambique Zambia	-					
1b	Number and proportion of people who perceive their tenure rights to land or marine areas as secure, as a result of USG assistance.	Y1, Y3, Y5	TBD 70% ¹ 67%	Mexico Mozambique Zambia	-					
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance [EG.10.4-1, Outcome] (subset of above)	Annual	0	Mexico Mozambique Zambia	-					
3	Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered [EG.10.4-4, Outcome]	Y1, Y3, Y5	N/A	Mozambique Zambia	-					
4	Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance [EG.10.4-3, Outcome]	Quarterly	0	Mexico Mozambique Zambia	0					
5	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance [EG.10.4-5, Outcome]	Annual	0	Mozambique Zambia	-					

¹ The baseline for Mozambique and Zambia come from [Prindex Report](#) (2018).

N°	PERFORMANCE INDICATOR [AND TYPE]	REPORTING FREQUENCY	BASE-LINE	COUNTRY	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2019	LOP TARGET
Development Outcome 1: Increase inclusive economic growth, resilience, and food security										
6	Number of land-based investments or partnerships where best practices have been incorporated [Custom, Outcome]	Annual	0	Mexico Mozambique Zambia	-					
7	Number of institutions with improved capacity (contributes to EG.11-2)	Annual	0	TBD ²	-					
22	Greenhouse gas (GHG) emissions, estimated in metric tons of CO2 equivalent, reduced, sequestered, or avoided through sustainable landscapes activities supported by USG assistance (EG 13-6)				-					
Development Outcome 2: Provide a critical foundation for sustainable natural resource management and biodiversity conservation										
8	Number of institutions or organizations strengthened and participating in land use or resource management planning using equitable approaches [Custom, Output]	Quarterly	0	Mexico Mozambique Zambia	0					
9	Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance [EG.10.2-2, Outcome]	Annual	0	TBD	-					
10	Number of hectares of community land holdings delimited or subject to participatory land use planning that improves sustainable natural resource management [Custom, Outcome]	Annual	0	Mexico Mozambique Zambia	-					
11	Number of laws, policies, or regulations officially proposed, adopted, or implemented as a result of USG assistance [Output] <i>Indicator is separated into six sub-indicators:</i> <ul style="list-style-type: none"> • 11a Climate Change Adaptation (AD), • 11b Sustainable Landscapes (SL), • 11c Biodiversity (BD), • 11d Land Rights (LR), • 11e Gender (GE), and • 11f Other (OT). 	Annual	0	TBD	-					
Development Outcome 3: Promote good governance, conflict mitigation, & disaster mitigation & relief										
12	Number of people implementing risk-reducing practices/actions to improve resilience to natural disaster as result of USG assistance [Custom, Outcome]	Project records, Annual	0	TBD	-					
13	Number of groups trained in conflict mediation/resolution skills or consensus-building techniques with USG assistance [DR.3.1-2, Output]	Quarterly	0	Mexico Mozambique Zambia	0					

² Dependent on future field support services.

N°	PERFORMANCE INDICATOR [AND TYPE]	REPORTING FREQUENCY	BASE-LINE	COUNTRY	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2019	LOP TARGET
Development Outcome 4: Empowerment of women and other vulnerable populations										
14	Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level [GNDR-1, Output]	Annual	0	Mexico Mozambique Zambia	-					
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) training/ programming [GNDR-2, Output]	Project records, Quarterly (considering land is an asset)	N/A	Mexico Mozambique Zambia	-					
16	Percent of participants in land or resource decision-making who are women or other vulnerable individuals [Custom, Output]	Annual	TBD	Mexico Mozambique Zambia	-					
23	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4, Outcome]	Y5	N/A	Mexico Mozambique Zambia	-					
Crosscutting: Evidence and Learning and Knowledge Management										
17	Number of learning and adaptive management events held [Custom, Output]	Quarterly	0	All	0					
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated. [Custom, Output]	Quarterly	0	Mozambique Zambia	0					
19	Percent of individuals trained in LTPR/LRG as a result of USG assistance who correctly identify key learning objectives of the training 30 days after the training [EG.10.4-2, Output]	Annual	0	Mexico Mozambique Zambia	-					
20	Number of people trained on best practice approaches to land-based investment and other project objectives [Custom, Output]	Quarterly	0	Mexico Mozambique Zambia	0					
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) [Custom, Output]	Quarterly	0	All	0					

ANNEX I: SUCCESS STORY



SUCCESS STORY

BRINGING INDIGENOUS PEOPLES' ISSUES TO THE FOREFRONT OF USAID'S POLICIES



PHOTOS: JOLYNESANJAK/TETRA TECH

Photos from top: Participants engaged in fruitful discussions on the draft policy and issues affecting indigenous peoples across the globe.

In recognition of the key role that indigenous peoples play in global development, USAID has drafted its first Policy on Indigenous Peoples' Issues to guide its engagement with indigenous peoples. The policy aims to ensure that every USAID activity that impacts the lives, territories, resources, or livelihoods of indigenous peoples engages them directly to make certain that their communities benefit, their rights are respected, and they can practice self-determined development.

As part of the policy development process, USAID invited representatives from indigenous peoples' organizations, as well as some international non-governmental organizations, to review the draft policy and provide feedback at a two-day consultation meeting in Washington, DC. Participants represented indigenous peoples' organizations from across Africa, Asia, and Latin America, bringing an array of perspectives based on their experiences in their own countries and regions.

The meeting provided a forum for meaningful discussion and constructive feedback on the objectives and principles in the draft policy, as well as its implementation. Participants praised the draft policy as an important and positive step for USAID and were excited about the opportunity to give input. Participants came to the meeting with a positive spirit, ready to engage. Jumanta Gakelebone, of the First Peoples of the Kalahari in Botswana, said, "I really appreciate USAID's thinking around this indigenous peoples' policy and consultative process; addressing indigenous peoples' issues is critical."

Participants saw the policy process, including the consultation, as an opportunity for USAID to strengthen engagement with indigenous peoples; improve collaboration, communication, and information sharing; and ensure that the rights of indigenous peoples are acknowledged and respected by USAID and its implementing partners. They expressed hope that the collaboration found at the meeting between USAID and indigenous peoples' organizations would continue and be reflected in USAID programming. One participant, Michael Tiampati of the Pastoralist Development Network of Kenya, said, "I appreciate the thinking by USAID to make this progressive commitment that addresses human rights and existing challenges confronting indigenous populations globally."

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
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ANNEX 2: PROJECT BRIEF



USAID
FROM THE AMERICAN PEOPLE



INTEGRATED LAND AND RESOURCE GOVERNANCE (ILRG)

An estimated 70 percent of land in developing countries is not documented, which means people in both rural and urban areas lack secure land rights, cannot make informed socioeconomic decisions or long-term, sustainable investments in land, and are more vulnerable in the case of conflict or natural disaster. A lack of secure land and resource rights is a limiting factor in conflict prevention and mitigation, countering violent extremism, inclusive economic growth, and agricultural productivity and food security.

USAID's Integrated Land and Resource Governance (ILRG) program – managed by the E3/Land and Urban Office – seeks to address this constraint through four inter-related areas of intervention:

- Supporting the development of inclusive land and property rights laws and policies;
- Assisting law and policy implementation, including clarifying, documenting, registering, and administering rights to land and resources;
- Increasing the capacity of local institutions to administer and secure equitable land and resource rights; and
- Facilitating responsible land-based investment that creates positive outcomes for communities and investors.

Through these components, ILRG can provide both short- and long-term assistance, including assessments, legal and policy support, private sector engagement, institutional capacity building, pilot projects, and full-fledged field implementation. ILRG was designed as a flexible, responsive field support mechanism under the Strengthening Tenure and Resource Rights (STARR) II IDIQ. The program gives USAID operating units and missions around the world an opportunity to request support for a wide array of services to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for strong economic growth, stability, resilience, and self-reliance. ILRG's services can be used to support a number of US government strategic foreign assistance initiatives and earmarks, including: democracy and rule of law; gender equality and women's empowerment; Feed the Future; conflict mitigation and management; economic growth; biodiversity and natural resource management; and global climate change.

PROGRAM INFORMATION

ILRG's initial engagements are focused in three countries: Ghana, Mozambique, and Zambia. In Ghana, the project is collaborating with the private sector to create a sustainably financed farm rehabilitation and land tenure strengthening model to increase cocoa productivity and reduce deforestation around smallholder cocoa farms. In Mozambique, the project is focusing on supporting communities and individuals to negotiate fair agreements with the private sector. In

Photo: USAID/TGCC

Zambia, the project is working with the land policy process, customary land administration and service delivery, capacity-building for civil society and government, and natural resource governance and tenure around protected areas to improve wildlife management.

ILRG launched in July 2018 and runs through July 2021, with option years extending to July 2023. The ILRG consortium includes seven partners with strong, complementary capabilities in land and natural resource tenure and governance: Tetra Tech ARD (prime contractor); Columbia University; Land Alliance; Landesa; Terra Firma; Innola Solutions; and Winrock International. The program will also work with local partners in the countries in which it operates through a grants under contract component.

Ceiling: \$25 Million

Period of Performance: July 2018 – July 2021 (plus 2 option years to July 2023)

Available for Mission Buy-in: Yes

Competitive Procurement Required for New Activities: No

ILRG TECHNICAL ASSISTANCE



CURRENT PROJECTS



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 Tetra Tech ARD

ANNEX 3: LIST OF MEDIA

No media items relevant to the project were published or produced in this period.

ANNEX 4: PROJECT STAFF

TABLE I. PROJECT STAFF

NAME	ORGANIZATION	TITLE	EMAIL
Cristina Alvarez	Tetra Tech	Home Office Project Manager	cristina.alvarez@tetrattech.com
Kaoma Chenge	Tetra Tech	Zambia GIS and Database Management Specialist	kaoma.chenge@tetrattech.com
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Robert O'Sullivan	Winrock	Winrock Ghana Task Lead	robert.osullivan@winrock.org
Jolyne Sanjak	Tetra Tech	Indigenous Peoples' Consultation Task Lead	jolyne.sanjak@tetrattech.com
Matt Sommerville	Tetra Tech	Chief of Party	matt.sommerville@tetrattech.com

ANNEX 5: DATA

No data was produced by the project in this period.

ANNEX 6: LOE SUMMARY

TABLE 2. TERM LOE EXPENDED TO DATE

LABOR CATEGORY	BASE PERIOD LOE	LOE EXPENDED THIS QUARTER	LOE EXPENDED TO DATE	LOE REMAINING FOR BASE PERIOD
Long-Term US/TCN Professionals	0.00	0.00	0.00	0.00
HQ Technical/Administrative Staff	1,630.50	116.16	173.66	1,456.84
Long-Term CCN Professionals	2,188.00	138.00	138.00	2,050.00
Long-Term CCN Support	2,183.00	48.50	48.50	2,134.50
Consultants	1,418.00	0.00	0.00	1,418.00

