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WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY INITIATIVE (W-GDP) WORK PLAN

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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LIST OF ACRONYMS

ACOR	Alternate Contracting Officer's Representative
ARISA	Advancing Rights in Southern Africa
CEL	Communications, Evidence and Learning
CFMG	Community Forest Management Group (Zambia)
CLC	Community Land Committee (Malawi)
COMACO	Community Markets for Conservation
COP	Chief of Party
COR	Contracting Officer's Representative
CP	Cooperating Partner
CRB	Community Resource Board (Zambia)
CSO	Civil Society Organizations
DAO	District Administration Officer
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
ECOM	Ecom Agroindustrial Corp.
FAO	Food and Agriculture Organization of the United Nations
FY	Fiscal Year
FZS	Frankfurt Zoological Society
GALS	Gender Action Learning System
IDIQ	Indefinitely Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MLNR	Ministry of Land and Natural Resources (Zambia)
MOCTA	Ministry of Chiefs and Traditional Affairs (Zambia)
NRM	Natural Resource Management
SAIRLA	Sustainable Agricultural Intensification and Learning in Africa
SOP	Standard Operating Procedures

SPEED+	Supporting the Policy Environment for Economic Development
STARR II	Strengthening Tenure and Resource Rights II
TLMA	Traditional Land Management Area (Malawi)
TO	Task Order
USAID	United States Agency for International Development
VAG	Village Action Group (Zambia)
W-GDP	Women's Global Development and Prosperity Initiative
ZIFL	Zambia Integrated Forest Landscapes
ZNCRBA	Zambia National Community Resource Board Association

I.0 INTRODUCTION

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, governments, academia, and the private sector through 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.

As of the end of fiscal year (FY) 2019, ILRG had multi-year activities in Zambia, Mozambique, Ghana and India, with additional preparations underway for support to community land protection in Liberia, and discussions began on opportunities in Malawi and Madagascar. Near the end of FY 2019, ILRG was informed that it would program funding related to the Women's Global Development Prosperity Initiative (W-GDP) with the aim of implementing activities in existing and new ILRG geographies over approximately two years. This work plan is focused on describing how these funds will be programmed, recognizing that opportunities differ in each geography, as do the amount of time and effort required to build a common understanding with USAID missions, host country governments, and partners. This work plan also recognizes the importance of coordinating with USAID's Communications, Evidence and Learning (CEL) program, which will be undertaking W-GDP activities in some overlapping geographies, as well as the Advancing Rights in Southern Africa (ARISA) project. W-GDP activities will be fully integrated into the implementation plans and associated budgets for each country, but are presented here to focus specifically on a global W-GDP work plan. ILRG was awarded July 27, 2018. The TO has a three-year base period (through July 2021) and two one-year option periods. Any changes to this plan related to COVID-19 will be reflected in quarterly reports.

2.0 ILRG W-GDP PROGRAM MANAGEMENT

2.1 ADMINISTRATION

Global Team: Globally, ILRG presents a flexible program design with streamlined core project management functions. The ILRG Chief of Party (COP) (based in Zambia through fiscal year 2021) and Deputy Chief of Party (DCOP) (based in Portugal) have been the only full-time members of the global project team to date. As of January 2020, ILRG is recruiting for a full-time W-GDP Coordinator, who will also fill the contract's Gender Advisor role.

The team is supported by a home office Project Manager and Deputy Project Manager, as well as on-call Contracts, Grants, and Procurement Manager, Grants Specialist, and Monitoring, Evaluating, and Learning (MEL) Specialist (based in Burlington, Vermont), and a communications consultant. In addition to the COP and the Gender Advisor, the ILRG technical team includes a Land Tenure Specialist, who provides cross-cutting support to activities.

ILRG Consortium: ILRG is implemented by prime contractor Tetra Tech with subcontractors including Terra Firma, Landesa, Global Land Alliance, Innola Solutions, Winrock International, and Columbia University. Most ILRG field activities are implemented through grants or subcontracts with local partners based in-country and technical oversight by task managers who report back to the COP. Additional operational and financial oversight is carried out by the DCOP or her designee.

Country Teams: Within each W-GDP country, ILRG will have a dedicated Gender Advisor, who will lead the delivery of W-GDP results and will have a technical line of reporting to the global W-GDP Coordinator. In some cases (e.g., Malawi), this Gender Advisor is also expected to be the Country Coordinator. W-GDP activities will be explicitly reported on in weekly updates. Each of ILRG's term and completion tasks are supported by a specialist task manager, with varying levels of in-country or global engagement, depending on the activity.

USAID Management: On the USAID side, each individual task includes an Activity Manager from E3/LU, and in many cases a focal point from USAID missions or other offices, to manage technical direction in close coordination with the Contracting Officer's Representative (COR) and Alternate Contracting Officer's Representative (ACOR).

2.2 COORDINATION, COLLABORATION, AND INFORMATION SHARING

Internal Coordination: ILRG's W-GDP Coordinator will lead on coordination within and among country teams, as well as ensuring that new partners, grantees, subcontractors, and staff are implementing according to country-specific and global W-GDP priorities. The team will build on existing use of WhatsApp across countries, as well as photo and story submissions from the field. Frequent W-GDP calls will be pursued at a country level, and periodically for a cross-country perspective.

Cross Project Coordination: Under the W-GDP work, ILRG's coordination with the CEL program will be particularly important. ILRG's W-GDP Coordinator will lead cross-project coordination on gender implementation, research, and policy engagement, to ensure alignment of activities and messaging both internally and within countries. This is also expected to promote larger project impact. She/he will also establish a relationship with the Advancing

Rights in Southern Africa project (ARISA), which has women's land rights as a focal theme in its countries, which include Mozambique, Zambia, and Malawi. ILRG will build upon its relationship with Landesa, which is a subcontractor with strong gender expertise under both CEL and ILRG to help facilitate the cross project coordination.

Deliverables:

- A combined (ILRG and CEL) W-GDP/land rights project brief, updated quarterly; and
- 1 – 2 page project briefs specific to each country's W-GDP objectives and impacts, reviewed quarterly.

2.3 ILRG'S GLOBAL APPROACH AND ALIGNMENT WITH W-GDP

As the most valuable factor of production (in addition to labor) in rural areas, land is a critical input to equitable economic opportunity for women and men. ILRG's work on land and resource governance through supporting stronger national policy frameworks, efficient and socially inclusive implementation of policy reforms, enhanced institutional capacity for good governance and service provision, and more socially inclusive and sustainable land-based investments provides a ready-made framework for advancing the goals and objectives of W-GDP.

ILRG's four components each present distinct opportunities to advance women's land rights and subsequently increase women's economic empowerment. In each W-GDP country, ILRG will evaluate strategic opportunities for W-GDP impact among law and policy; documentation of rights; capacity support; and private sector engagement, focusing on areas where opportunities for impact, scaling and sustainability are the highest.

The above approach aligns with W-GDP's Pillar 3 to promote an enabling environment that increases women's economic empowerment by reducing barriers and enhancing protections in policies, laws, regulations and practices (public and private) to facilitate women's participation in the economy. Two W-GDP objectives in particular are addressed through elements of ILRG's approach:

- **Owning and Managing Property:** Lift restrictions for women on owning and managing property, including limitations on inheritance and the ability to transfer, purchase, or lease property; and
- **Building Credit:** Ensure women's equal access to credit and capital to start and grow their businesses. Prohibit discrimination in accessing credit by gender or marital status.

ILRG's approach draws on: (1) the ILRG Gender Integration Strategy (2020); (2) W-GDP Pillar 3; (3) ILRG project components; and (4) the ILRG FY 2020 Work Plan. This work plan focuses on gender-dedicated projects and specific activities that fall directly within W-GDP Pillar 3. Side-by-side with these specific efforts, ILRG will continue to prioritize mainstreaming gender integration into all project activities, as described in the draft FY 2020 ILRG Work Plan.

3.0 MOZAMBIQUE

Impact Summary:

Three major international companies, who together own or source commodities from over 700,000 hectares impacting hundreds of thousands of farmers, will employ gender-sensitive approaches either: a) to the sourcing of agricultural and forestry products via ingrower or outgrower schemes, or b) to the formalized return of land to communities. Twenty thousand female farmers, in areas with strengthened land rights (including via USAID and other donor programs), will be directly engaged to increase their agency and negotiating abilities with these companies. As a result of this project, our working assumption is that all three companies change their national, and subsequently, global approaches to gender and agricultural contracts, and that other companies in Mozambique and elsewhere in Sub-Saharan Africa will have practical examples of gender-inclusive approaches when returning unutilized land to the state or communities.

Women comprise the majority of the agricultural labor force in Africa; in Mozambique, women traditionally cultivate the land for subsistence and ensure the nutrition of their families, while men are more engaged in commercial activities and paid labor and may also market products further away from the home. In parts of northern and central Mozambique, land for subsistence agriculture is customarily “owned” by women due to a matrilineal tenure system, where land is more likely to be “owned” by men in the patrilineal south. It has been documented by both ILRG and previous land delimitation projects that most new land titles in central and northern Mozambique are given to women.

However, women are less likely to benefit from agribusiness, since these opportunities are often dominated by men. Even if women are the formal landholders, men often dominate decision-making and manage most of the income from land, and especially as land becomes commercialized, men increasingly assert authority and decision-making powers over the resources. Reasons for this are many and include gender stereotypes, as well as women’s limited mobility, skills and access to information; all factors that tend to marginalize women from community leadership and limit their influence in farmer’s associations. Additionally, the burden of unpaid care work, such as household tasks and childcare greatly limits women’s ability to benefit from available economic opportunities. Several studies from matrilineal areas in Mozambique as well as neighboring Malawi show that despite holding formal land titles, women often lack the agency to transform this into economic empowerment.¹ Limited access to resources such as hired labor, equipment, financial resources, and markets, less access to education and training, and risks of sexual harassment and violence all mean that women have fewer opportunities to benefit from their land ownership.

This also means that women are much less likely to benefit from technical training and extension programs, despite often being more reliable agricultural suppliers. In many cases, outgrower

¹ See, generally, M. Bicchieri and A. Ayala. (2017) Legal Pluralism, Women’s Land Rights and Gender Equality in Mozambique: Harmonizing Statutory and Customary Law, available at: <http://www.fao.org/3/a-i7825e.pdf>; Villanueva, R. (2011) The Big Picture: Land and Gender Issues in Matrilineal Mozambique, available at: <https://www.landportal.org/fr/library/resources/landwiserecord672item722/big-picture-land-and-gender-issues-matrilineal-mozambique>; A. Djurfeldt, E. Hillborn, P. Mvula and G. Djurfeldt. (2018). “The family farms together, the decisions, however are made by the man” – Matrilineal land tenure systems, welfare and decision making in rural Malawi. *Land Use Policy*, 70, available at: <https://www.sciencedirect.com/science/article/abs/pii/S0264837717306683>; R. Kaarhus and S. Martins. (2012). How to support women’s land rights in Mozambique? Approaches and lessons learnt in the work of four main organisations, available at <https://norad.no/en/toolspublications/publications/2012/how-to-support-womens-land-rights-in-mozambique/>

contracts signed between companies and farming families are signed in the names of men, even if women are the formal landholders. There is, however, a strong business case for increasing women's involvement in agribusiness. For example, women's involvement as outgrowers can strongly increase their agency, economic independence, and control over family resources, and in turn there is a higher likelihood of improved family nutrition and investment in children's education. On the contrary, if gender inequalities are not considered when designing new opportunities and investments in the sector, existing inequalities will most likely be perpetuated and women's needs will not be met.

At the same time, experiences show that there are great benefits also for the private sector to engage more women, as they are often more reliable and stable suppliers. Women's increased involvement can improve productivity, product quality, and supply chain stability for agribusinesses, and improved gender awareness can also be an advantage for company branding and marketing.

ILRG's activity will work with companies to adapt their approaches to establishing contracts with farmers to access products and land by employing gender-sensitive tactics, as well as increase the benefits of these relationships to women, for example by providing access to jobs, training, extension service, credit, technology, markets, and decision-making. Identifying and implementing gender-sensitive modalities for ingrower and outgrower schemes with local producers will enhance women's economic empowerment and independence and increase their agency to generate benefit from their land. The new approaches will at the same time be an important building block of a good relationship between companies and communities, which will enable investments and productivity and reduce the risk of conflict. It will also examine and mitigate GBV risks that may emerge in the process of working on women's economic empowerment.

In a 2.5 year period, the project will work with Green Resources, Novo Madal and Portucel, three of Mozambique's largest agriculture and forestry investors, to amend their approaches to negotiating access to land and products.

Green Resources has nearly 360,000 hectares of land, of which the company wishes to return all but 40,000 hectares to communities. Some of this land has never been cultivated by the company, while other areas have standing forest plantations. The company wants to disinvest in these areas and will do so using modalities that favor women to access land and productive assets that can benefit their productivity and economic empowerment. This project will support the transfer of up to 200,000 hectares, benefiting the livelihoods of up to 300,000 people (160,000 women) through collective rights documentation, and 20,000 households through household level rights). In areas where there has been no development, and the land has effectively remained under the control of the local communities, the ILRG activity will assist with the implementation of the gender safeguards and gender sensitive methodologies that are inherent in the formal delimitation and registration of the rights to that land in the name of community legal entities. The focus will be on enhancing inclusivity and the meaningful participation of women in those land management bodies. In the areas where there are assets, including standing plantations, the focus will also be on ensuring equitable and/or affirmative female participation within commercially oriented entities that will need to be established to assume ownership and control over those assets. These efforts are expected to target up to 3,000 women to benefit from increased asset base and training support. Use of Empowered Entrepreneurship training will be among the methods considered.

Novo Madal is one of the largest landowners in Zambézia Province, with about 35,000 hectares of farmland in addition to forest and hunting concessions. The new owners, who purchased the

company in 2017, are shifting from a model of producing all of their own crops to a model that incorporates outgrower schemes with surrounding communities. The company has already returned a portion of its holdings back to local communities and is planning to return more land in the future. This returned land could also be used for outgrowing. It will also offer long-term leases to women on some of the company's own land in what is known as "ingrowing." For both the ingrowers and the outgrowers, Novo Madal will provide technical assistance in agricultural production of selected crops, facilitate or provide inputs such as seeds or fertilizer, supply extension advice, support post-harvest handling, and guarantee that Novo Madal will buy the products. As is common with outgrower schemes, costs of inputs such as seeds will be deducted from payment for the crop. ILRG will assist the company to develop a responsible disinvestment and ingrower strategy to impact 10 communities involving 2,000 women near Quelimane. If successful, Novo Madal will replicate this model; it may also be taken up by other companies in Mozambique and across southern Africa. The program will build upon other lessons on gender integration from within other ILRG partnerships, including work in India.

Portucel is interested in increasing the company's access to timber using outgrowers in Zambézia province. The company has been studying successful outgrower schemes through smallholders in Vietnam and is receiving some advice on how to best design outgrower schemes through the World Bank-funded Mozambique Forest Investment Project. Portucel has not previously had a gender-sensitive focus in negotiating access to land but is very motivated to increase partnerships with women as a means to positively influence productivity, sustainability, and community relationships. If funded, the project will initially focus on approximately 300 women as the model is initially tested and will be scaled up during the W-GDP timeframe to benefit up to 5,000 women across 2,000 hectares of land in Zambézia, with the expectation that the company will subsequently scale this work into other investment areas. Portucel requires 40,000 hectares planted to eucalyptus in its first phase (5,000 ha planted annually) to produce wood chips, increasing to 160,000 hectares (20,000 ha per year) to feed a pulp factory; as of November 2019 it only has acquired about 12,000 hectares. A well-designed and piloted outgrower scheme offers opportunities for many thousands of women in a business plan for this 50+ year initiative. The company is adamant that the pilot should be small and produce high quality results that will attract more outgrowers in the future; they fear that a pilot that is rushed through at larger scale is more likely to fail, undermining their efforts for decades to come.

In summary, there are four broad scenarios for the work of these three companies:

1. Return of land to community with no further relationship: Green Resources wants to divest itself of large land areas including passing the assets on the land to communities, which can be leveraged to create new economic opportunities for smallholder farmers and/or associations/cooperatives. The company itself has no interest in outgrower or ingrower relationships, as envisaged by Portucel and Novo Madal, but there are other off takers for commercial timber with whom relationships/contracts can be established.
2. Outgrowers on community land: Portucel and Novo Madal are interested in supporting production of and then purchasing selected agricultural commodities or timber grown by communities; the companies will use this to bulk up their own production on land they already control directly.
3. Outgrowers on land the company is returning to communities: Novo Madal has already returned some land to communities and is considering further land returns. Novo Madal would like to sign agreements to support production of selected crops in these areas as well as to buy the crops from farmers.

4. Ingrowers on company land, with long-term lease: Novo Madal has some existing and unchallenged rights to land that it has not been actively using. Community members have used some of this land for their own temporary farming. Novo Madal wants to develop “ingrower schemes” in which selected community members use clearly delimited areas of company land under long-term lease, receive the same support that is provided to outgrowers (e.g. technical assistance, seeds, etc.) and produce crops that the company will purchase.

The W-GDP project will support the companies to shift to these new approaches using a combination of activities, enabling them to design appropriate strategies to assure gender integration in all the systems described above.

Novo Madal has already handed some land over to communities that neighbor its company areas and has identified other land that could be handed over. It has also identified large areas of company land that community members will be able to use based on long-term contracts as ingrowers. It wants to further develop a model and expand outgrower and ingrower schemes over five farming seasons in six land parcels near Quelimane city. This involves three ‘second seasons’ between February – August each year, and two major seasons from October – April. The company has begun to provide some farmers with planting material and some technical support for selected crops and will guarantee purchase of the crop. The W-GDP project will support some costs of sensitization, equipment for farmers, and land preparation.

Portucel is interested in outgrowers but is quite risk averse. The W-GDP activities are designed to allow a core number of up to 300 farmers, mostly women, to experiment with production of eucalyptus on their own lands, in ways that will encourage Portucel to assume responsibility and sign purchase agreements before the end of the project. At the start, participating farmers will retain ownership of their trees along with the right to sell them to any buyers; there is high local demand for timber for daily uses such as construction and charcoal production, so this is not a high-risk venture for them. However, in addition to technical assistance and quality control, the project will provide annual payments to farmers to provide them with the financial cushion needed to keep the trees in the ground. Very few small-scale farmers, especially resource-poor women, can afford to put efforts and land into a crop like timber that doesn’t bring any income for eight years. Many companies provide inputs and technical assistance to contract farmers and then deduct these costs from payouts to farmers after delivery of the commodities; Portucel acknowledges that the retention of outgrowers’ timber would require annual payments to enable them to keep trees on their land for eight years. If Portucel does not sign long-term contracts with farmers by end of the third season (September 2022), farmers will keep the trees for their own use or to sell to whichever buyers they identify.

In all cases, involving outgrowers or ingrowers, the role as supplier to the companies will be combined with measures to improve production on women’s own farming land for subsistence, for example through access to seeds, extension, and technology to ensure the families’ livelihoods in periods with less income from the land cultivated through the company. The project will result in models that can be adopted by other companies, as well as implementing partners working with companies to assist communities, and that can be adapted to other geographical areas of Mozambique.

Women farmers have diverse interests and opportunities. The project will help develop models of ingrower and outgrower schemes that enable companies to develop mutually beneficial relationships of various types. For example, some women prefer to farm on their own land, but would appreciate being members of informal groups that enable them to access lower cost inputs, extension advice, and markets based on bulking up the harvest of individual producers.

Others prefer joining formally established associations that provide similar support to individual members. Still other women are attracted to working with formal associations or cooperatives involving collective production and collective marketing, with profits distributed to members. Formal producer cooperatives and associations have a mediocre track record in Mozambique, so this approach will not be pursued for the activity.

It is important to note that gender-sensitive agriculture can involve women's only groups, but it can also be addressed through mixed-gender efforts. In either case, gender issues will be addressed with men and boys, not only with women and girls. This approach is important in order to avoid creating conflict and resentment in households and communities that can lead to increased intimate partner violence and other problems for the women involved.

Apart from the direct impact on landholders, the project will potentially create a significant number of jobs that will be available to local community members, including some of the more vulnerable members of the community who are not in a position to engage in small-scale commercial agriculture. The companies will hire workers from the communities, and farmers involved as outgrowers or ingrowers would also potentially hire community members to perform casual or seasonal labor.

In agriculture, women tend to be limited to lower skilled, lower paid and less secure jobs because of generally difficult working conditions, gender stereotypes in communities and among employers, and limitations due to women's domestic and care responsibilities and lack of child care support. Day laborers are focused on securing their families' next meal, often in return for cash or in-kind payment in food. This in turn means that women lack income stability and are very vulnerable to discrimination and harassment in employment processes. The activity will work with the companies and outgrowers/ingrowers to develop strategies for improved work conditions for both women and men and to raise the companies' awareness of how to address key gender issues, for example through transparency in hiring processes, technical training of women, gender-sensitive health and safety measures, and mechanisms to prevent sexual harassment.

3.1 MOZAMBIQUE: MANAGEMENT AND ADMINISTRATION

Through W-GDP, ILRG will hire a dedicated Gender Advisor in Mozambique who will be initially responsible for field implementation in Zambézia Province, where activities will start immediately, as well as gender integration into the broader activities. Partner staff will undergo training in gender equality and will be provided with tools for mainstreaming. Lessons from the Zambézia work will be disseminated among other ILRG partners in other districts, as part of a multi-year process of W-GDP learning and engagement.

3.2 MOZAMBIQUE: PARTNERSHIPS

3.2.1 IMPLEMENTATION

ILRG will negotiate partnership agreements with Green Resources, Novo Madal, and Portucel for the implementation of the activity, which will be co-financed between ILRG and the companies. A memorandum of understanding will be signed with each company and ILRG, terms of reference for the different aspects of the work will be developed together with the companies, and ILRG will carry out due diligence on the partnerships. The community and company social capacity building components will be implemented through separate subcontracted awards for work connected to each company, to be awarded to service

providers identified through an open competition process. Opportunities for USAID to engage with each country will also be provided early in the process and then periodically as the program advances.

For the activity to address the most crucial barriers for women's empowerment, more in-depth knowledge of existing and potential barriers at household, community and company levels is needed. Therefore, in the first phase of the project, research will be carried out to increase understanding of issues such as inter-household decision-making structures, barriers to gender equality in community decision-making spaces, and previous lessons learned regarding incrementing women's negotiating power with companies. Both the research to be carried out in cooperation with CEL, and an already-planned gender assessment in Zambézia will feed into this project by providing crucial knowledge to inform project activities.

It is important to note that within the period of the activity, the number of direct beneficiaries with Novo Madal and with Portucel is limited. This reflects a clear wish from the companies that the strategies for building relationships with communities and female farmers are carefully designed and executed with a focus on smaller groups of beneficiaries at the start, to ensure that the models work well and respond to both companies' and communities' needs. With well-designed models in place, the companies anticipate scaling up to much larger numbers of beneficiaries and making use of gender-sensitive modalities for community partnerships, a common company policy and practice. The potential long-term impacts on agricultural productivity, investments in the agriculture and forestry sectors, as well as strategic capacity-building of local farmers are therefore very significant.

Key potential activities include:

- Delimiting company land that will be ceded back to communities with cost-share provided by private sector partner;
- Establishment of community-level commercial entities to take over standing assets (such as existing timber plantations) where possible, with focus on benefits to women; this would include support with business plan development;
- Engagement analysis: Carry out an analysis of how each company engages with male and female rights holders to access commercial products or land. The analysis will also assess perceptions and diverse perspectives within the communities toward the companies. This process will be designed using lessons from the USAID Inova and Supporting the Policy Environment for Economic Development (SPEED+) projects.
- Company policy: Provide input to development of formal corporate policies by Portucel and Novo Madal management outlining the companies' gender-sensitive approaches to outgrowing and ingrowing schemes. In the case of Green Resources, this will look at the policy for releasing their land. Policy input will be designed using lessons from the USAID Inova and SPEED+ projects.
- Gender trainings of company staff: Build capacity, awareness, and engagement in gender-sensitive approaches to outgrower, ingrower, and employment relationships. Each company will embed focal employees within the activities and the partnership will be linked to national company management. Companies will be trained in practical approaches for gender integration into their practices as well as tools for monitoring gender-related impacts of their engagements with communities. In particular, training will focus on risks, including GBV-risks and mitigation strategies.

- Develop and adopt grower models that have explicit incentives for female farmer engagement: Help companies to design grower schemes suited for their key commodities, involving either outgrowers, ingrowers, or both. These will include financial incentives and subsidies, development of targeted communications and marketing to maximize participation, access to credit, resources, technology, seeds, and mechanization for land preparation and weeding, as well as payment schemes based on women's needs and constraints, all specified in clear contracts that confirm the rights and responsibilities of farmers and companies. Support will be given to maximize vulnerable women's opportunities for qualifying for the program as producers or employees.
- Training women: Train women (some as members of farmer's associations, some as individuals working in informal groups) in production of selected commodities, marketing, business management, negotiation, and other technical aspects. Training will also be provided via existing mixed-sex associations to ensure qualitative female participation, decision making, and control of resources. These trainings will emphasize agency-based leadership skills, alongside technical skills.
- Introduce practical measures for gender equality: Ensure that participation in the program is compatible with women's multiple roles and needs; for example, providing childcare if needed and supporting subsistence production of own land by providing improved seeds, training, extension services, market access, and technology.
- Adopt standard operating procedures (SOPs) around community engagement on land issues to that are gender sensitive: Develop procedures for contracting that favor women and arrangements to buy only from women's farmers associations and groups; technical support staff should be gender balanced and have gender capacity.
- Facilitate learning exchanges (together with CEL) among implementing partners to share SOPs, guidelines and best practices. This work is expected to lean on SPEED+ private sector engagement activities. It will develop specific learnings with each private sector partner to inform their individual approach, as well as broader, cross-partner learnings to contribute to global best practices.
- Identify and prioritize crops that can potentially increase women's income, as well as increase women's access to training and improved markets: Prioritize crops already dominated by women (subsistence crops) and create opportunities for women to enter value chains traditionally dominated by men (cash crops). Involve young men and women family members in access to training and knowledge to strengthen youth to take on future opportunities as farmers. In addition, some of the farmers' land should be set aside for production of food crops.
- Engage communities directly with awareness, leadership, and negotiation support: Develop gender-focused materials and outreach modules on women's rights, and support women in engaging in negotiations around land access and agricultural productivity. Support gender-balanced inter-household decision-making and sharing of income; for example, by providing training to households carried out by local change agents in a culturally sensitive way. This will include support on the development of business plans, and other approaches for women and women's groups to benefit from their property.

- Ensure women's qualitative access to and use of training: Ensure that trainings are planned in a way that take all women's restrictions into account. Use female trainers and accessible language and ensure actual participation in trainings for both men and women.
- Increase market access for women: Sourcing directly from women's groups, provide safe transport and improve access to knowledge of markets. Transfer money to accounts rather than cash and include other measures to reduce risks for women traders.
- Make the business case of increased investment in women smallholders: Identify and disseminate best practices, identify female role models and male gender champions, and develop materials for broader dissemination to companies, communities, and decision-makers. National level learning materials, and advocacy / outreach campaigns, will be among the approaches explored in collaboration with funding from the Land Evidence for Economic Rights and Gender Empowerment program.

3.2.2 DELIVERABLES

The deliverables will enable experiential learning to be fed into a variety of policy and implementation-related discussions, across the public and private sectors.

- a) An engagement analysis per company;
- b) A capacity building needs assessment regarding gender sensitivity in procedures for Green Resources' disinvestment plans and with Portucel and Novo Madal regarding outgrower/ingrower schemes;
- c) One policy adopted each by Portucel and Novo Madal management outlining the companies' approaches to outgrowing and / or ingrowing schemes, enabling company employees, community members, local government and others to know broadly what to expect;
- d) Data collected to develop standard gender-sensitive operating procedures for companies engaging with communities on issues of land and production of targeted commodities, including analysis of male and female controlled crops, existing and potential markets, significant gender stereotypes and gendered barriers in households, communities and farmers associations, training needs etc.;
- e) Training of companies carried out, including multidisciplinary training to raise gender awareness, gender training of field staff and introduction of practical tools and approaches to implement gender sensitive strategies;
- f) Procedures manuals in place for Portucel and Novo Madal guaranteeing gender sensitive selection, contracting procedures, training and support in new commitments with community ingrowers, outgrowers and workers;
- g) Best Practice Document on Responsible Disinvestment from Land with specific reference to gender issues;
- h) Up to 200,000 hectares of land returned to communities (or in the process of return);
- i) 5,000 women farmers trained in production, marketing, business management, negotiation and other technical skills (across multiple partners);

- j) 40 existing mixed sex farmers' associations and commercial entities trained and supported to ensure women's participation and influence;
- k) Hundreds of new outgrower or ingrower contracts signed with women;
- l) Training of households and community associations in the positive impacts of women's economic empowerment, gender balanced household decision making and budgeting etc.; and
- m) Identification and dissemination of best practices and case studies of women's empowerment through private sector engagement.

4.0 ZAMBIA

Impact Summary:

In Zambia, W-GDP resources will help to create gender-inclusive guidelines for customary land documentation throughout the country, and will allow 20,000 women farmers to have their land rights documented for the first time, and tens of thousands of youth to be registered as persons of interest on land certificates to promote non-discriminatory inheritance practices. As a result of this land rights documentation process, thousands of these women will receive a credit score and receive access to financial services. The experiences from this engagement will be used to demonstrate low-cost approaches to rights documentation for women, while making the process more accessible to a broader section of Zambia's rural society, and demonstrating the benefits of extending financing to female recipients. ILRG will work with customary institutions, including the House of Chiefs, to demonstrate the impact of traditional leaders as gender champions, as well as support dialogue among male and female community leaders resulting in increases in women's participation, decision-making and benefits.

In the natural resource sector, the project will help to empower women through more job opportunities and increased representation and authority on local governance bodies for wildlife and forestry, which will in turn help to ensure equitable rights for women to these important economic assets within rural communities. The project will also support women's increased role in Integrated Development Planning processes at the district governance level, which would provide women—for the first time—with equal opportunity in planning the future use of their local economic resources. Critical assumptions for impact include ongoing goodwill from and excellent working relationships with traditional authorities; the continued development of vocal champions (both male and female) of gender empowerment through land rights from within customary communities; and—for maximum impact—the willingness of key additional stakeholders, such as the Ministries of Land, Local Government, and Gender, as well as other donors (such as the World Bank), to collaborate with USAID in taking on lessons learned and gender best-practice models developed through the project.

E3/LU has been engaged with USAID/Zambia since 2014, and the activities are largely directed by the priorities and interest of the Mission, with buy-ins related to natural resource management from the Mission's Economic Growth Office. With the award of ILRG in 2018, USAID/Zambia continued its investment in natural resource management and interest in the legal framework around land rights, particularly related to advancement of Zambia's Land Policy and land legislation, but also saw increased interest in the role of land rights in democracy, rights and governance. ILRG communicates broadly with the Economic Growth and the Democracy, Rights, and Governance Offices and engages USAID's gender officers broadly. ILRG remains flexible to the evolution of USAID Mission priorities. This includes opportunities in the coming year(s) to contribute to Feed the Future, as well as gender mainstreaming objectives.

Opportunities related to W-GDP in Zambia relate to influencing how the forthcoming Land Policy is rolled out, as well as the development of customary land documentation regulations, based on lessons learned on gender inclusiveness from USAID partners' experience. Along these lines, ILRG sees opportunities to align the women's land rights agenda with significant momentum around ending gender-based violence (GBV) and eliminating early childhood marriage through work with customary chiefs and their leadership structures.

At the community level, ILRG's partners on wildlife and natural resource management recognize the lack of women's engagement in the sector's leadership structure and individual job and training opportunities. ILRG will engage with institutions responsible for local governance of wildlife and forestry resources, such as Community Resource Boards (CRBs) and Village Action Groups (VAGs) to strengthen their ability to address gender equality issues within the sector.

Supporting further engagement with CRBs and VAGs through W-GDP funding will give ILRG an opportunity to work on bolstering women’s roles in existing organizations that have a legal/regulatory mandate, sources of income, elected membership, and the potential for real impact over sustainable resource governance at the local level. These organizations are also structures that scale across the whole country, thus offering opportunities to expand impact from successful pilot activities.

Finally, ILRG has been pursuing partnerships with financial technology companies on extending financial services to those with customary documents. This opportunity will be explicitly linked to W-GDP objectives.

Box 1: Efforts in Zambia to address gender-based violence and end early childhood marriage

The government, traditional leaders, civil society and donors alike have engaged in efforts in Zambia over the past several years to address GBV and eliminate early childhood marriage. Ongoing efforts, largely funded by DFID and with some USAID support, focus on communications and outreach campaigns to encourage social behavior change related to these two critical issues underlying gender equality. Some chiefdoms have established local secretariats to organize and lead these efforts, and a number of chiefs and chieftainesses have emerged as leaders in the reform movement. Options exist to integrate land and property rights into these existing processes.

For more information, see <https://www.girlsnotbrides.org/child-marriage/zambia/>.

4.1 ZAMBIA: MANAGEMENT AND ADMINISTRATION

In Zambia, ILRG’s Zambia Gender Advisor will lead the delivery of gender mainstreaming with grantees and subcontractors and will be responsible for specific gender and governance interventions on capacity building of customary and formal groups. ILRG is likely to engage one or more subcontractors locally to work on gender-related messaging and integration.

4.2 ZAMBIA: POLICY ENGAGEMENT

4.2.1 IMPLEMENTATION

USAID has supported multi-stakeholder dialogue on Zambia’s Land Policy over recent years, and has developed strong relationships with both the state and customary institutions vying over the direction of the policy. The implementation of the policy will be a major next step for ILRG’s contribution, particularly by aligning national gender mandates and international best practice in legislative review and development. ILRG is coordinating with the World Bank and Ministry of Lands and Natural Resources (MLNR) with respect to legislative reviews and will ensure a gender lens is applied to these processes, led by the W-GDP Coordinator. The largest opportunities lie with ILRG’s engagement with the House of Chiefs² and working with this body to 1) develop a chief’s policy statement on gender equality and customary land that will lead to 2) standard guidelines on customary land documentation processes, inclusive of gender-equity approaches and commitments. This process will be led by the Chair of the House of Chiefs, and supported by the ILRG team. A key focus will be on hosting regional events for chiefs that not

² Approximately two-thirds of the country accesses justice through customary leaders, led by 288 chiefs, who hold a high level of cultural and judicial sway. Many of these represent a new type of traditional leadership, having worked outside the community, and so bring a more nuanced experience and often a greater awareness about social—including gender-related—issues than many of the people they serve. Equipping these chiefs with more information and knowledge on approaches to gender equality and economic opportunity through land rights reflects an important opportunity for W-GDP funds to help catalyze real change for women at the community level.

only move toward a policy statement, but also aim to document and confront the gender inequities in customary land governance. ILRG will also support the hosting of an annual national land, natural resource management (NRM), and gender dialogue forum for practitioners and policy/legal/regulatory reforms.

4.2.2 DELIVERABLES

- MLNR: Gender-inclusive revisions to draft National Land Policy, as possible;
- MLNR: Gender implementation strategy for increasing access to and ownership of land for women within Ministry of Lands (coordinated with CEL);
- MLNR and Ministry of Local Government: Guidelines/strategy for land allocation for council-monitoring progress towards 50% allocation toward women (coordinated with CEL);
- House of Chiefs policy on gender and customary land;
- House of Chiefs-approved gender approach to customary land certification;
- Gender integration in the draft Customary Land Administration Act and regulations for the 2015 Wildlife Act;
- Gender modules developed and implemented in a traditional leadership and governance curriculum for the Chalimbana University Diploma in Traditional Leadership in partnership with House of Chiefs;
- Gender-inclusive model by-laws for CRBs and VAGs, integrating the provisions of the 2015 Gender Equity and Equality Act, based on documentation of best practices (below); and
- Annual national-level land, NRM, and gender dialogue forum for practitioners and policy/legal/regulatory reforms.

4.3 ZAMBIA: RIGHTS DOCUMENTATION AND GOVERNANCE SUPPORT

4.3.1 IMPLEMENTATION

Gender-Sensitive Documentation and Administration Process and Results: In line with Zambia's draft Land Policy, the Gender Equity and Equality Act, and the national Gender Policy, ILRG will continue to support customary land rights documentation in Zambia with a focus of ensuring gender balance and inclusion of women, as well as youth and minorities. This will ensure that the rights of over 20,000 women are documented and the rights of an additional 30,000 women administered, across five districts as a model for the implementation of the forthcoming customary land administration legislation.

ILRG's partners have become well-versed in carrying out customary documentation processes with communities. This process provides a means for social recognition of land rights that helps to resolve boundary and inheritance disputes. It may also provide incentives to adopt more effective agricultural practices, lead to increased access to financial services, and provide protection against customary re-allocation. Importantly, it may also increase the holders' rights if the state moves to compulsorily acquire the customary land through expanding district boundaries or for other reasons. It is critical for women to equally participate in the project's

processes for customary land documentation, and also that they benefit fully in the outcomes (e.g., through having their names equally represented in registration documents both as single heads of households and as jointly-registered spouses). ILRG continues to look at progress indicators and adapt approaches. One key gender point relates to the relatively weak participation of younger women at all stages of the process. ILRG will adapt its materials and enumerator trainings to specifically reach out to this demographic group, beyond the passive engagement of having a name on a certificate, but rather focused on women's full participation in meetings, field demarcations, and requesting claims. Specific outreach related to women's access to administration of certificates will be important as well. ILRG has begun collecting data to encourage this deeper engagement without placing additional burdens on women. This line of work feeds into the policy discussions above, regarding consolidating guidance on process and outcomes of land documentation to balance issues of cost, time, robustness and inclusiveness.

Women's Engagement in Association Leadership: While procedurally ILRG is able to push for women's representation in community governance and leadership committees, the program has the opportunity to increase the agency of women to define and act on their goals. ILRG anticipates working through multiple formal and informal community structures to apply, test and adapt association governance tools that advance women's leadership. Each of ILRG's field partners will develop a strategy to support women's leadership in area/village land committees, community forest management groups (CFMGs), CRBs, VAGs, and ward (local government) development committees. ILRG's partnership with the Zambia National Community Resource Board Association (ZNCRBA) will focus on techniques to integrate these approaches across Zambia's 88 CRBs. This field-level approach is also linked to the national policy level, as there is a current openness/willingness for the Department of National Parks and Wildlife to revise its guidance and capacity-building support to CRBs and for the Forestry Department to look at how its CFMG regulations are deployed. As these broader processes open up, it is an ideal opportunity to focus on gender equity and women's empowerment within resources and practices.

Women's Employment in the Wildlife Sector: USAID/Zambia has prioritized ILRG's engagement on NRM and biodiversity. As a result, ILRG has developed a theory of change, results chain, and situational model to guide how its natural resource management work will result in improved biodiversity outcomes. ILRG has launched three grants in its first year to organizations with specific wildlife mandates: ZNCRBA, Frankfurt Zoological Society (FZS), and Community Markets for Conservation (COMACO). In addition, ILRG has asked its partners working on customary land documentation to consider opportunities to engage in the wildlife sector. There is a need both to address the lack of women's participation within the wildlife and forestry sector's legally-mandated governance institutions, and also create specific opportunities for women to participate in the industry in other ways (for example, as community scouts or honorary forest officers). ILRG plans during the upcoming year to work with both the training centers for community scouts and honorary forest guards on approaches to increase the entrance and retention of women in these processes. ILRG's support for men and women to participate in these training courses will help to monitor the effectiveness of this outreach. Additional work will be explored with each individual partner on women's economic empowerment, notably to advance FZS engagement to support women's entrepreneurial skills to expand business and participate in the local economy by increasing access to productive resources and technology (access to markets) through the existing community conservation savings groups.

Project staff is aware of and concerned about a growing body of evidence related to elevated GBV risks in the conservation/environment sector, and will build on existing actions to better

understand and mitigate risks in Zambia. Implementing partners and ILRG staff will work with traditional authorities, for example, to take the lead (rather than project staff) in encouraging women to increase participation in community governance over wildlife resources and in related employment opportunities, to ensure that this is done in way that has as much protection by customary leaders as possible. To that end, the project is working together with the chiefdom GBV secretariats (where relevant) to jointly better understand and address GBV risks in the wildlife and forestry sectors. In addition, the project provides time for communities to discuss issues related to gender norms and practices, in order to allow for ideas for progress to emerge from the communities themselves, with the intention that this will reduce the risk of GBV and mitigate perceptions that the project itself is pushing women into dangerous situations. The project has also begun to collect a list for women participants on local GBV resources.

Women's Access to Finance and Other Services: Household documentation is already protecting men and women from displacement and disinheritance in Zambia; however, there is an additional interest to demonstrate that it can be used to deliver positive benefits and development services. ILRG is launching a partnership with finance technology service providers to use customary land data at both a parcel and community level to deliver services to underserved populations. The scope has been targeted to focus on women as the primary beneficiaries. ILRG has two service providers ready to develop financial products for initial delivery in early 2020. The partnership will rely on customary data, but will also demonstrate whether the financial service providers receive a better pay-back from their loans, based on the documentation status of their clients. During the next three growing seasons (November – April), ILRG aims to test, adapt, and deploy this model with the villages and chiefs where the project is working. Within this framework, ILRG is preferentially working with USAID partners who have agreements with the Development Credit Authority (DCA). This approach, and partnership with Transunion, may also convince the MLNR to share its land data with Zambia's national reference bureaus to further improve the ability to deliver rural finance.

New Approaches to Gender Integration in IDP Processes: ILRG will explore the potential to work closely with the administration of Petauke District and the World Bank's Zambia Integrated Forest Landscape (ZIFL) program to develop a model for integrated development planning (IDP) that is fully gender-sensitive in both processes and outcomes. The Petauke District Administrative Official (DAO), who is also the gender point person for the district, has invited ILRG to work with him on developing this approach and on sharing it with other districts in Eastern Province (and possibly elsewhere). This is an important opportunity to strengthen women's voices in land and resource governance, with potential to scale through the government and ZIFL. Current efforts by both lack a gender-informed approach to IDP development. The project would work together with both the government and ZIFL to create buy-in for robust gender integration in IDP, and would create a prototype for this in Petauke District that would demonstrate concretely how it could be done, with practical tips for how the model could be adapted to other districts across the country.

Women's Access to Justice for Land and Natural Resources: ILRG will engage in a participatory research assessment that will identify sources and incidence of gender-related conflicts over land and natural resources, as well as women's access to both formal and informal dispute resolution (justice) institutions in select project areas. Through this research, ILRG will seek to identify needs, gaps, and opportunities for women related to access to justice, as well as interventions to address these. These could include, for example, training with judiciary and traditional justice institutions on the 2015 Gender Equity and Equality Act, applicable international treaties, and other Zambian legal frameworks that pertain to women's rights to land and natural resources. These could also include training for community paralegals on the

same, and development/application of smart phone technology that improves the reach of paralegals within communities, ensuring that greater numbers of women have access to information on legal rights and remedies.

4.3.2 DELIVERABLES

- More than 30 percent representation of women in natural resources community governance structures within project areas;
- Gender-inclusive model by-laws for CRBs and VAGs, integrating the provisions of the 2015 Gender Equity and Equality Act;
- Gendered guidelines for CRB and CFMG establishment;
- CFMGs registered and community forest management agreements developed (development of CFMGs will be carried out with best practices in engaging women and youth in the process);
- Communities trained in customary land documentation administration, including principles of gender and social inclusion;
- Certificates used to deliver financial services in at least one chiefdom, particularly targeting women;
- Financial service providers reaching women (60 percent of clients are women);
- Gender-inclusive district integrated development planning model supported; and
- Scoping assessment for women’s access to justice for land and natural resource rights; and
- Additional deliverables TBD through assessment findings.

4.4 ZAMBIA: CAPACITY BUILDING

4.4.1 IMPLEMENTATION

ILRG’s Zambia approach to capacity building on gender and women’s empowerment is based on integrating gender into the existing governance and leadership capacity priorities, as well as cultivation of champions who can build broader momentum around gender and land governance.

Institutions: ILRG Zambia’s institutional partner with the greatest potential for impact is the House of Chiefs and its relationship to the broader customary governance structure. At the request of the House of Chiefs (50 representatives from the 288 chiefs who administer 75 percent of the country’s land and 60 percent of the population), ILRG will support the curriculum development for a national customary leadership and governance course. ILRG will work with the House of Chiefs, Ministry of Chiefs and Traditional Affairs (MOCTA), and MLNR, as well as curriculum development experts from Chalimbana University and the University of Zambia, to develop this curriculum and deploy the initial two-week module with a collection of chiefs. Based on initial testing, ILRG anticipates adapting the course to focus on chiefdom-level advisors (indunas) and village headpersons. ILRG capacity building work will be supplemented by specific opportunities to apply the training. For example, ILRG will coordinate with the chiefdom gender secretariats (where they exist) to identify opportunities for chiefs (or other participants in the program) to apply their capacities.

Local government is a key partner here as well, and there will be a need to provide capacity on women's land rights and women's role in land use planning and other forms of land and resource governance to decentralized government leadership, including DAOs. District government engagement will be heavily based on partnerships with the CEL program.

Civil Society Partners: ILRG runs training programs to help civil society organizations (CSOs) apply customary land documentation processes with their own funds/resources. ILRG will specifically focus a training cohort on groups focused on women's empowerment, inviting new and creative ideas for how customary documents may support W-GDP objectives.

Staff and Partners: ILRG's gender training of staff and partners will be led by the Gender Advisor and will include a series of global resources and trainings and in-person meetings every six months, to review progress and challenges, and to support qualitative documentation of success. A similar structure is expected with ILRG's other W-GDP country activities.

4.4.2 DELIVERABLES

- Land champions training materials and delivery on customary land documentation, particularly including modules on gender and women's land rights;
- Chiefdom land and gender governance course delivered;
- Induna-level land and gender dialogue process delivered; and
- Teaching curriculum for traditional authorities from a social inclusion/gender standpoint, together with University of Zambia, Ministry of Chiefs and Traditional Affairs, and the House of Chiefs.

5.0 MALAWI

Impact Summary:

Subject to USAID/Malawi and Government of Malawi agreement, W-GDP funds in Malawi will be dedicated to developing an evidence-based, gender-inclusive approach to land registration that can be adopted and rolled out across the country as the state and donors work together to register rights to land. This is a critical moment for intervention, as no such gender-inclusive approach has yet been developed through various pilots conducted throughout the country, and the government is poised to begin major, wide-scale registration activities. Through using USAID's participatory, socially inclusive Mobile Approaches to Secure Tenure (MAST) to develop critical gender-based inputs for registration across the country, hundreds of thousands (potentially millions) of rural women will benefit through full and equal participation in the implementation of Malawi's 2016 land reform legislation. With secure land rights, these women farmers will in turn be able to invest in their land with more confidence, and they will be more likely to utilize these rights for improved access to inputs, financial services, and supply contracts. Achieving this level of impact assumes that the government and the World Bank, the Government of Flanders, FAO and other major implementation donors will work with ILRG to integrate gender-inclusive processes into the development of project-specific and national guidelines for carrying out rural land documentation, which in turn will affect rural women and their families throughout the country. Concurrently ILRG will partner with at least one company on women's economic empowerment within their supply chain.

Malawi's Land Policy and Customary Land Act of 2016 provided, for the first time, the right to register women's customary ownership of land. Despite this legal opening, progress has been cumbersome and slow, and land insecurity remains high, especially for women. While recognized in the policy and law, best practices around the process to recognize women's land rights have yet to be integrated into the operational guidelines for registering customary land. In Malawi, decisions over land allocation and use are usually held by men. Without proactive development of effective tools, processes and approaches for gender inclusion in land rights documentation under the 2016 Act, efforts to pilot and scale-up land rights documentation in Malawi could result in the exclusion of women from rights recognition. This would in turn undermine women's ability to make decisions related to agricultural production and their ability to leverage rights for credit and other inputs and services.

5.1 MALAWI: POLICY AND FIELD SUPPORT

5.1.1 IMPLEMENTATION

The strategy in Malawi is under development and will take into account the recent scoping assessment by ILRG, as well as mission and government interest. While the initial idea in Malawi was to work closely with private sector companies to pilot gender inclusive titling and registration of land rights around a large-scale investment, findings from the scoping assessment point toward what may be a more effective and high impact intervention by USAID, which we present herein.³

³ An alternative approach for USAID engagement in Malawi, as in the 2018 Malawi Reprog one-page document and as described in the ILRG scoping report (draft Oct 2019), would be based on application of MAST to direct titling/registration of parcels around one or more large-scale private sector companies (e.g., registration of 5,000 parcels that could be used by outgrowers around Illovo). The project would feature a gender-inclusive approach to increase the number of jointly registered parcels in the name of husband/wife and generate success stories on how joint titling promoted better farming decisions and made it easier to enter market value chains (particularly if Ag

Current findings and observations indicate that gender has not been sufficiently addressed thus far in pilot activities for titling and registration (though important lessons have been learned), nor in regulations and guidelines developed by the government and donors. Plans do not seem to be in place currently to address these gaps prior to systemic district-level donor-funded roll-out, which would entail a high level of risk related to potential gender bias and exclusion of women from land rights formalization.

The central idea of this intervention is to create a gender-inclusive approach for land rights recognition under the law that can be integrated across the country as the government rolls out the new laws at scale. The intervention would be geared toward policy reforms related to the way that land reform legislation is implemented across the country over the next two to four years by the government together with large institutional donors and other partners (including the World Bank, the Government of Flanders and the Food and Agriculture Organization of the United Nations [FAO]). Activities could include the following:

Activity 1: Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi

1. Synthesize current learning, including Sustainable Agricultural Intensification Research and Learning in Africa (SAIRLA) outputs, reports and inputs from university research teams and CSOs, and identify gaps in the needs and opportunities women face in land governance and rights under the new laws;
2. Work with university research teams and consultants to fill any gaps in understanding through additional assessment;
3. Based on findings from primary and secondary research efforts, design plan with key stakeholders to better integrate gender considerations at all levels of the land governance institutional chain for purposes of land titling, registration and dispute resolution;
4. In collaboration with FAO and possibly the World Bank, and to the extent funding will allow, establish partnerships with Malawian universities and CSOs to embed researchers/advocates within land documentation processes for extended periods of time. The researchers associated with this initial study may be engaged over time to provide on-going support and monitoring and serve as advocates. The researchers could then focus on an advocacy/empowering role and provide training on confidence building, leadership, and facilitating the Gender Action Learning Systems (GALS) approach;
5. Inform a “branded” USAID gender inclusion approach that could be picked up and incorporated into the FAO registration and possible World Bank pilots in the short term and larger funding down the road from, for example, the Millennium Challenge Corporation;
6. Draft products such as an illustrated “guideline” or “operations manual” for customary land committees (CLCs). This may be more effective than the text-heavy, legal-focused documents produced thus far and will be tailored to the cultural context and literacy rate of CLC members;

Div or Illovo offered incentives or developed criteria requiring joint registration to participate in market linkages). However, it is not clear that the requisite interest/demand in this approach by the government, USAID Feed the Future partners, or Illovo is present to support this approach, and its impact would be fairly limited in scope.

Activity 2: Documentation of one traditional land management area (TLMA)

7. Design and integrate into the above additional support on legal implementation and gender-equitable access to justice within customary communities, as needed; and
8. Support the roll out of documentation of the customary land estate in one or more TLMA, building on the World Bank-funded pilots.

Activity 3: Empowering women through private sector practices

9. Engage one private sector agriculture company through a competitive process on practices that increase women's empowerment and their access to land and contracts within the company's value chain.
10. Develop learning resources that are more broadly applicable to ILRG private sector learning, and to Malawi's private sector in general. For example, resources may include: a description of the process the partner used to examine its internal practices; practice notes on their challenges and successes in increasing women in their work force; and a brief on the transformations within various levels of company operations on how their individual perspectives have evolved.

Activity 4: Evidence-based land and women's empowerment-focused dialogue

11. Monitor and evaluate progress throughout, with integration of learnings back into an improved/adjusted project design.
12. Host three dialogues over the course of two years with the National Engagement Strategy Platform.

5.1.2 DELIVERABLES

- Synthesis of current learning, including SAIRLA outputs, reports and inputs from university research teams and CSOs to identify gaps in the needs and opportunities women face in land governance and rights under the new laws;
- Gendered review of policies, laws, regulations, and guidelines, as well as key institutions related to the governance and administration of land rights;
- Planning document that sets out steps for full gender integration into government and donor processes related to land titling, registration and dispute resolution;
- Adoption of this document/approach by government and major implementation donors for application to registration work at scale;
- Illustrated "guideline" or "operations manual" for CLCs;
- One TLMA documentation complete, in partnership with Ministry of Lands;
- Request for proposal for company engagement;
- Company engagement assessment;
- Meeting reports from the National Engagement Strategy Platform.

6.0 COCOA SECTOR/GHANA

Impact Summary:

W-GDP funds will be programmed to impact the cocoa sector globally with a preference to engage in Ghana and with partners Hershey and ECOM. These opportunities will continue to be developed and finalized over the first half of 2020.

In Ghana, USAID is currently working with private sector partners Hershey and Ecom Agroindustrial Corp. (ECOM) to pilot a financially-viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector that, in combination with land use planning, will result in reduced deforestation and greenhouse gas emissions and increased carbon sequestration in the cocoa landscape, as well as increased cocoa farm productivity and resilience, diversified farmer incomes, and improved livelihoods. A recent land use planning diagnostic showed that women in the communities where ILRG is working lack influence within their households and the broader community to protect their interests when it comes to land and other natural resources.

ILRG is currently discussing with USAID, Hershey, and ECOM the most feasible use of a small amount of W-GDP funds. Opportunities to work through ECOM to impact the broader collection of cocoa companies and scale across multiple countries by influencing ECOMs sourcing practices is likely to be preferred, and these discussions are advancing with the ECOM global team, with whom relationships are being developed.

6.1 COCOA: APPROACH

6.1.1 IMPLEMENTATION AND DELIVERABLES

Plans for implementation and related deliverables are to be determined through further discussion with USAID, Hershey, and ECOM, if all parties agree that programming W-GDP funds is feasible. ILRG developed a set of approximately ten options for deeper exploration with Hershey and ECOM, and given the interest of USAID to make sure that interventions contribute to the broader ILRG Ghana objectives and include investment from private sector partners as well, none of the options were selected due to 1) inability of private sector partners to provide match funding during the initial timeline; 2) limited link to scalable or sustainable impact; 3) tangential link to land tenure strengthening; and 4) lack of long-term integration into company practices.

ILRG has pivoted to an approach of working with ECOM directly, as they have the broadest and deepest impact on the cocoa and coffee value chains. ECOM's practices and decisions have the potential to cut across dozens of large cocoa and coffee companies, and improve women's empowerment for hundreds of thousands of women farmers across West Africa, Southeast Asia, and Latin America. Individual brands, such as Hershey, will still be targeted for initial piloting, but women's empowerment could be rapidly scaled across the value chain.

As of the end of March 2020, ECOM is considering its options and interests from across its global sustainability team. ILRG remains engaged with Hershey on a bilateral basis to consider opportunities to buy into Cote d'Ivoire activities or deepen work with village savings and loans groups that focus on women's empowerment. Activities will be deepened in a W-GDP-specific implementation plan.

7.0 INDIA: GENDER, LAND RIGHTS, AND WOMEN'S PARTICIPATION IN POTATO SUPPLY CHAINS

Impact Summary:

The purpose of this partnership is to demonstrate if and how women's empowerment can lead to the adoption of sustainable farming practices⁴ in West Bengal, increase the quality and quantity of potatoes in PepsiCo's supply chain, and improve livelihoods for local women and their families. This multi-year partnership is designed to demonstrate the business case to PepsiCo (and rural Bengali households) that empowering women makes good economic (and social) sense.

Proposed interventions will strengthen PepsiCo's supply chain by reaching women - using female agronomists, sub-vendors, and women's groups to engage women farmers (both from within farming households and those working as wage laborers). Women will gain the information and skills needed to help their families meet PepsiCo sustainability and agronomy standards and benefit from their engagement in the PepsiCo supply chain. By working with female farmers as role models, leaders, knowledge makers, innovators, and risk takers, and engaging men and the larger community to address harmful gender norms, women will be empowered to participate as equal actors within the PepsiCo supply chain, improving the adoption of sustainable farming practices and contributing to increased household incomes.

India plays a critical role in PepsiCo's supply chain for potatoes, with more than 12,000 suppliers that have extensive networks of more than 140,000 contributing farmers in eight states that sell directly and through subcontracts to Frito-Lay. Women's land rights in India remain largely insecure, despite legal protections and efforts at reform, such as policies and programs encouraging joint titling. In addition, it is broadly accepted that limitations on women's access to and use of land restrict economic gains. Given the critical importance of strengthening women's land rights and empowering women in India to achieve food security, productivity, family nutrition and other business and development goals noted above, PepsiCo and USAID are partnering to empower women in and around PepsiCo's potato supply chain in West Bengal, India. PepsiCo's objective is to improve Sustainable Farming Program compliance and develop a business case for women's increased engagement in their potato supply chain in West Bengal, and USAID's objective is to empower women in India by strengthening their land rights and providing benefits to their families via women's investment in their children's health, nutrition, and education.

Following an assessment of gender issues, land rights, and women's participation in potato supply chains in West Bengal (funded by PepsiCo), USAID and PepsiCo developed an implementation plan with three strategic approaches, as follows.

1. **Increase empowerment and gender equality at the farm level (reach, benefit, and empower women to impact/improve farm level outcomes).** Work with women's groups, PepsiCo collaborative farmers, and aggregators to empower women and engage men as gender champions by: a) providing training in potato agronomy and sustainable farming practices designed to better reach women; b) piloting land leasing and potato growing with women's groups; c) motivating the adoption of sustainable farming practices and time-saving innovations through innovation and challenge grants;

⁴ More information about PepsiCo's Sustainable Farming Program and promoted practices can be found here: <https://www.pepsico.com/sustainability/agriculture>

d) engaging women and men champions in households and communities to foster an environment supporting gender equality and women’s economic empowerment; and e) exploring policy reform related to land rights for women;

2. **Strengthen PepsiCo’s global and local gender awareness and capabilities.** Improve PepsiCo’s internal capacity to engage and empower women by mainstreaming gender within PepsiCo workstreams; and
3. **Leverage additional government and private sector partnerships for sustainability and scale.** Develop and promote public-private partnerships to support women’s empowerment efforts.

Proposed interventions will strengthen PepsiCo’s supply chain by reaching women – using women agronomists and sub-vendors and women’s groups to engage women farmers (both from within farming households and those working as wage laborers). Women will gain the information and skills needed to help their families meet PepsiCo sustainability and agronomy standards and benefit from their engagement in the PepsiCo supply chain. By working with women farmers as role models, leaders, knowledge makers, innovators, and risk takers, and engaging men and the larger community to address harmful gender norms, women will be empowered to participate as equal actors within the PepsiCo supply chain, improving the adoption of sustainable farming practices and contributing to increased household incomes.

7.1 INDIA: APPROACH

7.1.1 IMPLEMENTATION

ILRG’s India activity first year implementation plan runs through May 2020. W-GDP funding is expected to support the implementation of activities from June 2020 through May 2021. Activities for the first year are detailed in the proposed Implementation Plan (submitted to USAID August 2019); possible activities for the second year are also listed below and will be finalized during the first months of 2020.

Strategic Approach	Year 1 Activities	Year 2 Activities
I.1	Engage women in agricultural extension	Continued engagement, with PepsiCo starting to take this on more directly
I.2	Support women’s groups leasing land for potato production	Add 10 new groups
I.3	Use challenge awards for women’s groups to adopt sustainable farming practices	Make additional challenge awards
I.4	Create community champions	Gender Action Learning System (GALS) approach and alternative norm methodology ongoing
		Build women’s capacity to act as sub-vendors
		Use creative communication to reach women in their daily activities
		Train women’s group members to update land records

2.1 & 2.2	Support gender integration into PepsiCo extension materials and monitoring tools	Continued work and support on this
3.1	Promote legal changes for joint land titling	<p data-bbox="902 264 1383 394">Implement advocacy plan developed in year one regarding reforming laws/regulations/policies restricting leasing and joint titling; assumes such reforms are feasible</p> <p data-bbox="902 394 1383 499">Explore feasibility of the government acting as leasing intermediary between landowners and farmers</p> <p data-bbox="902 499 1383 663">Develop advocacy and communication tools around learning and success from leasing groups, which are shared with government to obtain support to scale this model</p>

7.1.2 DELIVERABLES

Deliverables will be developed as part of work planning for the second year, during the first months of 2020.

8.0 GLOBAL AND REGIONAL SUPPORT

With support from W-GDP, ILRG will be able to create synergies around gender approaches between projects and geographies in new and exciting ways, including through cross-activity capacity development, linking project implementation activities to policy reform through a communications and advocacy strategy, and addressing key learning questions. These initiatives will be streamlined, financially efficient, and designed to support in-country W-GDP goals and objectives.

8.1 GENDER CAPACITY DEVELOPMENT FOR LASTING IMPACT

8.1.1 IMPLEMENTATION

The project will achieve lasting impact through raising the capacity of stakeholders and partners to identify and address gender issues in land and natural resource governance. Needs and gaps on gender capacity are prevalent among land and natural resource stakeholders at most levels, including local, national, regional and global. First, the project will target gender capacity development in the countries where it works, through hiring national gender experts to lead the ILRG Gender Integration Strategy in each country. These persons will work with the core ILRG country management teams to strengthen gender awareness and capacity among project staff and implementation partners. In addition, each implementing partner will be expected to name a gender focal person, allocating specific time toward this person's gender-related work. The project will also facilitate convenings of multi-stakeholder groups to support gender equity in land and natural resource governance in project areas (new groups, or plug into existing ones, such as chiefdom GBV secretariats), toward creating an effective enabling environment for greater project gains that are well connected to local customary contexts. At least one national forum will be held per year, bringing together the multi-stakeholder groups from different areas for shared discussion and learnings on difficult gender-related issues in land and natural resource governance.

In the fourth quarter of FY 2020, ILRG proposes to hold an Africa regional convening on gender for project staff, implementing partner staff, and key project partners and stakeholders. This convening is intended to be limited to those who work for or closely with ILRG in Zambia, Mozambique, and Malawi rather than for a broader group, to encourage open sharing among participants and meaningful, in-depth sharing of issues and how to address them. Much can be learned on gender through direct interaction between stakeholders who are all operating in strong customary systems – shared learnings and experiences could be a very powerful capacity development experience, and networking gains would far outlast the opportunity to share at one single convening.

8.1.2 DELIVERABLES

- National Gender Advisor hired onto ILRG leadership team in each country;
- Gender point persons identified by each implementing partner, and trained by ILRG;
- National level multi-stakeholder forum on women's land rights and women's participation in land governance hosted (or co-hosted) annually; and
- Africa regional convening on gender.

8.2 GENDER COMMUNICATIONS AND ADVOCACY STRATEGY – LINKING PROJECT IMPLEMENTATION WITH POLICY REFORM

Developing a robust, multi-year communications and advocacy strategy for gender, which would have local, national, regional and global components, will help to elevate the project experiences and learnings well beyond the sum of the parts. This will be undertaken in close collaboration with CEL. The communications and advocacy strategy will be grounded in an understanding of project impacts on communities and individual people, and telling the story of how ILRG changes lives, and also how land and natural resource governance is an integral part of the W-GDP platform for women’s empowerment through economic and entrepreneurial opportunity. The communications and advocacy strategy will contain practical ideas and activities for making the theoretical links and project impact numbers real to a variety of audiences. The strategy will address how stories of gender-related success and challenges can be leveraged through media and other channels to national-level advocacy for policy, legal and regulatory reforms, and also how to use these stories to elevate the importance of women’s equitable role in land and resource governance in the context of global development. The communications strategy will also help to shape the way that ILRG activities supported by W-GDP link into other US government/USAID development goals.

8.2.1 DELIVERABLES

- Written and shared ILRG communications and advocacy strategy for gender, describing both internal and external communication approaches in close coordination with CEL;
- Training on communication approaches with project and implementing partner staff at all levels;
- Advocacy briefs for policy, legislative, and regulatory reform;
- Expansion of WhatsApp groups throughout project countries;
- Short, written case studies; and
- Blogs and free media coverage/articles/radio shows.

8.3 GENDER LEARNING QUESTIONS

In the first quarter of FY 2020, ILRG leadership and stakeholders will choose a small number of learning questions (suggested one to three) related to gender for specific focus with support from W-GDP funding. Once these focal questions are determined, the next step will be to create a three-year plan to address them during the course of the project, and to ensure that learnings are shared across project components and related USAID work and objectives, as well as to broader audiences among decision-makers and in the land and natural resource sectors. Strong candidates would be the following (list drawn from ILRG Gender Strategy, Zambia and Mozambique Gender Assessment, and Year 1 activities across geographies, with reference to the ILRG MEL Plan and CEL Research Plan).

Illustrative questions include:

- I. Joint titling: Does it matter? How best encourage it within customary systems? To what extent can joint titling between siblings and/or between fathers and children provide support to wives/mothers, when they are not listed as joint holders with husbands?

Does the incidence of joint titling rise when more women are included in decision-making around land certification at the community level? At the household level?⁵

2. Building on this question, does an increase in women's representation and participation in land and natural resource governance make a difference vis-à-vis the decision outcomes related to women's underlying rights to land and natural resources? (e.g., when women are more equitably represented on decision-making bodies, will women's rights to land be stronger/more equitable? At the national, local, community and household levels?) What links do we see within ILRG activities?
3. How can women's representation in resource governance entities transition into meaningful participation in these entities? Do quotas help? What else is needed?
4. What are the particular gaps and needs related to young women and land/natural resource decision-making? How can these best be addressed within the project?
5. How can formalization/recognition of women's rights to land and natural resources turn into opportunities for economic empowerment and entrepreneurial opportunities? What else besides a name on a certificate or title is needed? This will need to be assessed at household level first, looking at whether women whose names are on land documents actually have a greater role in decision-making around land use and control of crop proceeds.
6. In particular, where and how do land rights recognition for women enhance women's access to credit?
7. What lessons can be gathered and cross-applied between natural resource sectors (land, forestry, wildlife) in terms of women's participation in community-level governance institutions? In some countries (Zambia and Liberia, for example), community governance for forestry preceded community governance for land—what can be learned across sectors? In Zambia, how can community game ranches best integrate lessons learned on gender integration from the project's customary certification activities?
8. How does the high incidence of marriage informality in many countries affect women's participation in land governance and decision-making at the community level and within the household? How does it affect women's access to rights recognition processes?

8.3.1 DELIVERABLES

- Research papers shared at conferences, research symposia, and other fora with a goal that 75 – 100 percent of all papers and blogs authored or co-authored by national staff working on the project in each geography;
- Short policy briefs based on learnings; and
- Blogs.

⁵ For additional context, see text box in recommendations section of the Zambia/Mozambique gender assessment (2019), p. 16.

9.0 IMPLEMENTATION PLAN MATRIX

Activity	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	Outputs
Mozambique					
Management and Program Integration					
Hire Gender Advisor	X				Part-time Gender Advisor hired
Company Partnerships and Policy					
Conduct gender-focused engagement analysis for company land acquisition and disinvestment, and supplier relations		X			Engagement analysis completed; Capacity building needs assessment for companies on gender integration completed
Provide gender-responsive input into companies' policies for in-grower and out-grower schemes and land rights disinvestment			X		Written input provided; Best practices document on gender-responsive approach to company disinvestment from land completed
Train company staff on gender integration		X	X	X	Gender training completed at all 3 companies
Strengthen land rights for women through documentation of individual rights, delimitation of ingrower schemes and technical support for land allocation		X	X	X	TBD as opportunities present
Support companies to develop and adopt in- and out-grower models with explicit incentives for female farmer engagement				X	One gender-responsive grower policy adopted by Portucel and Novo Madal management, respectively
Train women farmers in commodity production, marketing, business management and negotiation-- identify and prioritize crops that increase women's income, improve women's access to training and improved markets for these			X	X	5,000 women farmers trained
Introduce practical measures for gender equality (e.g., child care and support for subsistence production)			X	X	Data collected on best practices and provided to companies with specific recommendations
Support companies in developing and adopting Standards Operating Procedures for gender-sensitive community engagement on land issues		X	X	X	Data collected to inform development of gender-responsive company SOPs on land issues and producer/supplier relations; Procedures manuals in place for Portucel and Novo Madal

Facilitate learning exchanges among implementing partners		X	X	X	Quarterly learning exchanges held
Engage community directly on importance of women's land rights and equal participation in community and household level decision-making related to land		X	X	X	40 existing mixed-sex farmers associations trained and supported to ensure women's full participation and influence Training completed for households and community associations on positive impacts of female economic empowerment and gender-balanced household decision-making and budgeting
Make business case for improved investment in women smallholder farmers through private sector engagement				X	Best practices identified, case studies developed and disseminated
Zambia					
Management and Program Integration					
Extend engagement of Zambia part-time gender consultant	X	X	X	X	
Policy Engagement					
Support government in implementing Land Policy (if/when adopted) and national laws supporting gender in land and natural resource government	X	X	X	X	Written inputs on gender inclusive revisions to draft National Land Policy provided to MLNR, as possible gender implementation strategy completed for increasing access to and ownership of state land for women (coordinated with CEL); Inputs completed for MLNR and Ministry of Local Government on guidelines/strategy for land allocation for council -monitoring progress towards 50% allocation toward women (coordinated with CEL); Written inputs submitted to the government for gender integration in the draft Customary Land Administration Act; Written inputs submitted to government for gender integration in regulations for the 2015 Wildlife Act Gender-inclusive model by-laws for CRBs and VAGs created and submitted for national implementation, integrating the provisions of the 2015 Gender Equity and

					Equality Act, based on documentation of best practices (below)
Engage with House of Chiefs on developing and adopting standard guidelines on gender-responsive customary land documentation processes		X			Inputs completed and shared for House of Chiefs-approved gender approach to customary land certification
Host regional chiefs' events focused on social inclusion in land and resource governance and rights		X	X	X	Regional chiefs' events on social inclusion hosted
Support convening of annual national land and natural resources gender dialogue forum for practitioners and policy reforms			X		National annual convening on gender held to support women's empowerment through land rights security and engendered governance of land and natural resources
Rights Documentation and Governance Support					
Continue supporting customary land documentation across five districts with a focus on gender-responsive processes and outcomes	X	X	X	X	Communities trained in customary land documentation administration, including principles of gender and social inclusion
Complete data collection on deepening women's engagement in processes		X			Written analysis on women's engagement in customary land documentation completed
Adapt ILRG materials and enumerator trainings to better reach young women	X				Revisions completed to ILRG materials and enumerator trainings
Conduct specific outreach to women on administrative systems for certificates	X	X	X	X	Outreach to women conducted
Work with multiple formal and informal community structures to apply, test and adapt association governance tools that advance women's leadership		X	X	X	Localized tools created for improving gender integration in community governance structures
Work with implementing partners to develop and apply strategies to support women's leadership in local land and natural resource governance bodies	X	X	X	X	More than 30 percent representation of women in natural resources community governance; CFMGs registered and community forest management agreements developed, incorporating best practices for engaging women and youth
Together with the ZNCRBA, integrate approaches for CRBs across Zambia's 88 CRBs				X	Gender inclusive model by-laws for CRBs and VAGs, integrating the provisions of the 2015 Gender Equity and Equality Act

Work with training centers for community wildlife scouts and forest guards to increase the number of women	X	X	X	X	TBD, per findings and recommendations in first quarter assessment of gender issues in wildlife sector (forthcoming)
Work with partners to strengthen women's entrepreneurial skills and access to productive resources and markets through community conservation savings groups	X	X	X	X	TBD, per findings and recommendations in first quarter assessment of gender issues in wildlife sector (forthcoming)
Partner with finance technical service providers to use customary land data to deliver services to women	X	X	X	X	See below
Work with two service partners to create financial products for initial delivery in early 2020	X	X	X	X	Certificates used to deliver financial services in at least one chiefdom, particularly targeting women Financial service providers services provided primarily (70 percent) for women
Monitor relative pay-back for women with land certifications			X	X	Monitoring activities ongoing
Prepare data on results for the national government, to support adoption of a new policy of sharing national land data with Zambia's national credit bureaus to improve delivery of financial services to rural women				X	Written data analysis completed on results of trial financial services/advocacy brief submitted to government based on same (as appropriate given findings)
Explore potential to work with administration of Petauke District and the WB's ZIFL project to create a gender-integrated model for IDP		X	X		Gender-inclusive district IDP model developed, as possible
Support the Petauke District administration in sharing this across Eastern Province			X		Support convening for district administrations in Eastern Province on gender inclusive IDP
Gather input on Petauke model, adjust it to create a prototype for engendered approach to IDP, work with ZIFL and national government to scale this across the country				X	Gender-inclusive district IDP model adjusted for national application; shared with national government and WB
Conduct assessment to identify sources and incidence of gender-related conflicts over land and natural resources, and women's access to justice institutions within ILRG project areas		X			Scoping assessment for women's access to justice for land and natural resource rights completed; additional deliverables TBD through assessment findings
Possible: Conduct trainings with judiciary and traditional justice institutions on gender integration and gender-positive national laws and policy					TBD
Possible: Conduct trainings with community paralegals on the same					TBD

Possible: Development of smart phone technology to increase the reach of paralegals to women in communities					TBD
Capacity Building					
Work with the House of Chiefs to develop gender-integrated curriculum for national customary leadership and governance related to land and natural resources	X	X			Materials on land champions training and the customary certification process developed, particularly including modules on gender and women's land rights; Teaching curriculum developed for Traditional Authorities from a social inclusion/gender standpoint, together with University of Zambia, MOCTA, and the House of Chiefs
Test the curriculum in two-week module with selected chiefs			X		Two week training conducted using curriculum module
Adapt the course to focus on chiefdom-level advisors and village headpersons, apply to trainings and dialogues in chiefdoms				X	Chiefdom land and gender governance course delivered; Induna-level land and gender dialogue process delivered

Malawi⁶

Development of a gender-inclusive approach to land registration that can be integrated into national implementation efforts by the state and donors

Activity 1: Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi

Synthesize current learning, including SAIRLA outputs, reports and inputs from university research teams and CSOs, identify gaps in the needs and opportunities women face in land governance and rights under the new laws		X			Synthesis of current learning conducted Gendered review of policies, laws, regulations, and guidelines, as well as key institutions related to the governance and administration of land rights; Quarterly meeting notes and resources from national CP/implementing.
Establish partnerships with Malawian universities and CSOs to embed researchers/advocates to provide on-going support and monitoring and serve as advocates, focus on an			X	X	TBD (build capacity of universities and CSOs on women's land rights)

⁶ Note that Malawi engagement through W-GDP is still in the initial development stages. Information in this table is provided as a placeholder for possible activities and outputs.

advocacy/empowering role and provide training on confidence building, leadership, facilitating GALS approach					
Based on findings from primary and secondary research efforts, design plan with key stakeholders to better integrate gender at all levels of the land governance institutional chain for purposes of land titling, registration and dispute resolution		X	X	X	Planning document completed that sets out steps for full gender integration into government and donor processes related to land titling, registration and dispute resolution
Create a “branded” USAID gender inclusion approach that could be picked up and incorporated into the FAO registration and possible World Bank pilots in the short term and larger funding down the road				X	Gender-inclusive approach adopted and applied across the country by government and major implementation donors for application to registration work at scale
Develop products such as an illustrated “guideline” or “operations manual” for CLCs that fully integrates gender				X	Illustrated guideline or operations manual for gender integration in land registration processes and customary land governance completed
Design and integrate into the above additional support on legal implementation and gender equitable Access to Justice within customary communities, as needed				X	Additional materials created for women and men in communities, describing legal rights and access to justice pathways related to land disputes
Activity 2: Documentation of one TLMA					
Fund the deployment of documentation of one TLMA			X	X	Documentation carried out
Monitor and evaluate progress throughout, with integration of learnings back into improved/adjusted project design		X	X	X	Ongoing monitoring and adjustment of project design
Activity 3: Empowering women through private sector practices					
Release request for proposals for partnership with private sector company in Malawi		X			Private sector company identified
Carry out an analysis of how private companies acquires access to land and engage with male and female rights holders to access commercial products. The analysis will also assess perceptions and diverse perspectives within the communities toward the companies			X		Company engagement assessment
Support gendered agricultural extension with partner company			X	X	Training Materials
Activity 4: Evidence-based land and women’s empowerment-focused dialogue					
Continue to raise awareness nationally on the need to focus on gender inclusion in land rights registration and governance, and in all land reform processes		X	X	X	National Engagement Strategy Platform learning dialogues and associated papers/outputs

Cocoa Sector/Ghana					
Through discussion with USAID, Hershey, and ECOM, determine how W-GDP funds can be feasibly programmed for work to support women's empowerment in Ghana and the cocoa industry more broadly.	X	X			
India: Gender, Land Rights, and Women's Participation in Potato Supply Chains⁷					
Increase empowerment and gender equality at the farm level by working with women's groups, PepsiCo collaborative farmers, and aggregators to empower women and engage men as gender champions					
Provide training in potato agronomy and sustainable farming practices designed to better reach women			X	X	Increased trainings in project Year 2, with increased direct involvement by PepsiCo.
Pilot land leasing and potato growing with women's groups			X	X	Continued support for women farmer groups to lease land for potato production; 10 new groups added
Motivate the adoption of sustainable farming practices and time-saving innovations through innovation and challenge grants			X	X	Additional and increased number of challenge grants provided in project Year 2
Foster gender champions through continued application of Gender Action Learning System (GALS) approach and alternative norm methodology			X	X	Ongoing trainings in GALS approach at community level
Build women's capacity to act as sub-vendors			X	X	Women trained as sub-vendors
Use creative communication to reach women in their daily activities			X	X	More women reached through project activities with less disruption to daily schedules
Train women's group members to update land records			X	X	Women's group members trained to update land records
Explore policy reform related to land rights for women					
Activities TBD					TBD
Strengthen PepsiCo's global and local gender awareness and capabilities--improve PepsiCo's internal capacity to engage and empower women by mainstreaming gender within PepsiCo work streams					
Continued support for gender integration into PepsiCo extension materials and monitoring tools					TBD

⁷ Note that India/PepsiCo activities for project Year 2 have not been fully developed by the project and impact numbers have not been finalized; information in this table is therefore provided as a placeholder for possible activities and outputs. Also, project Year 2 starts in Q-3, FY 2020, so half-way through the first year of W-GDP funding.

Leverage additional government and private sector partnerships for sustainability and scale--develop and promote public-private partnerships to support women's empowerment efforts

Continue to promote legal changes for joint land titling through the following activities (tentative):					TBD
Implement advocacy plan developed in year one regarding reforming laws/regulations/ policies restricting leasing and joint titling; assumes such reforms are feasible			X	X	TBD
Explore feasibility of the government acting as leasing intermediary between landowners and farmers			X	X	TBD
Develop advocacy and communication tools around learning and success from leasing groups, which are shared with government to obtain support to scale this model				X	TBD

Global W-GDP Integration

Develop W-GDP Work Plan	X				Work plan developed and finalized
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Gender Capacity Development for Lasting Impact

Identify and train gender point persons within each implementing partner staff	X	X			Gender point persons identified by each implementing partner; trained by ILRG staff
In each country, convene annual national multi-stakeholder forum on women's land rights and women's participation in land governance				X	National multi-stakeholder forum on women's land rights and women's participation in land governance hosted (or co-hosted) annually
Organize and convene an Africa regional workshop on gender for implementing partners to share experiences and improve in-country capacity to address complex gender-related issues in land rights governance					Africa regional convening on gender
Develop W-GDP global communication and advocacy strategy (in collaboration with CEL)	X	X			W-GDP communications and advocacy strategy written and shared

Gender Communications and Advocacy Strategy – Linking Project Implementation with Policy Reform

Conduct trainings on communications strategy and approaches with project and implementing partner staff		X			Training on communication approaches with project and implementing partner staff conducted
Write and share advocacy briefs for policy, legislative and regulatory reform (based on ongoing project experience, and also research questions as noted below)		X	X	X	Advocacy briefs written and shared
Expand WhatsApp groups for implementing partner gender support throughout project countries		X			WhatsApp groups expanded
Write and share short case studies representing gender-related issues and experiences by project participants	X	X	X	X	Case studies written and shared

Write and disseminate blogs and op-eds on gender issues related to project experiences and research (see below as well), obtain free media coverage of the same		X	X	X	Blogs published, news media articles and radio program coverage achieved
Create combined ILRG and CEL W-GDP/land rights project brief, with quarterly updates		X	X	X	Project brief and quarterly updates
Create 1-2 page country-specific briefs, together with CEL		X	X	X	Country-specific briefs and quarterly updates
Gender Learning Questions					
Identify project learning questions (in collaboration with CEL)	X				Project learning questions identified
Make detailed plan for researching project learning questions (in collaboration with CEL)		X			Strategy for researching learning questions finalized
Conduct research for learning questions (in collaboration with CEL)		X	X	X	Research conducted, per strategy
Write and present on research papers, together with implementing partners				X	Research papers completed and shared at conference, symposia, etc., published as possible
Write and disseminate blogs, op-eds and policy briefs based on learnings, together with implementing partners			X	X	Blogs, op-eds and policy briefs (as appropriate) shared through media

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