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## 2<sup>ND</sup> ANNUAL 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
BEO	Bureau Environmental Officer
CAF	Capacity Assessment Framework
CBNRM	Community-Based Natural Resource Management
CDLA	Chipata District Land Alliance
CE	Categorical Exclusion
CEL	Communication, Evaluation, and Learning
CFMG	Community Forest Management Group (Zambia)
CLP	Community Lands Protection
COMACO	Community Markets for Conservation
COP	Chief of Party
COR	Contracting Officer's Representative
CP	Cooperating Partner
CRB	Community Resource Board (Zambia)
DCOP	Deputy Chief of Party
DINAT	National Directorate of Lands (Mozambique)
DNPW	Department of National Parks and Wildlife (Zambia)
DRG Center	Center for Excellence on Democracy, Human, Rights, and Governance
DUAT	<i>Direito do Uso e Aproveitamento da Terra</i> (Mozambique)
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
EA	Environmental Assessment
ECOM	Ecom Agroindustrial Corp.
EIA	Environmental Impact Assessment
EMMP	Environmental Mitigation and Monitoring Plan
EMMR	Environmental Mitigation and Monitoring Report
ERC	Evaluation, Research and Communication
ETD	Environmental Threshold Decision
FD	Forest Department (Zambia)

FOCAS	Functional Organizational Capacity Assessment
FY	Fiscal Year
FZS	Frankfurt Zoological Society
GDP	Gross Domestic Product
GEMS	Global Environmental Management Support
GHG	Greenhouse Gas
GIS	Geographic Information System
GMA	Game Management Area (Zambia)
GoM	Government of Mozambique
GRID <sup>3</sup>	Geo-Referenced Infrastructure and Demographic Data for Development
IDIQ	Indefinitely Delivery/Indefinite Quantity
IEE	Initial Environmental Examination
IFC	International Finance Corporation
ILRG	Integrated Land and Resource Governance
LEGEND	Land Enhancing Governance for Economic Development
LGSA	Land Governance Support Activity
LTPR	Land Tenure and Property Rights
LTS	Land Technology Solutions
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MEO	Mission Environmental Officer
MITADER	Ministry of Land, Environment and Rural Development (Mozambique)
MLG	Ministry of Local Government (Zambia)
MLNR	Ministry of Land and Natural Resources (Zambia)
MoU	Memorandum of Understanding
NDwC	Negative Determination with Conditions
NGO	Non-Governmental Organization
NRM	Natural Resource Management
ORAM	Associação Rural de Ajuda Mutua (Mozambique)
PDLA	Petauke District Land Alliance
PIEE	Project Initial Environmental Examination



PRO-IP	Policy on Indigenous Peoples' Issues
SDI	Sustainable Development Institute (Liberia)
SEG	Sector Environmental Guideline
SIEE	Supplemental Initial Environmental Examination
SOP	Standard Operating Procedure
SOW	Scope of Work
SPEED+	Supporting the Policy Environment for Economic Development
STARR II	Strengthening Tenure and Resource Rights II
TGCC	Tenure and Global Climate Change
TO	Task Order
TOR	Terms of Reference
UN-Habitat	United Nations Human Settlements Programme
USAID	United States Agency for International Development
VAG	Village Action Group (Zambia)
WCS	Wildlife Conservation Society
W-GDP	Women's Global Development and Prosperity Initiative
ZIFL-P	Zambia Integrated Forest Landscapes Program
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, host country governments, academia, and the private sector through four inter-related components:

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

The ILRG contract has two mechanisms for providing support on land and natural resource governance. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional field support scopes of work in locations to be determined. ILRG aims for field activities to inform legal and regulatory objectives and have larger scaling / impact opportunities. In Mozambique, ILRG focuses on clarifying, documenting, registering, and administering rights to land and resources through collaboration on responsible land-based investment while sharing results with government at the district and national levels. In Zambia, ILRG provides technical assistance to the Ministry of Lands and Natural Resources on land policy as well as natural resource management, and focuses grants to partners in the field on customary land administration and service delivery and natural resource governance and tenure around protected areas. Activities under the completion portion of the contract include support to USAID Policy on Indigenous Peoples' Issues, deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model, integration of gender into PepsiCo's potato supply chain in India, and emerging activities related to community land protection in Liberia, land tenure and property rights (LTPR) assessment in Indonesia (completed in October 2019), and research and analytical support to USAID. Additionally, USAID's Women's Global Development and Prosperity Initiative (W-GDP) is supporting activities to be

integrated within the Mozambique, Zambia, India, and Ghana portfolios, while launching a new activity in Malawi associated with implementation of the 2016 Customary Land Act.

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

## **2.0 ILRG PROGRAM MANAGEMENT**

### **2.1 ADMINISTRATION**

ILRG presents a flexible program design that seeks to streamline core project management functions, while creating opportunities for cross-activity learning and responsiveness to USAID. The ILRG Chief of Party (COP) and Deputy Chief of Party (DCOP) are the only full-time members of the global project team at present, though this is expected to change during the fiscal year (FY) 2020. The COP and DCOP are 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. The ILRG technical team includes two key personnel, in addition to the COP: a Land Tenure Specialist and a Gender Advisor, who provide cross-cutting support to activities, in addition to a communications consultant. As ILRG grows and adapts to USAID's requests, these positions may grow or shrink in scope and responsibility. For example, as gender becomes an increasingly strong focus of ILRG and as the program absorbs W-GDP funding, a full-time Gender Advisor will be necessary.

Each of the term and completion tasks are managed by a task manager, with varying levels of in-country or global engagement, depending on the activity. 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 subcontractors with local partners based in country and technical oversight by task managers who report back to the COP. Additional operational oversight is carried out by the DCOP or her designee.

On the USAID side, individual tasks include 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). As new completion tasks are identified and funded, ILRG will follow the field support approval process laid out in F.6 of the TO contract.

### **2.2 COORDINATION, COLLABORATION, AND INFORMATION SHARING**

ILRG uses several mechanisms for ensuring coordination among tasks and promoting information sharing. ILRG has an online file sharing platform (Egnyte) that all ILRG team members can use to access project resources and collaboratively work on documents. As needed, ILRG has used Google Drive and Dropbox to collaborate with USAID and other partners. Internal project coordination occurs through weekly notes and bi-weekly calls between the COP and task managers focusing on work plan activities, lessons learned, and upcoming approvals and products. Weekly email summaries for USAID document previous week technical and administrative accomplishments and meetings, as well as future priorities. ILRG has begun working on coordination with the Communication, Evaluation, and Learning (CEL) contract on learning and joint communications products. ILRG will be available for training support with CEL, leveraging ILRG technical specialists, field lessons, and learning products. Monthly calls with CEL will allow for coordination and planning on these training opportunities as well as for coordination on communications outputs. It is expected that during FY 2020, ILRG and CEL will carry out one or more joint webinars, and will coordinate on activities leading up to the World Bank Land and Poverty Conference. ILRG developed a communications strategy in fiscal year FY 2019 and will review and update it in FY 2020. As with learning and training activities, ILRG will take a lead from CEL on communications priorities, but will also take initiative for communications in country. ILRG will send a communications consultant to Zambia and Mozambique early in FY 2020 to support field teams to tell their stories and to generate photography and quotes that can be leveraged throughout the year. To

encourage partners to take a lead on outreach and communications, ILRG runs a monthly photo competition with its grantees, subcontractors, and staff, as well as a success story page to capture learnings from field experiences. As new global funding emerges, for example to support women's empowerment, ILRG will work on specific global coordination and messaging. As priorities around communications and learning are identified, they will be budgeted for and integrated into project core management costs.

### **2.3 INCLUSION OF WOMEN AND OTHER VULNERABLE POPULATIONS IN WORK PLAN ACTIVITIES**

Gender and social inclusion are integrated across ILRG activities. During FY 2019, ILRG focused on gender considerations, though will increasingly also consider other populations, particularly youth. Globally, ILRG will integrate these considerations by building the capacity of staff of ILRG partners (including grantees); applying gender and social inclusion principles in the assessment and design phase of activities; and dedicating resources in the implementation and monitoring of activities. These approaches have been codified in the project gender strategy, as well as country/activity specific gender assessments. ILRG promotes gender budgeting (ensuring that there are explicit budgets for gender integration in each activity) where possible with USAID. It is expected that in the case of field-level country assessments, additional vulnerable populations may be integrated into gender assessments or an explicit vulnerable persons assessment may be carried out. ILRG has specific research questions around social inclusion that aim to drive adaptive management, which will be explicitly considered as activities move forward. ILRG hosts a gender and inclusion WhatsApp group across project implementers to share experiences and encourage informal communication across the different project countries/activities. The teams share news articles as well as individual experiences from the field, generally on a weekly basis. This is building a link and network among ILRG partners and their social inclusion officers.

The ILRG program in Mozambique engages in contexts where well over 50 percent of the land is owned in the name of women. Yet even in these cases, men are often in positions of community leadership, including leadership of land and resource related associations. The private sector partners that ILRG coordinates with have signed contracts and purchase agreements primarily with men. In this context, the program will increasingly explore this disconnect of women's ownership of land, but men's dominance in land governance and decision-making positions. This will start by working with private sector partners to look at the data associated with their contracts/agreements based on gender and compare with the ILRG-generated data on land registration. ILRG will then work with decision-makers within the companies to reflect on opportunities to change their practices. This is a medium-term process that the companies have shown interest in; they are willing to develop outgrower schemes that specifically target women as the owners of the land.

Inclusive development is also an important component of the Zambia work. ILRG hired a Zambian Gender Advisor to support grantees and national level learning. During FY 2020, ILRG will seek to better integrate land governance into gender and social inclusion programs, particularly related to early childhood marriage, gender-based violence, nutrition, and health. ILRG will also focus efforts to deliver benefits from customary documents, with respect to increased access to credit for women. Finally, ILRG will deepen understanding of gender and wildlife and forest protection in Zambia, by working with natural resource management (NRM) focused partners to examine their approaches to addressing gender issues. ILRG's gender work will explicitly target women for agricultural inputs and microfinance loans based on their access to land.

With the obligation of W-GDP funding into ILRG, the program will specifically program activities in existing and new countries to strengthen women's land rights and demonstrate livelihood impacts from these efforts. This funding will be programmed through a separate implementation plan early in FY 2020.

## 2.4 CAPACITY-BUILDING APPROACH

While strengthening and building capacity is explicitly included in Component 3, capacity-building is an important consideration in all ILRG's activities, regardless of component. Our approach to capacity-building considers not only individual actors and organizations, but the entire system around land and resource governance. A strong system that delivers high quality, effective land and resource governance requires competent and capable individuals, functional and effective institutions, and supportive relationships and systems. ILRG's activities will work to ensure that individuals and institutions retain and improve the skills they need and can apply those skills, and that those individuals and institutions have strong and cohesive relationships to work together effectively.

Our approach to capacity-building includes the following steps:

- **Broad (systems-level) needs assessment.** In the context of ILRG, this means evaluating capacity needs across a broad range of actors within each country program, looking at individuals, organizations, and the system as a whole. Each country/activity will identify its capacity-building objectives within its work plan, generally focusing on individual partners, but creating opportunities for wider engagement, as budget and ILRG country-level technical capacity permit.
- **Stakeholder engagement.** ILRG will reach out to stakeholders to validate the needs assessment, to ensure that the identified needs match with local demands and that stakeholders are committed to the capacity-building process.
- **Assessment of individual stakeholder capacity.** During FY 2019, USAID stressed that training indicators, largely restricted to measuring numbers of events and individuals who participate, are not adequate for measuring increased capacity (one of the four tasks of ILRG). USAID and ILRG discussed opportunities to measure increased capacity of organizations within the technical realm of land tenure and property rights. While tested approaches exist for organizational capacity, for example tools like the Functional Organizational Capacity Assessment (FOCAS), ILRG determined that a capacity assessment tool for the land sector, suited for ILRG needs did not exist. As a result, ILRG launched a small activity under the term portion of the contract related to land tenure capacity assessment. This resulted in the *Analytical Framework for Measuring the Results of Capacity Development Activities*, targeted toward ILRG needs. Upon sharing with USAID this activity has been deemed appropriate for additional testing, and is developed below as an upcoming completion activity. ILRG is using an interactive spreadsheet developed based on this tool in order to track capacity of organizational partners. Capacity measurement of individuals can also be carried out with the tool, but organizational capacity has been the primary focus.
- **Capacity improvement plan.** Based on the findings of these assessments, ILRG works with partners to design and implement capacity improvement plans. The capacity improvement plan will identify how to meet the identified and prioritized needs through a mix of activities including in-person and online training, experiential and peer learning, mentoring and coaching, and identification of opportunities to directly apply new skills and knowledge. ILRG will look across the needs identified by different stakeholders to identify opportunities for individuals and organizations to learn together, both to ensure cost efficiency and to help stakeholders build strong networks amongst themselves. ILRG will also evaluate where existing stakeholder capacity can be leveraged to help support other stakeholders (e.g., where an organization can support or mentor another organization in the development of a particular skill).
- **Evaluation.** ILRG and stakeholders will review progress periodically, through the use of the above mentioned tool, or through the development of assessment tools specific to the context.

This process will examine progress made on the knowledge, skills, tools, and resources, and look at whether that progress has helped the stakeholder increase impact by reaching more people or a broader geographic scope, broadening technical areas, or doing higher quality work in existing areas. These evaluations will feed into annual reporting on capacity development.

## 2.5 APPROACH TO SELF-RELIANCE

ILRG activities are not meant to replace USAID mission-led programming within the standard program development cycle and Country Development Cooperation Strategy, but rather to provide assistance related to land and resource governance; pilot and demonstrate best practices through partnerships that have global learning opportunities; or allow missions to begin a process of engagement on land tenure and resource governance. As a result, the scope and scale of ILRG activities are but a small step within the journey. Yet ILRG’s activities within any given country may be mapped onto the capacity and commitment metrics within USAID’s framework for self-reliance. ILRG’s approach to promoting self-reliance is based on USAID’s objectives laid out in completion task scopes of work, which will then be translated into action by the ILRG team. Nevertheless, there are some general principles related to how ILRG perceives a contribution to self-reliance objectives.

- **Awareness and Commitment:** ILRG’s engagement in any particular country or on any particular theme is based on funding source and a particular development challenge, which may not initially appear to have a direct relationship to the journey to self-reliance. Working with the USAID COR and activity managers, ILRG will work to build both awareness and commitment of counterpart USAID mission staff and within host country governments of the relevance to meeting self-reliance objectives.
- **Sustainability:** ILRG perceives sustainability of activities to be at the center of its approach to self-reliance. This includes ensuring that products and deliverables have a clear audience, and in cases where action is expected, that partners have the skills, resources, and commitment to following through beyond the life of the program. In some cases, ILRG will be piloting new models or carrying out activities whose success is not assured. In these cases, ILRG will endeavor to demonstrate proof of concept with robust guiding learning questions from the onset before suggesting that an approach is likely to be sustainable.
- **Scalability:** Despite ILRG’s limited capacity to finance large-scale activities within a country, ILRG will keep its focus on sustainability from the perspective of ensuring that approaches are scalable, based on developing templates that can be repeated or used by organizations not funded by ILRG; ensuring that activities are communicated well with host country government, other decision-makers, and partners with the platform and capacity potential to scale up activities; ensuring policy relevance of activities; and promoting low-cost solutions that can be carried out without significant outside investment post-project.

**TABLE I. RELATIONSHIP BETWEEN USAID SELF-RELIANCE FRAMEWORK INDICATORS, COUNTRY STATUS, AND ILRG ACTIVITIES**

INDICATORS	ZAMBIA	MOZAMBIQUE	ILRG RELEVANCE
OPEN AND ACCOUNTABLE GOVERNANCE			
Liberal Democracy	0.3	0.35	Broadly relevant to ILRG activities, particularly as it relates to justice and rule of law, though it probably will not be a central focus.
Open Government	0.27	N/A	Central focus of ILRG in all activities related to law and policy, in terms of supporting open

			consultation and dialogue among stakeholders and access to land information.
<b>INCLUSIVE DEVELOPMENT</b>			
Social Group Equality	0.84	0.71	Particularly relevant in some countries where groups are discriminated against in relation to their immigration status, gender, or livelihood approaches, for example.
Economic Gender Gap	0.64	0.83	Extremely relevant in terms of understanding the impact of land tenure strengthening outcomes related to women's empowerment.
<b>ECONOMIC POLICY</b>			
Business Environment	0.59	0.37	Extremely relevant in terms of activities that seek to use non-traditional forms of documentation to help unserved communities access finance and service delivery. Also relevant in relation to macroeconomic environment that encourages investment.
Trade Freedom	0.77	0.73	Not relevant to ILRG activities.
Biodiversity and Habitat Protections	0.99	0.9	Extremely relevant in terms of effectiveness of protection measures. Two ILRG countries at the highest commitment level, yet performance requires substantial additional support.
<b>GOVERNMENT CAPACITY</b>			
Government Effectiveness	0.38	0.34	Decentralization processes and the relationship between rural communities and the state over land issues make this a very relevant metric.
Efficiency of Tax Administration	0.75	0.69	While existing ILRG countries rank highly, their effectiveness of tax administration on land is very low. ILRG may not support this directly but will help governments to identify solutions.
Safety and Security	0.47	0.47	Not particularly relevant to ILRG activities.
<b>CIVIL SOCIETY CAPACITY</b>			
Civil Society and Media Effectiveness	0.69	0.82	Extremely relevant to ILRG and part of approach that seeks to engage local civil society as leaders in land issues.
<b>CITIZEN CAPACITY</b>			
Poverty Rate (\$5/day)	0.13	0.07	Relevant as reducing poverty is an assumed outcome of the ILRG work, though directly measuring impact on this metric will not likely be achieved under ILRG.
Education Quality	0.04	0.15	Not particularly relevant to ILRG activities in the traditional measure of education quality.
Child Health	0.47	0.26	Relevant though requires additional data related to the quality and security of land tenure as it relates to health outcomes. This is of interest to ILRG but will require dedicated investment.
<b>CAPACITY OF THE ECONOMY</b>			



Gross Domestic Product per Capita	0.35	0.13	Relevant as reducing increased income levels (and fairness of distribution) is an assumed outcome of the ILRG work, though directly measuring impact on this metric will not likely be achieved under ILRG.
Information and Communication Technology (ICT) Use	0.14	0.16	Extremely relevant to ILRG as it relates to the integration of ICT data collection as well as visualization.

Source: USAID Self-Reliance Roadmaps Portal

## 3.0 MOZAMBIQUE

In the last year, Mozambique has continued to struggle with macro-economic stability following the “hidden debt” crisis; gross domestic product (GDP) growth is estimated at 3.3 percent in 2018, down from 3.7 percent in 2017 and 3.8 percent in 2016, and well below the seven percent GDP growth achieved on average between 2011 and 2015. Growth in 2020 is also likely to be negatively affected by the massive cyclones that hit the center and north of the country. The country continues to have high exposure to commodity price fluctuations and the economy remains narrowly focused on capital-intensive projects and low productivity subsistence agriculture. Final investment decisions by the developers of the liquid natural gas infrastructure are serving to heighten the expectations in relation to a future bonanza of revenue, rather than focusing attention on needed structural reforms.

Politically, the country is characterized by underlying tensions and continuing uncertainty and instability, particularly in the wake of the hidden debt scandal, which has seriously compromised the perceived integrity of the government, both internationally and at home. The elections in October 2019, which returned Frelimo to power, were marred by widespread reports of fraud and electoral rigging and were preceded by a tense campaign period in which there was significant harassment of independent observers, including the assassination of one activist by a hit squad that appears to have been operating within the ranks of the police force. The peace agreement struck between the leaders of Frelimo and Renamo has been undermined by several armed attacks in the center of the country, and the growing insurgency in Cabo Delgado Province that has resulted in the razing of villages, the death and displacement of their inhabitants, and reports of the abandonment of thousands of hectares (ha) of land used for subsistence agriculture. Reliable information is scarce, but according to some reports, around 65,000 people have been displaced since 2017, as the violence has spread inland and southwards from the Palma area.

The environment for private investment, foreign or domestic, has not significantly improved, despite ongoing regulatory reform efforts sponsored by a variety of stakeholders.<sup>1</sup> This is being felt particularly in the agricultural and forestry sectors; over the last year, for example, ILRG has noted an increase in private companies looking to *disinvest* from land-based initiatives, partly as a result of this challenging investment environment and partly because this is an almost inevitable outcome of the huge wave of land acquisitions and speculative activities that characterized the country between 2008 to 2013. This means that there is a growing focus in land policy discussions regarding the means to achieving responsible land *disinvestment*, whereby land is returned to the state domain, but in a manner that recognizes prior occupational rights of local communities.

There is also an increasing shift on the part of commercial agricultural operators towards different production models, based less on acquiring land and more on establishing production relations with existing land occupants. This is manifested in the development of both ingrower and outgrower schemes, with the former being adopted as a strategy by companies that have been holding land but have been unable to make effective use of it; smallholder encroachment into these areas is now being viewed as an opportunity to integrate these smallholders into higher-value agricultural value chains, rather than a threat that needs to be dealt with through eviction and/or resettlement. The portfolio of activities to be supported through ILRG Mozambique reflects this shifting focus within USAID/Mozambique, with a continuing emphasis on securing land rights for smallholders, but with an

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<sup>1</sup> These include the Supporting the Policy Environment for Economic Development (SPEED+) and Feed the Future programs sponsored by USAID.

additional focus on creating long-term and transparent occupancy agreements between landholders and tenants.

The statement from the ILRG Year One Work Plan, that, “climate change is expected to increase the occurrence and intensity of climate disasters such as coastal flooding, cyclones, droughts, and wildfires,” was unfortunately proved accurate in 2019 by Cyclones Idai and Kenneth, which caused massive and widespread destruction and displacement. Importantly, the subject of land rights was part of the subsequent discussions regarding appropriate responses and mitigation.

While the government’s Terra Segura program, aimed at massively formalizing land rights across swathes of predominantly rural districts, remains largely driven by a narrow political agenda, rather than an economic or social justice approach, there is a growing acceptance within the Government of Mozambique (GoM) that the long-term sustainability of the cadastral system is an issue that requires attention. The issue is of equal importance to other tenure formalization initiatives, including the recently completed International Fund for Agricultural Development Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors and the Additional Financing to the Agriculture and Natural Resources Landscapes Management Project funded by the World Bank, which have a more explicit focus on the link between tenure security and agricultural development. The \$100 million World Bank MozLand project will begin to be implemented in earnest in 2020 and ILRG will continue to engage with the project on the potential for alternatives to the mass titling approach. This is a topic which, largely through the Responsible Land-Based Investment Pilot and ILRG, has growing private sector support and engagement and is attracting increasing interest from key stakeholders in government. Over 2019, these discussions, as well as other policy engagements related to community consultation and representation, have largely been ad hoc, with the formal reform process being held in abeyance until after the October elections. It is expected that the formality and visibility of land policy reform will increase in 2020 and beyond. ILRG activities for this period are therefore aligned to provide inputs to this policy context and include subcontracted activities designed specifically to further knowledge and experience in the Mozambican context.

ILRG is carrying out activities in Mozambique under the term portion of the contract; however as new interests from the Mozambique mission emerge, additional activities may be programmed in the completion portion of the contract. Nevertheless, these activities are closely related to the ongoing work, and will leverage MAST processes and tools for development and application within these different contexts, along with the associated learning activities. As a result, they are presented here as a package, though with discrete funding for components of the activity. At the end of FY 2019, funding obligations became increasingly clear, but still required additional scoping and mission agreement, for example to move forward with emergency relief activities for the Beira corridor and Cabo Delgado. Specific standalone, but complementary, work plans will be developed for: 1) W-GDP, including the Mozambique portion of the work; and 2) disaster relief funding to support best practices around displacement and resettlement due to conflict and/or flooding (under continued discussion).

### **3.1 MOZAMBIQUE: SCALING AND SUSTAINABILITY**

ILRG remains committed to ensuring that: a) the positive impacts from the interventions supported by USAID can endure beyond the lifetime of the ILRG program; and b) the approaches and tools that are developed for improving land and resource governance are capable of being replicated and implemented in other contexts.

The two different facets to this, as noted in the Year One Work Plan, are a) the scaling up of Mobile Approaches to Secure Tenure (MAST) for the collection, verification, certification, and documentation of land and resource rights through decentralized and inclusive mapping processes; and b) ensuring the sustainability of the platforms and systems that host the data generated through these initiatives. The

land and tenure-related work will continue to target Mozambican private sector enterprises in the agricultural sectors, as vehicles for enterprise-driven growth in this sector, as well as building government, civil society, and citizen capacity to achieve locally-sustained results in the land and natural resource sectors. In each case, this approach aligns with USAID/Mozambique's overall programming, coordinates and builds on other investments and contributes to sustainability and self-reliance indicators of commitment and capacity.

ILRG will continue to engage with a range of actors and institutions to ensure that the lessons and the potential for uptake are widely shared. A subcontract earmarked for the next phase involves the rolling out of MAST approaches in the context of a new partnership with Novo Madal, the largest private sector land holding entity in Zambézia Province and one of the most well-known companies in the country. The work plan also includes a further potential activity that will extend the application of MAST approaches into a completely different context and support local communities and smallholders to secure tenure over land being ceded from the private sector; in response to a request for assistance from an international forestry company currently undergoing significant restructuring, Terra Firma and Landesa have in the last few months been assisting to develop proposals in respect to the transfer of up to 150,000 ha of land and related assets to local communities.

The long-term data hosting challenge will be addressed through the establishment of the new, national, independent institution (Cadastro Popular), which has the specific goal of providing an accessible platform for hosting this kind of data and the necessary technical capacity to guarantee its maintenance, security and availability. While the establishment of the Cadastro Popular is being funded through separate support from the Land Tenure Facility and the LandatScale program, its development has been and will continue to be intellectually and technically supported and influenced by ILRG activities. The funding from the Tenure Facility has finally become available as of July 2019 and the formal memorandum of understanding (MoU) between ILRG and the Cadastro Popular is now being developed. ILRG's support feeds into the launch of the Cadastro Popular, which will become active over the coming 12 – 18 months, in line with ILRG's activities. This initiative is expected to support the long-term sustainability of ILRG's work.

### **3.2 MOZAMBIQUE: MANAGEMENT AND ADMINISTRATION**

ILRG will continue to have a small operational team based in Maputo through partner Terra Firma, leading the policy engagement activities, supporting the design of field activities, and providing technical and logistical support to implementing partners, as well as leading the development of learning products and learning events. With the advent of the Cadastro Popular, the activities undertaken under ILRG by the Field Liaison and Geographic Information System (GIS) and Data Technical Support staff will decrease over Year Two and there will be a greater focus on national coordination, outreach, learning, and policy engagement activities. Based on the volume and nature of work that emerges, Terra Firma will adapt its management approach and capacity to support ILRG implementation. ILRG remains committed to focusing on field implementation through local partners while supporting them with technical backstopping. Additional gender expertise has been created within Terra Firma through the contracting of an international consultant (through W-GDP), increasing the delivery of capacity-building activities across all the project activities, and a full-time manager will be deployed under the ILRG to act as a liaison between the field partners, the technical office in Maputo, USAID/Mozambique, and the Tetra Tech staff under ILRG.

The dedicated Gender Advisor in Mozambique will be initially responsible for field implementation in Zambézia Province, where activities will start immediately with Novo Madal and Portucel, 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 areas, as part of a multi-year process of W-GDP learning and engagement.

### 3.3 MOZAMBIQUE: POLICY ENGAGEMENT (TERM FUNDING)

Preparation of the new National Land Policy has been a low-key activity of the Ministry of Land, Environment and Rural Development (MITADER) in the past few months, reflecting the sensitivities about such processes in an election year. While the priorities of this process remain those mandated by the Consultative Land Forum (e.g., systematic formalization of land rights; establishment of an autonomous national land administration authority; transferability of *direitos do uso e aproveitamento da terra* [DUATs] and the institutional and technological linkages between the land cadaster and the real property registration systems), the emphasis between these issues within the MITADER is an unknown quantity and may be affected by post-election changes in political leadership. The statutory commission<sup>2</sup> established in July 2018 has not been publicly active since its inception and although the National Sustainable Development Fund has appointed the legal consultancy firm to assist with the reform process, no work has yet started. ILRG will continue to adopt a flexible response mechanism to enable it to adapt to changing priorities and circumstances within the policy environment.

#### 3.3.1 IMPLEMENTATION

ILRG will contribute to policy development on all priority issues and will seek to introduce additional regulatory focus on other issues, such as local community representation, data and survey standards for land tenure regularization, acceptable methods for proving personal identity, and the institutional framework for land and resource governance at the local level. The team will work closely with the consultants hired under the USAID Supporting the Policy Environment for Economic Development (SPEED+) program, some of whom are tasked with policy and research activities related to these issues.

To ensure that the formal policy consultation exercises are underpinned by informed engagement from stakeholders across the country, the ILRG will host a series of small roundtable events in different provinces. These will be convened by João Carilho, a senior part-time advisor to the National Directorate of Lands (DINAT)/MITADER, who will be contracted for this purpose. The events will be held in the provinces that are priority areas for USAID/Mozambique, and will create opportunities for the sharing of information and experiences related both to ongoing policy issues in the land and agricultural sectors and the learning from ILRG-sponsored activities. Participants will be drawn from our partners in the private sector and other companies working in the province, the ILRG implementing partners and local government, local non-governmental organizations (NGOs), and local community representatives. The emphasis will be on creating an informal environment designed to share and collect information and proposals that contribute to more formal policy discussions at central level.

The vehicle for the formal engagements and consultations on the new Land Policy and legal framework for land is not yet clear, given the establishment of the new statutory body by MITADER in 2018. It may be that the new body is an attempt to marginalize the Consultative Forum on Land from this process, which despite also being a statutory body, has a more independent mandate and powers, as well as effective and active civil society engagement. ILRG will seek to support the role and work of the Consultative Forum on Land throughout the next phase, which may include funding support for the participation of key stakeholders.

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<sup>2</sup> The Commission for the Revision of the National Land Policy, Ministerial Diploma 56/2018 of June 12, 2018.

### 3.3.2 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. The specific work of the Statutory Commission, the legal technical assistance firm contracted by the GoM, and the discussions within the Consultative Forum on Land will be the primary targets, but ILRG will also use these tools in discussions with other public and private sector entities. The broad focus will continue to be on the community-based land documentation methodology as a national level tool for identifying and securing rights and will leverage learning generated through the Year One grant to the Associação Rural de Ajuda Mutua (ORAM) and the additional subcontracts identified in this Year Two Work Plan. These are expected to further understanding of how land readjustment processes can be undertaken to accommodate investment, best practice in terms of the equitable allocation of land resources to growers, and methodologies for identifying community and household rights in the context of land being ceded by the private sector:

- Reviews of the implications of policy choices proposed by the Commission for Revision of the National Land Policy, circulated to interested stakeholders;
- Practice brief on community-led land readjustment processes to equitably accommodate investments, based on the small-scale irrigation grant implemented by ORAM;
- Policy review of the legal context and mechanisms available for identification and formalization of community and household land rights where land is returned by users to the community domain;
- Policy review of the legal context and mechanisms available for the long-term allocation of occupancy and use rights to smallholders on privately held land; and
- A series of documented roundtable dialogues across priority provinces, as inputs to central policy discussions.

### 3.4 ILRG FIELD PARTNERSHIP BACKGROUND

Over the next 2.5 years, the project will work with Portucel, Novo Madal, and (potentially) Green Resources, three of Mozambique's largest agriculture and forestry investors, to influence and help develop their approaches to negotiating access to land and products, or to ceding access to land to smallholders in and around their developments.

ILRG will negotiate partnership agreements with Portucel, Novo Madal, and Green Resources for the implementation of the activity, which will be co-financed between ILRG and the companies. An MoU will be signed with each company, 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 component will be implemented through separate awards, linked to local service providers in the areas of operation of Portucel and Novo Madal, as well as Green Resources. These will be awarded to service providers identified through an open competition process.

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 with the assistance of 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 to positively influence productivity, sustainability, and community relationships. It is estimated that in the 2.5 year period, the project will benefit around 5,000 women across 2,000 ha of land in

Zambézia, with the expectation that the company will subsequently scale this work into other investment areas. In total, Portucel requires 40,000 ha planted to eucalyptus in its first phase (5,000 ha planted annually) to produce wood chips, increasing to 160,000 ha (20,000 ha per year) to feed a pulp factory; as of November 2019, it has acquired only about 12,000 ha. A well-designed and piloted outgrower scheme therefore offers opportunities for many thousands of women in a business plan for this 50+ year initiative. While ILRG has been lobbying to be more ambitious, the company is adamant that the pilot should remain 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.

Novo Madal is a new partner; it originated from the old Mozambican company Madal, which started operations in coastal Zambézia Province over 100 years ago. Its main business was coconuts, until the plantations were struck by lethal yellowing disease. Three thousand ingrowers – most of them women – were growing coconuts on Madal’s farms. After restructuring in the last few years, the company still has about 159,000 ha of land, of which 35,000 ha is suitable for agriculture, and 30,000 ha is forest plantations producing oak wood for export to Europe. The agricultural land comprises 42 discrete properties along most of the coast of Zambézia, with a few towards the interior of the province. The new owners, who purchased the company in 2017, are shifting from a model of producing all their own crops to a model that incorporates outgrower schemes with surrounding communities. The company has already returned a portion of its holdings to local communities and is planning to return more land in the future; this returned land could also be used for outgrowing. ILRG has also negotiated with the company to get them to agree to issuing long-term leases to women on some of the company’s own land, as part of a strategy to provide existing “encroachers” with tenure security and as a basis for their integration into commercial crop value chains. For both these ingrowers and the outgrowers, Novo Madal will provide technical assistance in the 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. Under the ILRG activity, the company will develop and implement a responsible divestment and ingrower strategy with 10 communities involving approximately 5,000 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.

Green Resources currently controls nearly 360,000 ha of land, but the company wishes to divest itself of all but 40,000 ha. Some of this land has never been cultivated by the company while other areas have standing forest plantations. Over the last year, Terra Firma and Landesa have been assisting the company to develop an approach to divestment in these areas that would favor local communities, and particularly women, in obtaining access to that land and the productive assets. The default position is that the company could simply return these lands and assets to the state, which likely would then simply re-allocate them without any further reference to the local communities who originally made the land available. As part of strategy to benefit the productivity and economic empowerment of local women, the ILRG activity, if successfully negotiated with Green Resources, would see these areas being delimited in the name of the communities and any standing trees being transferred to the management of local groups established for the purpose. 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 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. The engagement with Green Resources is to be confirmed based on developments in the first quarter of 2020.

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

1. Outgrowers on community land: Portucel and Novo Madal are interested in supporting production 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.
2. 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.
3. 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.
4. 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.

### **3.5 W-GDP BACKGROUND (W-GDP FUNDING)**

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, whereas land is more likely to be “owned” by men in the patrilineal south. It has been the clear experience from 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 influence in farmer’s associations. Additionally, the burden of household and childcare work 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. 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 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 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 alter 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 services, 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.

This work 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.

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 farmers. However, in addition to technical assistance and quality control, W-GDP will provide annual payments to farmers, as feasible, 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 doesn't 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.

Novo Madal has already handed some land over to communities that neighbor 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 and August each year, and two major seasons from October to 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. W-GDP will support some costs of sensitization, equipment for farmers, and land preparation.

In all cases, whether 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 required 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, 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.

### 3.5.1 MOZAMBIQUE: W-GDP IMPLEMENTATION

While women's empowerment will be fully integrated into the activities described below, the following section provides an explicit justification and approach used for W-GDP integration within each of the partnerships, as it relates to both land documentation processes and subsequent entrepreneurial empowerment opportunities.

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 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 activities include:

- Analyze engagement: Carry out an analysis of how each company acquires access to land and engages 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.
- Support company policy: Provide input to development of formal corporate policies by Portucel and Novo Madal management outlining the companies' approaches to outgrowing and ingrowing schemes.
- Provide gender training to 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.
- Strengthen land rights: Document land rights of women and men in areas of interest to the companies for outgrowers; delimit lands for ingrower schemes; and provide technical support to processes of allocation and design of long-term contracts.
- 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.
- Train 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.
- 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 become 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.
- 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 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.
- 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 for 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.

### 3.5.2 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.

- An engagement analysis;
- A capacity-building needs assessment of Portucel, Novo Madal, and Green Resources regarding gender sensitivity in procedures for outgrower/ingrower schemes and disinvestment plans;
- One policy adopted each by Portucel and Novo Madal management outlining the companies' approaches to outgrowing and ingrowing schemes, enabling company employees, community members, local government, and others to know broadly what to expect;
- Data collected to develop standard gender-sensitive SOPs 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.;

- 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;
- 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;
- Best practice document on responsible disinvestment from land with specific reference to gender issues;
- 5,150 women farmers trained in production, marketing, business management, negotiation, and other technical skills (5,000 in Novo Madal and 150 in Portucel areas);
- 5,000 new land leases and/or outgrower or ingrower contracts signed between Novo Madal and local women smallholders;
- Training of households and community associations in the positive impacts of female economic empowerment, gender-balanced household decision making and budgeting, etc.; and
- Identification and dissemination of best practices and case studies of women’s empowerment through private sector engagement.

### **3.6 NOVO MADAL: MOZAMBIQUE INGROWER/OUTGROWER SCHEMES – LAND TENURE SUPPORT FOR SURROUNDING SMALLHOLDERS (TERM FUNDING & W-GDP FUNDING)**

This partnership will be designed to build upon a new, short-term USAID-funded project under the Feed the Future Inova program, which focused on designing Novo Madal’s outgrower and ingrower schemes in Zambézia. The project will be implemented in communities neighboring with five of Novo Madal’s properties; this is focused on Quelimane District, including some areas under the jurisdiction of Quelimane municipality. The partnership will be implemented over two growing seasons to establish mutually beneficial use of newly delimited land as part of an outgrower scheme involving Novo Madal and the same communities.

In May 2019, Novo Madal signed a deal with USAID’s Feed the Future Inova project. This 17-month agreement (June 2019 – October 2020) is designed to support Novo Madal in designing a performance-based supply chain management approach for smallholder farmers that is reliable and scalable. Novo Madal sees this investment as a step towards improving its relationship with suppliers by building trust and loyalty along its agricultural product supply chain. Inova will provide technical assistance to design and develop the system. Novo Madal will drive the development and roll out of the scheme for sesame, castor bean, and guar. These crops grow well in the area, and Novo Madal has markets for all.

Four communities adjacent to existing Novo Madal land concessions are being targeted by Inova: Lucuari (30 km northwest of Quelimane), Temane and Mugama (6 km east), and Matulune-Gonhane (30 km southwest). The plans include both an outgrower component, where families will be integrated into value chains while producing on their own land, and an ingrower component, where Novo Madal will make land available within its concessions. Both sets of growers will be provided inputs by Novo Madal (primarily improved seeds), as well as technical assistance in production techniques and a guaranteed market. This can enable potential farmers who may simply not have enough land to engage as outgrowers (such as youth or resource-poor families) to participate in the scheme. Novo Madal will also offer long-term contracts to those who are integrated into their ingrower schemes. Under these contracts, ingrowers would get access to and secure tenure over land, inputs, technical assistance, and a

guaranteed market for target crops, as well as some additional land on which they can produce food for home consumption, in return for ensuring that Novo Madal can purchase the target crops. The company has recently ceded 300 ha of its land to a neighboring community, represented by their traditional authority. ILRG will work with Novo Madal to explore other options for making land available, including to producer associations and/or individuals, and to develop mechanisms for the registration of long-term rights to use land. These activities are intended to prevent these lands being co-opted by local elites, which occurred during an earlier wave of company restructuring in the mid-2000s; the company “returned” several thousand hectares to the state, only for these concessions to be immediately re-awarded without adherence to any of the safeguard processes envisaged in the Land Law.

The ILRG subcontract will be designed to provide vital complementary services to strengthen land rights and land documentation capacities within both the outgrower and ingrower models. As potential outgrowers, almost none of the families living in these neighboring communities have formal land title, yet almost all could meet the legal requirements for land rights based on good faith or customary occupancy, making them candidates for the local certification of those rights through local representative entities. For the ingrower scheme, the focus will be on developing legitimate, community-led processes that lead to an equitable identification of potential beneficiaries, and the development of land access agreements between them and the company. The focus of the subcontract overall will be to reduce the threats to the land rights of rural families from invasion and land theft by those with more power and influence, through documenting existing and newly awarded tenure rights.

The ILRG subcontract will provide capacity for the documentation of land rights based on occupancy and confirm areas for ingrowers, as well as prepare communities to engage with Novo Madal’s outgrower and ingrower schemes. The activities will focus on some of the communities that are adjacent to selected Novo Madal properties in the vicinity of Quelimane city, including two that are also participating in the Inova project.

This is planned as a two-year activity. There is an opportunity to expand activities to also cover the company properties in the Licuari area, should additional time and budget be available.

### 3.6.1 IMPLEMENTATION

The ILRG team will negotiate a formal partnership agreement with Novo Madal for the implementation of the project, which will be implemented by two separate service providers identified through open processes; one will focus on the land identification and documentation work, while the other will target the facilitation of production and the gender-related activities. The scopes of work for the service providers will be jointly designed with Novo Madal, and ILRG will liaise with the Inova project to ensure alignment of activities and priorities. As with other grants and subcontracts, the Terra Firma team will provide technical support for the use of MAST tools and capacity-building of field staff and will act as a liaison with the Cadastro Popular for back-end services; this will ensure adequate data processing and normalization processes, map production, certification and long-term hosting of the rights data.

Key activities include:

- Service Provider 1: Delimitation of community and family lands through:
  - Intensive awareness raising on land rights, with emphasis on women’s and men’s rights based on occupancy;
  - Where appropriate, establishment of community land associations as legal entities to represent communities as land holding entities, with a focus on women’s rights, interests, and participation in these;

- Delimitation and documentation of boundaries of communities, leading to official declarations of land rights from the provincial government;
- Delimitation and documentation of the land rights of families and individuals in these communities (emphasizing women’s rights to land), resulting in production of declarations of land rights by the community land associations; and
- Delimitation of sections of Novo Madal’s lands that would be used for ingrowers, and design and support implementation of a gender-sensitive allocation system that includes the ability to transfer land use rights.
- Service Provider 2: Facilitate productive and profitable use of delimited lands:
  - Explain the process, roles, and responsibilities of outgrower and ingrower schemes (expanding work already being done by Novo Madal at a small scale under Inova); and
  - Enable provision of technical support, agricultural extension, inputs, and services for outgrowers and ingrowers (idem).

### 3.6.2 DELIVERABLES

- Initial community surveys, with an emphasis on gender and vulnerability issues, to inform implementation activities with respect to: a) community land delimitation and community representation; b) household parcel identification and registration; c) local land management and land rights administration; and d) land access agreements for ingrowers;
- Locally issued land rights declarations to rights holders, confirming legitimate acquisition of DUAT rights or long-term agreements confirming legitimate use of land;
- Data on verified rights integrated into the Cadastro Popular platform, with secure access granted to the associations, as data “owners”;
- Spatial data/maps of communities, including family/household land parcels;
- Spatial data/maps of participating outgrower family areas; and
- Spatial data/maps of ingrower scheme areas and allocated production blocks, with associated land access agreements.

### 3.7 PORTUCEL: SMALL-SCALE EUCALYPTUS PRODUCTION MODELS (W-GDP FUNDING)

Building on the relationship already established with Portucel, ILRG will support an activity designed to underpin the company’s potential pivot to an investment model predominantly based on sourcing timber from outgrowers. Such a model would ensure that farmers retain their land rights and could obtain a reliable source of cash income, while also providing a significant increase in timber available for purchase by the company. The Chief Executive Officer has on several occasions raised the option of developing such an outgrower scheme to source a significant portion of the required timber, but there remain concerns about institutional and community capacity.

This activity will be implemented primarily in communities where communal and family lands have already been delimited and registered, but it will include some new delimitation work as well. The emphasis of the project will be on enabling some farmers to begin to produce eucalyptus as a cash crop while providing evidence to Portucel that this is a viable production model. For now, Portucel wants to

keep its obligations very small and has encouraged the project to start out with very small numbers of farmers, with a gradual increase over time. The company notes that it has a minimum timeframe of 50 years and is not in a rush; however, a badly designed outgrower process could exacerbate problems that would haunt the company for years.

Farmers (especially women farmers) in Zambézia Province are extremely poor, which presents some challenges. Virtually all families in Ile, Mulevala, and Namarroi Districts focus on annual food and cash crops. While some do harvest from fruit trees, few families can afford to invest in producing a commodity that doesn't bring returns within a year. Eucalyptus can be used for construction and charcoal after two years, for electricity poles after four years, and for industrial uses such as chipping after seven or eight years. Most families, especially those headed by women, would need assurance of income during the growth period of the trees. A project that provides evidence of a successful timber outgrower model, without great initial risk by the company and in ways that enable families to meet their needs for food and income before harvest, could lead to the rollout of a scheme that provides cash income to thousands of women farmers.

The International Finance Corporation (IFC), which has already invested \$50 million in Portucel's initiative, has also shown interest in supporting delimitation and awareness raising for stimulating the production of eucalyptus by smallholders. IFC Mozambique agrees that it makes most sense to do this in ways that do not initially require a contractual agreement with Portucel, and that can reduce the entry risk for farmers and for the company.

The ILRG project will therefore seek the buy-in of farmers and of Portucel in ways that reduce the risk to both. The project will stimulate production of eucalyptus trees that are owned by (mostly female) smallholder farmers, initially without any contract to Portucel. Farmers will be free to use the timber as they like; eucalyptus has a ready local market for poles, construction material, and charcoal, so there is little risk. If farmers demonstrate that they can produce timber that meets Portucel's standards, the company may be more likely to offer outgrower contracts and take over the project.

The overall goal will be to test and encourage the adoption of models of land-based investment that provide benefits to local communities, especially women, while also being profitable for the investors. The specific objectives are:

1. *To develop and pilot a model of gender-sensitive timber production in areas affected by the Portucel concessions, in ways that reduce the entry risk to farmers and to Portucel;*
2. *To document and disseminate lessons that can influence policies and practices of Portucel other companies in Mozambique and elsewhere; and*
3. *To encourage adoption of this model by Portucel in Mozambique.*

The key elements of the activity are:

1. Reducing the entry risk to farmers and to Portucel in smallholder production of a multi-year timber crop;
2. Ensuring good practice is brought to the development of a timber outgrower scheme that could provide benefits to women farmers and to the company; and
3. Providing practical models for replication by Portucel in other plantations and by other timber operators in Mozambique and across Southern Africa.

While the timeframe for the project is short compared to the long-term requirements of establishing outgrower schemes, this intervention will help ensure that the work is well designed and implemented from the start, and able to scale up rapidly.



### 3.7.1 IMPLEMENTATION

Participating women will be supported to improve production and productivity through access to saplings, agricultural extension and technology. One of the key elements, already identified by Portucel as essential, will be piloting the use of annual (or six-monthly) cash performance payments to encourage resource-poor smallholder farmers to adhere to quality standards and to keep their land under eucalyptus while waiting for it to grow to a size where it can bring income. The first two years of growth are critical, so farmers must undertake correct land preparation, planting, weeding, and fire control. The project will involve annual (or six-monthly) quality assurance inspections; if a farmer passes, she or he will receive a cash payment.

After two years, the trees crown over and very little grows underneath them, dramatically reducing the need for weeding and fire control within the plot. However, control of fire is still important to prevent fires from outside spreading into a plot.

The project may also be able to leverage Portucel support to participating farmers for beekeeping as a secondary, more short-term source of income. This is part of the company's existing social development program and could possibly be extended to the participating outgrowers.

The work will be undertaken in Namarroi, Ile, and Mulevala Districts in Zambézia Province. The ILRG investment will support about 150 farmers to plant small areas of eucalyptus in the first 1.5 years of the project. These could be plots as small as 8 x 16 meters but could be larger based on the interest of farmers. Farmers will be able to harvest the timber for personal use or local sale (poles, fuel, etc.), but will also have the option to sign up as participants in a future outgrower arrangement with Portucel if the company is convinced of the quality and reliability of production. If the project timeframe is extended to 2.5 years, the number of farmers could increase to 300.

Key activities will be:

1. Delimitation of farmers' land: for farmers whose land has already been delimited (such as those supported by ILRG in 2019), the project will delimit the specific fields or portions that owners will dedicate to eucalyptus production. For farmers who have not yet delimited their land, the project will delimit the family's overall land, as well as the smaller areas within this that will be allocated to eucalyptus.
2. Support to smallholder eucalyptus farmers: this involves community sensitization, provision of training, land clearing and development of contours, provision of performance payments (upon confirmation of correct land preparation, planting, weeding, etc.).
3. Activities with Portucel: ILRG will support and encourage Portucel to develop a policy of sourcing timber from outgrowers, and to design contracts that are clear and mutually beneficial for the company and for growers, especially women.

Portucel will provide clear technical performance standards to guide the service provider and the participating farmers. It will provide eucalyptus saplings free of charge and ensure that the implementing agency has all required technical advice on land preparation, planting, weeding, fire control, and other husbandry issues. The company may also provide technical assistance to participating farmers in beekeeping within eucalyptus plots. At end of the project, Portucel may offer to sign contracts with participating farmers, and to take over all costs and responsibilities for support, including subsequent performance payments (if Portucel does not sign contracts by the end of the project, farmers will continue as full owners of the timber and can freely use it or sell it to any buyers).

The ILRG team will develop a scope of work for a service provider to facilitate the introduction of the scheme, working in close coordination with the local district authorities and with Portucel. The scope of work (SOW) will comprise:

- Developing accessible training materials: the adoption and/or improvement to technical material for extension staff and visually explicit materials for women farmers. Based on performance guidelines from Portucel, these materials will guide smallholder production of eucalyptus.
- Ensuring women's access to and use of training: ensuring that trainings are planned in a way that take all women's constraints into account. To the greatest extent possible, this will involve female trainers, use of local languages, and appropriate cultural practices to ensure active participation in trainings for women and men.
- Training and providing agricultural extension for farmers: formation and training of women and men (some as members of farmer's associations, others as individuals working in informal groups) in the eight-year timber cycle, land preparation, planting and maintenance of eucalyptus, marketing, business management, understanding and negotiating contracts, and other technical aspects. This can involve new or existing single-sex or mixed-sex informal groups and formal associations to ensure women's participation, decision making and control of resources.
- Providing inputs and equipment: provide farmers with key inputs as required.
- Introducing practical measures for gender equality: ensuring that participation in the program is compatible with women's multiple roles and needs. For example, some women may require help with childcare in order to participate.
- Engaging with participants, with awareness-raising and support to leadership and negotiations: development or adaptation of gender-sensitive materials on 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.
- Improving market access for women: sourcing directly from women and women's groups, improve access to markets. When possible ensure the system allows for payments to bank accounts rather than cash and include other measures to reduce risks for women producers.
- Analyzing company engagement: an analysis of how Portucel currently engages with men and women in its process of acquiring access to land, offering work, and offering access to the Portucel social development program. The analysis will also assess the perceptions and perspectives of diverse women and men within the communities toward the company.
- Making the business case for increased investment in women smallholders: identify and disseminate good practices, identify female role models and male gender champions and develop materials for broader dissemination to companies, communities and decision-makers.
- Developing company policies: provide input to development of formal company policies by Portucel management outlining the company's approaches to gender-sensitive outgrowing schemes.
- Adopting SOPs that are gender sensitive: develop draft company procedures for contracting that favor women and arrangements to buy from women's farmers associations and groups; technical support staff should be gender balanced and have gender capacity.

- Training company staff on gender: build capacity, awareness, and engagement in gender-sensitive approaches to outgrower schemes. Portucel staff will be trained in gender integration in key practices and in use of simple tools for monitoring gender related impacts of their engagements with communities.
- Developing and adopting grower models that have explicit incentives for female farmer engagement: provide input to help the company design outgrower schemes suitable for women and men. These will include such aspects as financial incentives and subsidies, development of targeted communications and marketing to maximize participation, development and monitoring of grower contracts, access to credit, resources, technology, saplings, mechanization for land preparation, and weeding, etc. as well as payment schemes based on smallholder women's needs and constraints, all specified in clear contracts that confirm 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.

### 3.7.2 DELIVERABLES

- A company engagement analysis
- A document and related materials that make the business case for increased investment in women smallholders
- Company policies
- Gender-sensitive SOPs
- Gender training for company staff
- Grower models that have explicit incentives for female farmer engagement.

### 3.8 GREEN RESOURCES: SECURE LAND FOR LOCAL COMMUNITIES (TERM AND W-GDP FUNDING)

*Note: This activity is to be confirmed in early 2020, based on discussions with the firm. It has great opportunities for private-sector scaling and presents unique learning opportunities. PLEASE ALSO NOTE THAT THIS IS PRIVILEGED INFORMATION AND SHOULD NOT BE SHARED BEYOND THE ILRG/USAID TEAM.*

Green Resources is an international forestry company operating in Mozambique for the last decade. It has decided to consolidate its land holdings in the country to match its future ambition. The company will continue to develop part of its plantation forest in Niassa in areas that are concentrated and contiguous and therefore suitable for effective forestry operations. It wishes to exit in a responsible manner from the other land holdings in Niassa, Nampula, and Zambézia.

The total area targeted for development in Niassa is approximately 40,000 ha. This gross area includes commercial forest plantations, areas set aside for conservation and protection of natural habitat, roads and infrastructure, fire breaks, and buffer zones. Green Resources's total land holding in Mozambique is approximately 360,000 ha, distributed between Niassa (102,000 ha), Nampula (125,000 ha), and Zambézia (135,000 ha).

In 2018, Terra Firma and Landesa performed an independent review of the legal and best practice compliance status of the DUATs held by Green Resources, which resulted in a report with recommendations for the areas to be developed and for the areas to be relinquished. Green Resources

decided to adopt the recommendations in the report and move forward based on these recommendations. Some of the principles accepted by the company include the following:

- The process for defining a “responsible exit” must be oriented towards the best interests of those living on the land, as determined, within reason, by the communities themselves. Affected communities should be better off after the completion of the process, with a “do no harm” principle established as a minimum requirement for assessing options. Inclusive decision-making processes will be required to ensure that all members of each community have an opportunity to shape the potential options for divestment.
- There are few opportunities to take short cuts. These processes (just like acquisitions) will take time and cost money. Irresponsible exits will harm communities and reputationally affect Green Resources and financiers.
- With respect to the mechanisms for returning land to the affected communities, it will be important to strike a balance between the delimitation and return of “community land rights” to the “local community” with the need to ensure that those families and individuals who actually ceded land in the first place have their individual/family rights restored (it is likely that there is a mix of some “community lands” that were ceded, as well as some lands which belong to families and individuals – these considerations are one of the reasons why engagement is important during the exit). In particular, pre-existing rights of women will be explicitly prioritized to ensure that local elite capture does not occur.

On this basis, a process for divestment along the following lines was proposed:

- The delimitation of local community land rights using the Technical Annex to the Land Law – this will ensure that local communities, as defined through the legislated process of self-identification, will be able to map and document their acquired rights over areas defined as community lands;
- The establishment of improved community capacity to receive and manage land and assets – at a minimum this will involve the establishment, under private law, of a community association to represent the community as a private land rights holding entity, and the publication of their founding statutes in the government gazette. Whilst the establishment process implies some level of training and awareness-raising, the longer-term challenges of building institutional capacity will be for other entities and programs that can offer such support.
- Decisions in respect to divestment paths will done through inclusive and meaningful community engagement, so that affected communities and individuals are actors rather than acted upon during the exit process;
- Decisions in respect to divestment paths will based on a risk analysis, and risk management plans will be established – the risks associated with Green Resources’ exit will be identified and subjected to the mitigation hierarchy<sup>3</sup> so that they can be minimized;
- Responsible asset return – any assets on the land (i.e., trees) will be returned to communities, in a gender-sensitive manner / approach, or to subsets of those communities organized as

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<sup>3</sup> The mitigation hierarchy is as follows, and is sequentially applied in descending order: a) Avoid- change or tweak plans so negative impacts are avoided, then; b) Minimize- change or tweak plans so negative impacts are reduced, then; c) Restore- Add additional activities to directly correct any unavoidable, irreducible impacts, then; d) Offset- Any remaining impacts (called residual impacts) may be ‘offset’ by the addition of activities that will balance out, or even overcompensate for the negative effects of any residual impacts.

producer associations, with management schemes in place. Arrangements should, as far as possible and feasible:

- Be based on the formal titling of the land in the name of a producer association, unless the assets are to be managed by the broader community land association;
- Maximize the potential for sustainability, through involving community members who voluntarily wish to associate and dedicate time and energy to the venture;
- Ensure compensation for persons/families who may have directly lost access to land on the areas affected, to be paid by the association acquiring the assets; and
- Ensure that benefits to the broader community are incorporated, through the payment of a rental or local tax payment by the producer association.

### 3.8.1 IMPLEMENTATION

Green Resources is currently considering its options and commissioning a service provider to develop a road map for the divestment process. If this results in a plan that conforms substantially to the process proposed above, the ILRG team is of the opinion that support could be provided. If so, a service provider contract would be identified through a competitive process to assist the company with the following:

- Facilitating the delimitation of local community land rights. This will most likely manifest as a series of community delimitations at *povoado* level, covering an average of 3,000 – 5,000 ha. It will be most important in those areas with assets (standing timber, etc.) in order to identify legitimate claims to these;
- Establishing gender-inclusive community associations to represent the communities;
- Facilitating community engagement on options for asset transfer; and
- Facilitating the establishment of producer associations to manage standing plantations, with management schemes in place and through processes that maximize opportunities for women to play meaningful and economically beneficial roles.

### 3.8.2 DELIVERABLES

The potential deliverables under this activity are:

- Initial community surveys, with an emphasis on gender and vulnerability issues, to inform implementation activities with respect to: a) community land delimitation and community representation; b) local land management and land rights administration; and c) options for future management and ownership of any standing plantations;
- Certified community land rights over areas destined for divestment, up to 150,000 ha, with formal community land associations established in up to 60 communities;
- Data on community rights integrated into the Cadastro Popular platform, with secure access granted to the associations, as data “owners;”
- Spatial data/maps of communities and identified resources;
- Timber producer associations in community areas where there are standing plantations; and

- Spatial data/maps of plantation areas attributed to producer associations;

### **3.9 DISASTER RELIEF: BEIRA RELIEF (BUY-IN FUNDING)**

A concept is currently being developed in response to a request by USAID/Mozambique for an activity addressing the aftermath of the two cyclones that hit Mozambique in 2019; Idai in March 2019 and Kenneth in April 2019. It awaits further analysis and decisions by the mission.

It will take years to resolve the resulting property damage, loss of life, long-term food and livelihoods security issues, and complications for access to basic services. Beyond these two events, Mozambique is one of the world's most severely affected countries in terms of flooding and drought emergencies; the country also is seeing internal displacement of people in northern Cabo Delgado Province as a result of low-level armed conflict. These events all involve temporary and permanent displacement, with implications for displaced people and for the host communities in which they are resettled.

Much of the response to Idai and Kenneth has addressed immediate concerns, such as housing. But little has been done to address longer-term issues such as securing land rights for housing, enabling people to have secure access to land for livelihoods, or ensuring that basic services have the land required to enable them to grow in response to the newly resettled populations that use them.

The activity will use funds provided by USAID/Mozambique to address land issues and land administration in the context of post-cyclone resettlement and planning in two districts in Sofala Province. It will assist to develop processes that address immediate needs in ways that build the capacity of local government authorities to plan for and respond to land-related aspects of disasters. It will also document lessons that will be relevant for other areas at risk of natural disasters, especially flooding, drought and displacement due to conflict.

The overall goal will be to increase the capacity of decentralized authorities (districts) to plan for, manage and/or mitigate land-related issues that commonly arise in contexts in which either temporary or permanent involuntary displacement are caused by external factors such as disasters or conflict.

Specific objectives are:

- Objective 1: 2,500 resettled families and 7,500 host community families have secure, documented access to land for housing and livelihoods (total 10,000 families spread across three resettlement areas in each of two districts);
- Objective 2: district authorities can demonstrate the skills required to deliver land administration services relevant for disaster preparedness and response; and
- Objective 3: tools, processes, and key lessons are documented in practical “how to” manuals for use in future land-related disaster preparedness and response work.

#### **3.9.1 IMPLEMENTATION**

The project will include the following major activities:

- Joint planning and capacity-building processes: As noted previously, this project will increase the capacity of decentralized authorities to plan for, manage, and/or mitigate land-related issues. This will begin with active engagement with district government (at levels of the district, administrative posts and localities) and community leaders. Special efforts will be made to encourage the involvement of women in planning, implementation and monitoring. The project will develop appropriate approaches that emphasize training and capacity-building of leaders and community members in all the activities noted below.

- District-level identification of zones at risk: This uses territorial and spatial planning tools, and mapping these clearly at district level.
- District-level identification of potential “zones of refuge”: This considers diverse types of disaster such as cyclones, flooding, drought, and wildfires. This helps avoid resettling people displaced from one type of disaster in an area that is vulnerable to other types, while also securing the existing land rights of people who may be called upon to host displaced people in the future.
- Selection of pilot locations: The project will work with three or four resettlement areas in each district. ILRG will develop criteria in collaboration with provincial and district authorities to ensure a range of sizes, locations not at high risk for future disasters, and with strong acceptance of the project by local authorities, displaced populations and host communities.
- Overview mapping of sending and receiving zones: For the pilot resettlement areas, the project will identify the areas of origin of displaced people and the areas of host communities.
- Delimitation of existing family land rights: Mapping land parcels that have already been allocated for use by host families and by resettled families for housing and livelihoods. For displaced families, this may include land in the areas from which they have had to move, but which they retain for ongoing use (such as farmland)
- Development of community land use plans: These participatory plans provide the basis for future allocation of land to families for multiple uses such as housing and livelihoods (including displaced people, natural population growth, and people moving into the area). These plans also identify the current and planned allocation of land for basic services such as schools, clinics, water points, and sanitation, as well as areas for economic development.
- Planning district-wide documentation of land rights beyond resettlement areas: This includes documenting land more widely across the districts, which provides greater land tenure security while also contributing to future disaster preparedness and response. When disasters strike land that is well documented, rights holders will feel increased security to temporarily leave their lands knowing that their rights are documented and secured in their absence. When resettlement is required, the process guarantees that the pre-existing rights of the receiving (e.g. host) communities will be recognized. Implementation of this broader process is beyond the scope of the pilot, but the pilot will develop detailed proposals and plans for both participating districts.
- MEL: Throughout the process the project will work closely with provincial and district government, community leaders and others to monitor progress, evaluate impacts, and to identify and document lessons for use later and by others.

### **3.10 MOZAMBIQUE: LEARNING AGENDA**

#### **3.10.1 GENDER**

As with ILRG’s learning agenda in Zambia, the work in Mozambique will explore the impacts of customary certification on women through quantitative and qualitative analysis of community land associations and of family land allocations. The results will guide the design of customary land documentation processes and will shape capacity-building to be conducted under ILRG. This element of the learning agenda will be further refined by the Zambezia gender assessment, which specifically targets

increasing women's participation in association leadership structures. Data from Year One provides a good opportunity to ask questions about the process as well as outcomes.

### 3.10.2 YOUTH

The quantitative and qualitative analysis of community land associations and of family land allocations noted above will also investigate participation and influence by different age groups. This will guide design of the approach to awareness raising and to land documentation processes that include youth as title holders. This should enable more youth to see agriculture as a viable income activity, especially important given that 66 percent of Mozambique's population is under 25 years of age. Qualitative data will largely come through discussions with ILRG partner staff, though as the initial quantitative data identifies interesting lines of inquiry, field surveys may be used to deepen understanding.



## 4.0 ZAMBIA

USAID's Land and Urban Office has been engaged with the Zambia mission since 2014, and the activities have increasingly been led by the priorities and interest of USAID/Zambia, with mission buy-ins related to biodiversity from the Economic Growth Office. With the award of the ILRG program in 2018, USAID/Zambia continued its investment in biodiversity 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 both 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.

Zambia has been spared many conflicts over land that have plagued other countries in the region. Yet, there is a growing demand for rural agricultural land by domestic and international investors, and Zambia's young and urbanized population is heavily housed in informal settlements within Lusaka and the Copperbelt regions of the country. Over the past two decades, tensions have arisen based on the 1995 Lands Act and the opening of a market for land has resulted in a scramble for titles in peri-urban and rural areas. This process has created tensions between state institutions and the customary chiefs and their traditional authorities who manage well over half of the country. Many of Zambia's 288 chiefs have released land to the state in peri-urban areas or to individual investors in more rural areas, expecting the arrival of services and opportunities for employment, but have been disappointed when in many cases these benefits have not been realized.

Zambia's land sector has been critiqued as opaque and prone to abuse, in part due to the overlapping and ambiguous roles of different institutions. Equally challenging within this environment are the overlapping resource rights and land management frameworks, where for example customary law dominates land allocation in rural areas for agriculture, but all forest and wildlife resources on the same land are managed by state institutions (Forestry Department and Department of National Parks and Wildlife [DNPW]). Similarly, in the context of decentralization and creation of new districts, local councils have obligations in customary areas through integrated district planning with customary authorities. These overlapping responsibilities have resulted in an environment of distrust where the state is unable to fulfill its obligations to deliver services in customary areas, and at the same time chiefs and local communities fear that their interests may be overpowered by those with more power.

Despite this challenging context there are pockets of opportunity that have the potential to transform Zambia's land and resource management sector into a driver of broad-based economic growth. The Forests Act and Wildlife Act have created space for community resource management to be tested and scaled, private sector actors are more aware of the need to negotiate with communities over benefits and responsibilities, and customary authorities from village headpersons to chiefs are taking responsibility for mapping their own boundaries and documenting the resources under their control. Though not fully implemented, the decentralization process has the potential to bring practical planning tools and process to the local level, particularly if integrated with engaging traditional authorities and rural communities.

Zambia continues to work toward completing its first National Land Policy, which recognizes both these challenges and associated opportunities to secure people's rights to land and resources, particularly the most vulnerable, as well as generate own-source revenue through transparent and locally legitimate practices, which will be central to Zambia's journey to self-reliance. Associated legislation is under consideration in the land sector, and regulations and guidelines to realize community resource

management are under preparation for the forest and wildlife sectors. This ILRG Zambia work plan reflects this broad national context.

#### **4.1 ZAMBIA: SCALING AND SUSTAINABILITY**

ILRG's Zambia strategy remains focused on ensuring the sustainability of previous USAID investments and moving toward a scalable approach aligned with other actors in the land and resource governance sector. ILRG sees these two elements of sustainability and scalability as central to self-reliance. ILRG has spent its first year in Zambia building relationships across a coalition of actors who have decision-making and management authorities over land and resource use, including the communities themselves. Sustainability is focused on technical assistance to beneficiaries at the community, chiefdom, and district levels to focus on their ability to collect, manage and use land and resources rights data. This aims to demonstrate a cost-effective approach for long-term community-based land administration (paralleling work in Mozambique and Ghana). This has and will continue to involve coordination with the United Nations Human Settlements Programme (UN-Habitat), Medeem, Medici Land Governance, Zambia Land Alliance, House of Chiefs, Ministry of Local Government (MLG), and Ministry of Lands and Natural Resources (MLNR). ILRG will test models of decentralized customary land administration, including financial and technical sustainability, and evaluate success with these partners every six months.

Scalability of ILRG MAST approaches will be based on coordination with respect to data standards, data collection safeguards and processes, and building a coalition of partners who will collect data, and those who will administer and manage data for planning, service delivery, and tenure security. Sustainability of administration and long-term data management remains the biggest risk for ILRG investments moving forward.

The scaling and sustainability of ILRG activities is linked to a focus on ensuring policy relevance for all of ILRG's activities, particularly related to consolidating experience on wildlife and forest resource management in a way that secures rights and promotes benefits at the local level. Relationships with the DNPW and Forestry Department are creating this trust. At the same time, ILRG remains flexible to evolving demands and needs – for example, around supporting responsible land-based investment in the agriculture and energy sectors.

#### **4.2 ZAMBIA: MANAGEMENT AND ADMINISTRATION**

In Zambia, ILRG continues with a small Lusaka-based operational team, including the program COP for the coming year, while the Country Coordinator takes leadership of the technical and administrative operations of the program. This team will provide technical and logistical support to field implementing partners, as well as to Lusaka-based institutions. The technical team is currently composed of the ILRG COP, Country Coordinator, Data Specialist, and Gender Specialist. A Data Quality Control Specialist has been hired to support data and training needs of existing and future partners. A two-person finance and administration team supports this implementation and is also available to assess and build the capacity of partners. Grants and subcontracts will continue to be competed, issued, and managed locally. Each activity/deliverable will be led by a responsible technical lead, and often supported by local or international consultants. As activities expand in the coming year, additional staff resources may be required.

#### **4.3 ZAMBIA: POLICY ENGAGEMENT**

Zambia has never had a Land Policy to guide MLNR activities to secure land and resource tenure for rural and urban populations alike and to encourage domestic and international investment. Completion of the policy remains a priority of government, and ILRG will continue to support its finalization by

promoting transparency and trust building among all stakeholders; targeted technical assistance around key elements of the policy; and consideration and adoption of international best practices. For the coming year, the MLNR has requested ILRG's support on: 1) communicating the policy broadly, once it is approved; 2) technical assistance around revisions to the principle land acts; and 3) research and analysis on approaches to operationalize customary land documentation processes.

During Year One, ILRG established relationships with additional ministries and departments, who have requested analysis and assistance on harmonizing their legislation and regulations across ministries and in particular operationalizing regulations around community resource management. These include partnerships with the DNPW, Forestry Department (FD), MLG, Resettlement Department under the Vice President's Office, Ministry of Chiefs and Traditional Affairs, and the provincial administrations. Community-based natural resource management (CBNRM) is a particular interest of the DNPW and the FD, and ILRG will ensure that the field activities described below will inform the regulations under consideration in the DNPW relating to private wildlife estates and game management areas (GMAs), as well as the community forest regulations under the FD. ILRG will be prepared to offer assistance, based on USAID/Zambia's interests. ILRG's partners, Frankfurt Zoological Society (FZS) and the Zambia National Community Resource Board Association (ZNCRBA), are deeply involved in these discussions, so the program tends to coordinate through these partners. ILRG also anticipates advancing work in Chipata and Petauke Districts, and the new Lusangazi and Chipangali Districts, related to developing local area plans, which are envisioned under the Urban and Regional Planning Act of 2015, but have yet to be carried out in practice. In the spirit of sustainability, ILRG is encouraging these partners to advance MoUs with the Zambia Integrated Forest Landscapes Program (ZIFL-P), as well as directly with district councils.

#### 4.3.1 IMPLEMENTATION

As with activities in Year One, ILRG's legal and policy support is based on the timelines and openness of government counterparts. ILRG will ensure at least quarterly updates and communication with each relevant ministry and quarterly or bi-annual in-person meetings with points of contact, to ensure that ILRG is responsive to the range of needs and government priorities. As with previous years, ILRG's financial and technical support will seek to engage the broader Zambian government, traditional leaders, and civil society, including the press. ILRG assistance will also not be used to fund activities that are part of government's day-to-day work – for example, meetings of the technical drafting committee. While this ensures the responsiveness of the program to both mission and government needs, it also presents risks of stalled work, or creating expectations that can't be fully delivered on (for example, if all relevant ministries or partners seek deep project engagement). At the same time, ILRG also faces the risk that stakeholder trust is still not present at a deep enough level to advance the policy framework. ILRG promotes meetings that have clear outputs, however controlling the success of any given meeting is beyond the program's manageable interest.

ILRG continues to provide policy and legal framework advice to the MLNR. As in Year One, with the MLNR ILRG will offer technical support on laws and regulations associated with the land policy. In particular, ILRG has been asked to support a review and inputs into the Lands Act; Land Survey Act; Lands and Deeds Registry Act; Land Tribunal Regulations; and Customary Conversion Regulations. This will be through a dedicated review of each relevant act/regulation, by a lead legal consultant, working with the MLNR Legal Officer, with a vision towards implementation of the Land Policy, particularly the systematic titling approach. ILRG is prepared to act as a policy advisor to the government and has offered its support as the MLNR has requested particular technical advice. To date, the Ministry has not requested ongoing/embedded support, but rather prefers on-call engagements. This builds on an ongoing relationship with the MLNR Legal Officer. ILRG would be expected to provide technical support to a Customary Land Administration Bill, should it emerge during Year Two. ILRG does not have the full

engagement of the MLNR Legal Officer and this relationship needs to be built over the coming year. There is reason for optimism though, as the ZIFL-P has engaged a legal consultant team that has begun to open the door for stronger coordination and shared vision.

Engagement with other ministries and departments on policy are based on specific opportunities related largely to community-based natural resource management (e.g. with DNPW and FD) or related to rights recognition (e.g. Department of Resettlement, MLG). These engagements are more ad hoc and based on opportunities/discussions that emerge through continued “checking in.” ILRG’s engagement with DNPW and FD has developed through discussions over harmonization of the Community Forest Regulations and Wildlife Act in practice, particularly in Rufunsa District.

ILRG direct support to DNPW awaits feedback on USAID/Zambia’s priorities for engagement with the DNPW, which is currently suspended. Specific support has been requested from DNPW related to stakeholder consultations around the GMA regulations and the private wildlife estate regulations. Additional support has been requested for technical assistance around finalizing these regulations with the Ministry of Justice. ILRG will reserve a small amount of funds to engage in these areas, as and when the DNPW is ready to move. ILRG will work with the data from USAID SERVIR to undertake an analysis of encroachment and land use change in key corridors for wildlife and forest protection in Zambia. Before advancing this work, ILRG will coordinate with United States Forest Service Advisors in Zambia, as well as the USAID SERVIR group, to determine whether and how the data may be worked with moving forward.

With respect to the FD, policy support is proposed to help test the extent to which community forest boundaries are being respected. In 2019, reports were received that land has been alienated in a number of community forests that have been established in recent years. There will be a need to support these cases as they are tested in the courts or within district government, and to build the capacity of district governments to gain awareness of and apply the regulations (see below and above in Rufunsa District).

ILRG’s support to the expected Community-Based Natural Resource Management Policy through the Vice President’s Office is expected to be achieved through the engagement by grantee ZNCRBA. They will report on progress and advocacy activities monthly.

ILRG’s engagement with the House of Chiefs is expected to result in a customary land and gender policy, to be disseminated across all customary leaders and to be localized within the different royal establishments. This work is expected to be complemented by gender and land dialogues, led by ILRG’s Gender Specialist.

#### 4.3.2 DELIVERABLES

- Validation of the National Land Policy;
- Communications and outreach related to the National Land Policy;
- Review of land legal framework in context of revised National Land Policy, with suggestions for priority revisions;
- Analysis of legislative options for documenting and registering customary land;
- Technical review and outreach, related to DNPW and FD regulations;
- Analysis of encroachment within Zambia’s GMA and Forest Estate; and
- Meetings and outreach associated with trust-building on the land policy.

#### **4.4 ZAMBIA: ADVANCING COMMUNITY-BASED LAND ADMINISTRATION FOR IMPROVED PLANNING**

ILRG's field activities are associated with advancing sustainable customary land administration systems that build on experiences under the USAID Tenure and Global Climate Change program (TGCC): integrating low-cost data collection and administration methods into district planning that bridges customary and state systems; supporting rural land and resource governance institutions for forest and wildlife management; and demonstrating the benefits of land rights documentation for households, communities, and private sector actors. Year Two will add an integration of gender-best practices and learning to this field work. Year Two may also involve testing how the processes and tools that have been developed to date can most effectively be applied across other parts of the country, and through less intensive support to local partners, through training and small grants/contracts with local partners to carry out documentation in areas of their existing interest. ILRG is also finding a strong interest from partners in having backstopping on technical issues related to land use planning and wildlife management. ILRG will remain open to aligning activities and outputs with USAID/Zambia activities, for example in the agriculture sector, while continuing to deliver on natural resource management, governance and gender. As has been the approach over recent years, ILRG will actively search for opportunities to build on broader USAID programming and provide services to other partners.

***Sustainable Customary Land Administration Systems and Improved District Planning:*** During Year One, ILRG identified two priorities for Zambia MAST work:

- What benefits can households and communities, particularly vulnerable populations, women, and youth, access based on these documented rights; and
- Will the administrative system be maintained sustainably post-USAID/donor investment from both financial and technical capacity perspectives?

These remain key questions for Year Two. Partnership opportunities have emerged to identify benefits, but the challenge of long-term administration of documents remains a critical challenge to be explored. In the coming year, ILRG has planned partnerships with microfinance and agricultural input companies to assess whether community land documents can be used to extend finance into rural areas, particularly to women farmers; these engagements are well linked to USAID's private sector focus and agricultural investments. This work is likely to develop into its own area of dedicated focus on service delivery for improved rural livelihoods and women's economic empowerment. With the arrival of funding from W-GDP, ILRG has the opportunity to further build relationships with agricultural input providers and crop insurance and microfinance institutions on using land tenure data in customary areas to support smallholder farmers, particularly women. This is aligned with USAID's current private sector and agriculture sector foci. ILRG aims to establish one to three partnerships with private sector partners in Eastern Province, as well as continue to advance national-level association partnerships with banking and credit institutions to unlock the benefits of customary land documentation. As of December 2019, a partnership with Airtel and MFinance has been advanced to deliver loan products to village savings group members, building on previous USAID investments early in 2020.

The existing certificates and documented land are already being tested in Chipangali and Luzangazi Districts, as new councils attempt to identify development priorities for the coming years through their integrated development planning process. The customary land administration challenges remain central, both from a day to day practicality of keeping documents up-to-date, as well as the long-term sustainability of the system. There are no clear institutions in Zambia with both the social and technical legitimacy to sustainably manage the documents for communities and customary leaders.

***Improved Natural Resource Management Based on Clarifying Rights:*** USAID/Zambia has prioritized ILRG's engagement on natural resource management 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 Year One to organizations with specific wildlife mandates: ZNCRBA, 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. This process of taking wildlife-focused organizations and introducing them to tenure concepts, and taking land rights organizations and introducing them to wildlife concepts is building cross-sectoral capacities and providing policy-relevant lessons. In all cases, the partners will work with community resource boards (CRBs) and associated village action groups (VAGs) and customary leadership structures. In some cases, the relationship between CRBs and community forest management groups (CFMGs) will be tested. Backstopping is being provided with technical assistance from the Wildlife Producers Association of Zambia, as well as forestry experts.

#### 4.4.1 IMPLEMENTATION

**Sustainable Customary Land Administration:** ILRG's partners the Chipata District Land Alliance (CDLA) and Petauke District Land Alliance (PDLA) are leading customary land documentation work in Eastern Province, trialing a fee-for-service model. The partners have relayed the costs to stakeholders and have discussed the costs with chiefs, Department of Agriculture, local government, and community members. While these fees have been agreed, payments have only come in incrementally, as they are expected at the time of certificate distribution. Tensions have emerged based on: 1) requests from the chiefs to increase the payment for a certificate for large farms (e.g. more than five ha); 2) transparency over payments to the Department of Agriculture; and 3) capacity of partners to transparently manage this revenue, both in line with best practices around financial management, and tax and registration implications of carrying out fee for service practices. Activities related to points one and two are largely governance discussions between the land alliances, chiefs, and government. Issues related to financial management are being addressed through ILRG's finance and administration team backstopping the land alliances and supporting their accounting systems. Early during Year Two, the CDLA and PDLA will begin carrying out training with area land committees to support the updating of certificates. Prior to this, ILRG will hire a survey firm (or request that the DLAs use their own resources) to take stock of the current status of certification and quality of certificates produced by the CDLA in Chipata. This will be based on a review of the initial certification processes carried out under TGCC.

ILRG expects to integrate this data and process into a maintenance database which will be hosted through the ILRG core team in Lusaka, but managed between the customary leaders, District Land Alliances, and communities. ILRG will continue to coordinate with data-related partners, including Medeem, Medici Land Governance, Peoples Process, MLG, and MLNR to compare schemas and data standards for customary certificates, in line with MLNR requests for learning around customary land documentation processes.

During Year One, ILRG refined its MAST approach and developed data collection standards in line with the MAST approach in Mozambique. In Year Two ILRG still needs to finalize and test its administrative forms, as well as fully test dispute documentation and resolution forms through partners in Chipata and Petauke. This will be complemented by specific capacity building across ILRG's chiefdoms, focusing on gender and land dialogues with headpersons and senior advisors to the chief (mixed gender) to build an understanding of negative practices and subsequent opportunities for positive gender leadership within the chiefdoms.

ILRG's work with the Department of Resettlement is on hold until the department and the MLNR resolve their issues related to the National Land Titling Program. During Year One, ILRG developed the relationships and opened up the opportunities for collaboration, but the institutional coordination structures were not prepared to advance.

ILRG will engage deeply with the new district councils in Lusangazi and Chipangali by providing planning-relevant information and offering to host data, associated with the creation of their integrated development plans. This data includes information on the location of villages, boreholes, schools, cellphone towers, community managed forests and wetlands, etc., which have been requested by the councils. These partners have support from the World Bank's ZIFL-P, but progress has been slow. ILRG does not anticipate duplicating the ZIFL-P efforts, but rather promoting integration and sharing of data and tools. ILRG still anticipates that the districts will use the data to carry out participatory planning, and CDLA and PDLA are being engaged by the MLG and Provincial Planning Department to contribute to the process. CDLA and PDLA have been working on the development of an MoU with the MLG and Eastern Province Planning Department, outside of ILRG support. As of October 2019, there is a draft MoU between CDLA, PDLA, and the ZIFL-P, and specific collaboration with district planners.

Finally, ILRG will advance opportunities for the use of customary land information data through a partnership with Transunion. ILRG will aim to create a relationship between Transunion's finance and agricultural business members and at least one chiefdom in order to deliver agricultural inputs, microfinance, extension, or insurance products to households that have participated in customary land documentation. In order to do this, ILRG will be working on data sharing agreements with customary leaders as well as co-creation with Transunion's members. It is expected that the efforts will focus on women and vulnerable populations, particularly testing whether certificates generate any benefits for these populations, and for the private sector in general. In the first quarter of FY 2020, ILRG will hire a former member of the Rural Finance Extension Programme to lead the development of relationships with potential service providers. ILRG does not have a single model in mind for delivering services to communities based on land data, but rather sees this advisor helping to navigate the relationship between service providers, ILRG data management, and the community/chief. Based on the opportunities that emerge, ILRG will identify the most appropriate mechanism to learn and share results. ILRG will focus on approaches that generate benefits specifically for women. The current work plan aims to have a partnership underway by January 2020. This work proceeded and plans are in place to use land tenure data to inform a village saving and loan model through M-Finance and Airtel Mobile Money.

**Improved Natural Resource Management Based on Clarifying Rights:** ILRG's grantees focused on improved natural resource management will build on the CBNRM analysis completed in Year One, particularly around approaches that evaluate and build community management capacity, and test new models around North Luangwa National Park, South Luangwa National Park, and the corridor between South Luangwa and Lower Zambezi National Park. These will apply elements of customary land documentation processes to test the application of community forest management regulations, as well as test the opportunities for community game ranching. In each case the partners will work with customary leaders and communities, through CRBs to advance a wildlife economy model that will aim to encourage private investment and partnerships in rural wildlife management. These actions are in line with the priorities of government, the DNPW and USAID's goals for private sector investment, and the journey to self-reliance. Grantees COMACO and FZS will lead these field implementation activities.

Complementing the field engagement, ILRG will be supporting the ZNCRBA to define an agenda for legislative support (likely focused around guidance on implementing provisions of Wildlife Act and Forest Act), and will use its advocacy and convening role to advance CBNRM. Given that ZNCRBA is in its early stages, ILRG will devote significant time to ensuring that their financial and administrative systems are in place. ZNCRBA will also apply low-cost data collection tools to reach the country's 88 CRBs. ZNCRBA is expected to carry out a capacity assessment of these CRBs in the coming year and provide remote capacity support with the help of ILRG and FZS, using smartphone technology. These CBNRM partners are also adapting their work plans to put gender at the forefront, in part based on an ILRG assessment of gender and wildlife integration opportunities. Likely updates include guidelines on



CRB election practices that are expected to improve female representation, as well as improve women's representation in CRB leadership.

#### 4.4.2 DELIVERABLES

- One or more local area plans drafted or in development;
- Viability of game ranches assessed and investment plans developed and pitched;
- 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);
- Advocacy by partners on CBNRM;
- Communities trained in customary land documentation administration, including principles of gender and social inclusion;
- Data standards and data collection modules for customary land documentation and integrated district development planning, gender-sensitive development planning will be promoted;
- Certificates used to deliver financial services in at least one chiefdom, particularly targeting women; and
- Extension of customary land certification based on clarifying existing conflicts and improved integrated development plans.

#### 4.5 ZAMBIA: CAPACITY-BUILDING

USAID's engagement on customary land documentation processes has been important within Zambia as part of a movement to mobilize local organizations and communities themselves to take responsibility for documenting their resource rights. With the integration of customary land documentation in Zambia's draft Land Policy, there is a demand for technical training on land documentation processes. ILRG will carry out a training program with local "land champion" organizations and individuals to build a stronger cohort of people able to carry out field work and data management associated with land administration. Partners are expected to be reached through civil society organization networks including the NGO Coordinating Council, Zambia Land Alliance, Civil Society Partnership Mechanism, and Zambia Governance Foundation. These training cohorts are expected to be complemented with support and technical backstopping of new partner's field activities. The approach will be based on inviting partner organizations for training, and carrying out an assessment of their technical and financial capacity (effectively their commitment and capacity) to adapt and carry forward ILRG MAST tools and processes. ILRG will look for organizations that will not require long-term USAID or donor assistance, but rather have a pathway toward their own sustainability, which will include being able both to carry out land documentation and rights recognition work and also use this information to deliver additional benefits. ILRG will only carry out this activity after its existing partners are demonstrating that they can work under their own momentum. This work is likely to start in the third quarter of 2020.

ILRG will continue collaborating with government, particularly the MLG and district planners, continuing to support the development of products identified in the middle of Year One. An ILRG consultant will be backstopping the DLAs and district government on this process, with draft manuals tested by June 2020 and subsequently presented to MLG:

- I. A capacity-building training manual for GIS units in local authorities, inclusive of low-cost, participatory approaches for spatial data collection and analysis;



2. A manual for community engagement in the development of local area plans; and
3. An approach for the development of planning agreements with at least one chiefdom.

Item one above has not been pushed during the second half of FY 2019 and will be re-evaluated with MLG counterparts. Items two and three, however, are a major piece of work in both Petauke and Chipata and the processes are underway between MLG counterparts, local government, and ILRG partners in the field. In many ways the experiences of CDLA and PDLA in supporting local planning agreements will be expected to lead to the development of the manual around community engagement in local area plans. The development of these resources are based on collaborations with the district land alliances, and the above consultant.

In addition to local government engagement, ILRG in Year Two will launch the land governance capacity-building support to traditional leaders. A partnership with Chalimbana University is emerging to carry out these trainings and in particular to link land governance, leadership, and gender as key components of this curriculum. ILRG will attempt to partner with other gender-focused development activities to see cross-fertilization with the land governance agenda. To date ILRG continues to coordinate with the director of curriculum at Chalimbana University, who has already developed a draft curriculum for traditional governance and leadership. ILRG had anticipated that the Zambia Country Coordinator would lead this work in 2019; however, it is likely to require a dedicated individual to support the curriculum development. This is planned for early in FY 2020, in coordination with the Chair of the House of Chiefs. As of January 2020 there have been two week-long multi-stakeholder events to inform the curriculum development for the inaugural course to be started in April 2020.

#### 4.5.1 IMPLEMENTATION

**Civil Society and Grantees:** ILRG will identify organizations interested in carrying out customary land documentation, particularly focusing on those with their own resources to engage. ILRG will subsequently trial a one-week training with a set of these organizations, followed by monitoring their implementation in the field. A much less ambitious, but arguably similar piece of work was carried out under the predecessor program (TGCC); however at that point, the engagement was based on organizations who professed an interest, but did not necessarily have the commitment of the customary leadership or existing funds to carry out the work. ILRG anticipates working with new partners, who have the base level of commitment and financial capacity to move this forward.

To realize this goal, ILRG will ensure that each grantee receiving ILRG funds undergoes an initial capacity assessment, jointly agrees upon a strategy to building institutional capacity/sustainability based on their interests with ILRG, carries out that strategy as part of their grant, and is subsequently evaluated. This is being done using the capacity assessment framework being developed with USAID above. ILRG will advance this activity once the CDLA, PDLA, and FZS systems are working smoothly, so as to ensure that partners do not struggle with technology adjustments.

Through work with the ZNCRBA and FZS, ILRG anticipates supporting capacity-building exercises with CRBs both in terms of technical and financial and administrative capacity. These are likely to be in the form of materials that can be shared on smartphones and group exercises that can be monitored going forward in partnership with conservation organizations and concession holder partners. The modules may be tested in Year Two and subsequently scaled in out years.

**Traditional Leadership:** The chiefdom governance course will be carried out initially in Eastern Province in early 2020, following the development and refinement of the curriculum during the first quarter of FY 2020. Its success will be evaluated following the expected two-week course and materials adapted for further deployment. It is expected that as these materials are developed for chiefs, an additional set of modules will be developed that is targeted toward headpersons and indunas toward the

end of Year Two. At present, the curriculum is heavily focused on gender issues, and these will continue to be prioritized under the ILRG support/engagement, through the involvement of ILRG's gender specialist on the curriculum development team. This curriculum is expected to feed into the gender policy above.

**Government:** Three of ILRG's partners, COMACO, FZS, and PDLA, are expected to support the advancement of community forest management. As part of the learning associated with this process, ILRG will co-develop capacity-building materials and a program on community forest management agreements for district governments with the FD during the third quarter of FY 2020. The materials will subsequently be distributed, and trainings carried out by FD staff for district councils where ILRG partners are working during the third and fourth quarters of FY 2020, based on the demand and interests of the FD. ILRG sees community forest management as a critical component of harmonization of natural resource management efforts in Zambia.

DNPW will not be the focus of specific capacity-building activities, but will be invited to participate in ILRG engagements.

ILRG's capacity support to the MLG will be co-developed during Year Two, likely focusing on the themes identified above, with piloting led through partners in Chipata and Petauke. These are related to building on the existing cooperating partner investment in integrated development plans. ILRG's partners are well equipped to support district level mapping and the use of Open Data Kit. Additionally, ILRG's engagement in rural areas on local area plans are a particular program interest.

**Gender Capacity and Integration:** ILRG anticipates integrating gender across activities, and will ensure that partners have gender-focused materials. ILRG's Gender Specialist will build a support program with each grantee and partner to consider meet each partner's gender needs. ILRG Zambia's W-GDP integration is fleshed out in the W-GDP work plan, but is fully integrated, but includes the deliverables and processes mentioned above.

#### 4.5.2 DELIVERABLES

- Land champions training materials and delivery on customary land documentation, particularly including modules on gender and women's land rights;
- ZNCRBA training materials for CRBs;
- Course materials for chiefdom governance course and subsequent delivery;
- Community forest management capacity program with the FD; and
- Based on demand by MLG:
  - A capacity-building training manual for GIS units in local authorities, inclusive of low-cost, participatory approaches for spatial data collection and analysis, developed;
  - Manual developed for community engagement in the development of local area plans; and
  - An approach for the development of planning agreements with at least one chiefdom.

#### 4.6 ZAMBIA: COORDINATION ON LAND GOVERNANCE

Since 2014, USAID has coordinated cooperating partners' quarterly meetings on land governance. During 2019 ownership of the meetings by government increased and ILRG has been able to continue to

provide coordination support. This remains a major focus at the national level with cooperating partners (CPs) and government in the land sector, but ILRG has also played a more technical leadership role in bringing together stakeholders in the integrated development planning process, as well as periodically in the wildlife sector. These meetings are expected to inform law and policy engagement of ILRG. Given the recent focus of ILRG buy-in on gender inclusion, the ILRG gender specialist will lead an implementing partners working group on gender and natural resource management.

#### **4.6.1 IMPLEMENTATION**

ILRG continue to support quarterly CP meetings on land governance. Grantees will support land governance coordination meetings and integration of land into District Development Coordination meetings. ILRG will continue to act as an ad hoc advisory resource for the United States Embassy, other CPs, and government. Increasingly, these responsibilities will be transferred to the Country Coordinator.

ILRG will continue to host an annual land and resource governance symposium allowing civil society, government, and academics to present on recent research relating to pressing themes in land governance. Depending on available resources, ILRG may fund research each year, particularly research that fills in analytical gaps, and will fund the top abstracts, papers, and presentations for their participation in global conferences. ILRG will finance studies and analyses that consolidate experience on the ground related to existing or future legislation to ensure that it has a practical learning objective. This includes comparison of customary land documentation approaches that are currently being used; a status analysis of habitat change within Zambia's GMAs; analyses of the wildlife economy; and gendered dimensions of customary land documentation processes. ILRG will share outputs with relevant university departments, CPs, implementing partners, and government to identify priorities and also to build a coalition around deepening research.

#### **4.6.2 DELIVERABLES**

- Monthly land media updates to help build awareness of the critical mass of issues related to land governance in Zambia and to feed into quarterly CP meetings;
- Quarterly meeting notes and resources from national CP/implementing partner meetings;
- Research on land use change in GMAs; comparison of customary land documentation approaches; status of game ranching; and gendered dimensions of customary land documentation (noted above); and
- Annual research symposium and presentations at other relevant meetings on land and natural resources, including the ZNCRBA Conference.

### **4.7 ZAMBIA: LEARNING AGENDA**

ILRG Zambia has the opportunity to reflect on lessons learned from the TGCC program and recent broader donor activities to build a deeper analytical basis for future work in the land sector. ILRG anticipates using either a series of subcontracts, consultant agreements, or grants within Zambia or with international partners to explore key issues, as noted above. ILRG will carry out a phone survey, using contacts collected under TGCC, to understand successes and weaknesses of the customary land documentation process and outcomes, to support the sustainable customary land administration elements of the above approach. Research topics will be vetted with USAID/Zambia as well as E3/LU to ensure that the learning agenda is attached to the interests, needs and funding sources. Within Zambia,

the research is heavily focused on supporting advocacy of ILRG partners and encouraging stakeholder consultation. Globally, ILRG will be feeding into the joint learning agenda with the CEL program.

#### 4.7.1 POLITICAL ECONOMIC ANALYSIS OF THE ZAMBIAN LAND SECTOR

Zambia's land sector reflects the intersection of a number of cultural, economic, and political processes. Urban and rural issues, rising numbers of youth, foreign investment, wealth inequality, management of natural capital, and the relationship between state and customary institutions are among the societal drivers that play out within the land and resource governance sector. A political economy analysis was drafted during Year One and early in Year Two it will be shared for consideration by USAID, CPs, and broader partners in Zambia. The draft was presented at the Year One Annual Research Symposium and will be presented as a poster presentation at the upcoming World Bank Land and Poverty Conference.

This analysis will include consideration of state (both central and decentralized) and customary institutional relationships related to service delivery, planning, decision-making, land governance, and information in Zambia. It is anticipated to highlight the diversity of relationships and experiences across Zambia – both where land governance is working and where challenges remain. This analysis will help to frame the opportunities and constraints facing land and resource management in Zambia. It is anticipated that this element will lead to comparative work for Mozambique and Ghana late in Year Two and in Year Three.

This analysis will also inform an update of the USAID 2018 strategic priorities document on the land sector in Zambia. The 2018 analysis provided analysis of current land sector priorities and gaps, as well as opportunities for investment and collaboration. Using information since 2018, this analysis will be updated and used as the basis for planning Years four and five of ILRG implementation.

#### 4.7.2 GENDER

Based on funding from W-GDP, ILRG will develop a global research agenda on land rights and gender (as it relates to ILRG objectives and complements USAID's other investments). These will develop out of the gender assessment carried out in Year One, but will also seek regional lessons. This ILRG gender research agenda will be launched in Year Two (conditional on funding), but will be carried out over multiple years. In line with the W-GDP concept note that ILRG submitted to USAID, in Zambia ILRG anticipated supporting the following activities and the learning emerging from them:

- **Documenting Women's Rights:** In line with Zambia's draft Land Policy, promoting large scale documentation of land rights, as well as the national Gender Policy, USAID will continue to support the 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 50,000 women are documented and administered, across five districts, and as a model for the implementation of the forthcoming customary land administration legislation.
- **Developing Credit History and Reaching out to Women's Groups:** USAID will coordinate with chiefs who have responsibility for managing land rights and also making decisions of women's inheritance, to develop agreements for the delivery of credit histories for women farmers.
- **Extending Services to Women Farmers:** Working with at least one company from multiple sectors (agricultural inputs, microfinance, and crop insurance), USAID will support the delivery of financial products to individual women farmers and women's groups.

- **Scaling and Sustainability:** Through the partnership, USAID will assess the payback rates for the products to understand how gender and land rights interact with the model and the extent to which local financial institutions can support the rural land documentation process.
- **Gender and CBNRM Integration:** Building on a gender assessment carried out on gender and wildlife in the last quarter of 2019, ILRG will focus efforts on integration of gender best practices with existing ILRG field implementation partners. These additions to current grants and subcontracts will be planned early in the 2020.

#### 4.7.3 YOUTH

ILRG completed a youth assessment in 2019, which highlighted constraints that youth face in accessing land. ILRG will revisit its data from partners and identify follow-up activities to prioritize conditional on USAID direction.

#### 4.7.4 COMMUNITY-BASED ASSOCIATIONS AND RIGHTS RECOGNITION IN NATURAL RESOURCE MANAGEMENT

ILRG's initial activities related to CBNRM are expected to generate learnings through grantees and subsequently these learnings will be consolidated and inform the policy engagements noted above. ILRG anticipates partnering with additional associations, beyond the ZNCRBA, to ensure that field lessons support national level communications, learning and advocacy. Policy-focused learning briefs may be the basis of this applied research in Year Two. This includes finalization of a CBNRM review that has been undertaken in collaboration with Maliasili Initiatives.

## 5.0 MEXICO

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

As of July 2019, USAID noted that activities are not confirmed to take place with USAID/Mexico. Tetra Tech wrote to the Contracting Officer to confirm that this change will not require a modification of the contract, and awaits confirmation.

## 6.0 GHANA: COCOA REHABILITATION

West Africa is the world's predominant supplier of cocoa. In Ghana, smallholder cocoa production has been a major driver of deforestation over the past 20 years. Productivity is declining as trees age and because farmers have taken relatively few measures to maintain shade trees in the cocoa landscape. The history and dynamics of this deforestation process has been well documented in the recent ILRG land use planning diagnostic and a corresponding baseline study by the CEL project. Deforestation increases greenhouse gas (GHG) emissions and has a negative impact on biodiversity, soil fertility, and water quality and quantity; affects local rainfall; and threatens farmer livelihoods. The diagnostic recommended that increasing carbon sequestration in the landscape must occur through maintaining the forest reserves surrounding the Wassa Amenfi West District of the Western Region intact as well as promoting improved management of forest-fallows and on-farm tree planting of indigenous timber species. The Government of Ghana has committed to reducing deforestation in the country, and cocoa buyers have made commitments to eliminating deforestation from their supply chains. Farm rehabilitation, local-level forest governance, and land use planning have the potential to increase productivity, reduce deforestation, and improve local livelihoods in Ghana's cocoa-producing regions. But smallholder farmers face several barriers to farm rehabilitation: lack of financing; lack of access to technical assistance and international best practices for agriculture; and insecure land and tree tenure. For instance, regulations requiring registration of timber species on privately owned land are a major disincentive to farmer-led tree planting.

Under the TGCC program from 2016 to 2017, USAID, the Hershey Company (Hershey), and Ecom Agroindustrial Corp (ECOM) collaborated on a pilot activity to better understand how to address these complex challenges. In 2017, a TGCC pilot in Nyame Nnae, a cocoa farming community in Asankrangwa Stool, Wassa Amenfi District in the Western Region of Ghana, developed and tested a financial model for cocoa farm rehabilitation, as well as inclusive household land documentation processes. USAID, Hershey, and ECOM are interested in scaling up this work to lead to a landscape-level impact on forests, communities, and improved social relations with local communities. However, there is a need to first refine the model in terms of both technical implementation and financial sustainability, incorporating lessons learned from the pilot about assumptions included in the original design. The tree tenure disincentive to private planting of shade and timber species on private lands must be addressed. Based on these considerations, the work has started with a two-year bridge phase from 2019 to 2021.

### 6.1 IMPLEMENTATION

The ILRG implementation plan for Ghana runs from March 2019 through early 2021. Following the land use planning diagnostic in May/June 2019, ILRG revisited the implementation plan with USAID in September 2019 to consider landscape-level impacts and coordination, as well as to guide policy engagements with government and other stakeholders. The workshop with E3/LU and State Department Sustainable Landscapes task managers concluded that the emphasis must be placed on the following priorities: community-based land use planning primarily in the four pilot villages of Yirase, Domeabra, Suresu Nkwanta, and Nyame Nnae; preparation of a hard-hitting tree tenure policy paper; advancing the steps towards registration of parcel lands at the stool level through fee for service activities being carried out by ILRG; limited monitoring of GHG emissions; and close monitoring and scaling up of the farm rehabilitation program carried out by ECOM. It is expected that similar updates will continue throughout the implementation period in the spirit of adaptive management and associated with interest garnered from USAID. ILRG will also be open to additional adaptations to the implementation plan based on potential buy-in from W-GDP. Depending on final decisions taken by USAID around W-GDP, field level programming may increase to promote women's income generation and diversification activities linked to increasing the voice and power of women in community decision-

making institutions. These measures are expected to increase women's tenure security, especially for widows.

## **6.2 DELIVERABLES**

- Refer to the approved implementation plan for this activity but taking in account potential funding from the W-GDP. The W-GDP funds will be programmed in a separate implementation plan.



## **7.0 GLOBAL: SUPPORT TO POLICY ON INDIGENOUS PEOPLES' ISSUES**

In FY 2019, ILRG supported USAID's policy development process aimed at establishing a Policy on Indigenous Peoples' Issues (PRO-IP) that will inform USAID assistance as it relates to indigenous peoples. To support the PRO-IP process, ILRG organized a consultation in November 2018 during which the draft policy was shared with representatives from indigenous peoples' organizations and allied organizations so that feedback could be provided to the USAID Center for Excellence on Democracy, Human Rights, and Governance (DRG Center), the office heading up the process.

USAID further engaged ILRG to support the development of sectoral guidelines for indigenous peoples-related interventions in USAID programming in four sectors: sustainable landscapes; global health; democracy, human rights, and governance; and extreme poverty and livelihoods. ILRG drafted annotated outlines for the four sectoral guidelines for USAID comment. A first draft incorporating these comments was submitted for USAID review in August 2019, with the anticipation that the final documents will be completed in the first quarter of FY 2020.

USAID provided ILRG with a draft scope of work to develop five region-specific and ten country-specific (two in each region) analysis reports on the status of the human rights of indigenous peoples. During FY 2020 work planning discussions, USAID reoriented the profiles to just the regions, with the inclusion of country highlights. The profiles will support USAID staff in understanding the regional and country contexts that determine the current human rights status of indigenous peoples in the regions. ILRG has held discussions with USAID on the schedule, format, and content of the profiles; initial drafts commenced in late FY 2019 with the final products to USAID expected in the first quarter of FY 2020.

### **7.1 IMPLEMENTATION**

Early in FY 2020, the DRG Center will provide comments of ILRG's first drafts of the four sectoral guidelines submitted for review in August 2019. Further consultation may be required from USAID mission staff to expand on the case studies included in the documents. ILRG will submit the final sectoral guidelines to USAID for review once feedback is incorporated later in the first quarter.

Once an official scope of work and budget are approved, ILRG will submit annotated outlines of the five regional profiles highlighting the human rights status of indigenous peoples in Latin America and the Caribbean, Sub-Saharan Africa, Middle East and Northern Africa, Eastern Europe, and Asia, as well as for a technical analysis on pastoralists and nomads. After receipt of feedback from USAID, first drafts will be submitted for review. The final profiles and pastoralist/nomad analysis will be submitted at the end of the third quarter of FY 2020. ILRG will also translate USAID's Policy on Promoting the Rights of Indigenous Peoples into French and Spanish once approved by the Administrator.

Additional work may emerge based on the interests of the DRG Center, subject to interest and budget availability.

### **7.2 DELIVERABLES**

- Sectoral guidelines for indigenous peoples-related interventions in USAID programming in four sectors: sustainable landscapes; global health; democracy, human rights, and governance; and extreme poverty and livelihoods; and

- Five regional profiles highlighting the human rights status of indigenous peoples in Latin America and the Caribbean, Sub-Saharan Africa, Middle East and Northern Africa, Eastern Europe, and Asia.

## **8.0 INDIA: GENDER, LAND RIGHTS, AND WOMEN'S PARTICIPATION IN POTATO SUPPLY CHAINS**

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 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 investment in their children's health and nutrition, education, etc.

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 primary activities: 1) supporting gender integration in farm-level activities with PepsiCo farmers; 2) building gender capacity within PepsiCo's team; and 3) leveraging cooperation with partners and government policy to build the commitment and capacity necessary to support the journey to self-reliance. This work is expected to begin to see impact with PepsiCo's farmers during the 2019/2020 potato growing season in West Bengal.

### **8.1 IMPLEMENTATION**

ILRG's implementation plan was approved prior to the start of FY 2020. While this plan runs for roughly 12 months, through May 2020, the next implementation plan is expected to run from approximately May 2020 – April 2021 to better align with the potato growing season.

### **8.2 DELIVERABLES**

- Refer to the activity's approved implementation plan.

## 9.0 LIBERIA: COMMUNITY LAND PROTECTION

USAID has expressed interest in having ILRG issue a grant in Liberia to complete a community lands protection (CLP) process across up to 45 communities in Liberia. This work had previously been funded by other donors, and USAID had anticipated carrying out an impact evaluation of the benefits from the CLP. Pending approval of the activity and grant, the work under ILRG will complete the partially carried out CLP process in some communities and support the process from start to finish in other communities, including the Blei Community Forest which was supported by USAID's Land Technology Solutions (LTS) MAST pilot.

### 9.1 IMPLEMENTATION

The work is expected to be carried out independently by two grantees in Liberia, Sustainable Development Institute (SDI) and Green Advocates, without substantial technical oversight from the ILRG team. A Tetra Tech staff member who currently works on the USAID/Liberia-funded Land Governance Support Activity (LGSA) will assist the ILRG team in managing the grant.

The final scope of work and budget was submitted to USAID for approval in the first quarter of FY 2020, shortly followed by the grant packages for USAID approval. Once approved, ILRG will collaborate with SDI and Green Advocates to draft implementation plans with clear milestones and realistic timelines of activities to support the identified communities to implement the process for recognition of customary tenure (or other activities as a follow-on to the LTS pilot). Depending where the communities are in the process towards receipt of a community land deed, ILRG will support the communities in the implementation of the following steps: community self-identification; community land governance (including the establishment of community land development and management committees and the creation of community land governance by-laws); harmonizing and mapping community boundaries; supporting the Liberia Land Authority in its verification of the community boundaries through a confirmatory survey; and providing support as needed for the Liberia Land Authority to issue a community land deed. Special attention will be provided to the participation of women and youth in each step of the recognition of customary land process, including training on women's land rights, and inclusion of women and youth in land governance (i.e. drafting of by-laws and election of Community Land Development and Management Committees) and identification and mapping of community boundaries.

As a part of ILRG's support to the CLP process, SDI and Green Advocates will inform best practices in the implementation of the Land Rights Act as well as any subsequent regulations. ILRG will provide technical assistance and guidance to SDI to ensure that women and other vulnerable populations are included throughout the process. ILRG will coordinate with CEL on learning opportunities throughout the activity's implementation.

### 9.2 DELIVERABLES

- Issuance of grant agreements for SDI and Green Advocates;
- Implementation plans with realistic timelines and clear progress milestones;
- Communities self-identified with MoUs signed amongst all of the included sub-units (45 total communities; the number of which to be funded through ILRG will be identified in the implementation plan);

- Self-identified community land governance structures established and draft by-laws developed (45 total communities; the number of which to be funded through ILRG will be identified in the implementation plan); and
- Self-identified community boundaries harmonized internally and with neighboring communities and draft maps based on GPS data collected (45 total communities; the number of which to be funded through ILRG will be identified in the implementation plan).

## **10.0 GLOBAL: ANALYTICAL SUPPORT**

ILRG's technical support to USAID also includes analytical tasks with short timelines and relatively small budgets. These emerge throughout the year; some are carried out under the term portion of the contract, others under completion. The current analytical tasks are outlined below, some of which have been largely completed in Year One, and others that are under development or expected in Year Two.

### **10.1 CAPACITY ASSESSMENT FRAMEWORK (CAF) – TERM**

In November 2018, USAID expressed a desire to better measure land rights and generic capacities built in organizations and individuals that participate in ILRG-funded capacity-building activities. ILRG needs to assess existing capacity using a consistent set of indicators and then assess change in performance on the same indicators used to assess existing capacity. Thus, a capacity assessment framework (CAF) of relatively generic indicators within broad outcome categories related from ILRG objectives that can be used across countries and types of ILRG activities was developed, along with a roadmap and guidance for how to select the relevant subset of these indicators and tailor their application to the particular activity context. The draft CAF will be revised based on feedback received including from ILRG pilot users in Zambia and Mozambique. In FY 2020, the revisions will be completed and the revised CAF will be shared with existing and new users along with an illustrative or standardized implementation tool. Pilot application will be expanded both so that the tool can begin to meet the needs for which it was created and also to provide a wider basis for a final round of evolution of the framework and an eventual broad roll-out within the land sector.

ILRG will finish revising the CAF based on feedback from USAID, peer review, and consultation with the country coordinators for Mozambique and Zambia, reflecting their early experience in using the framework. The new version will be shared with USAID specialists who provided feedback for their interest. Based on the revised CAF, ILRG will consider the value of standardizing an implementation tool such as the Excel-based worksheet created to make application of the CAF easier for the field user. An implementation tool might still be useful even though the revised CAF will be easier to read and apply. One addition to this tool might be a tip sheet on level of effort and cost estimation for applying the CAF. ILRG and USAID will identify additional USAID programs or activities that will be asked to pilot the CAF and will consult with the implementors to reach agreement. The CAF framework and illustrative (or standardized) implementation tool will be shared and at least a virtual orientation held. For a non-ILRG pilot, an in-person orientation will be considered. The ILRG CAF activity team will support pilot users as needed e.g., feedback on Landesa's draft tailored approach to applying the tool for an upcoming training in India was provided. The ILRG CAF activity team, pending budget availability, will make field visits to observe and review pilot application of the tool in ILRG and outside of ILRG. In the fourth quarter, ILRG will prepare a report reviewing pilot experience to date and providing recommendations for FY 2021.

#### **10.1.1 DELIVERABLES**

- Revised CAF and implementation tool; and
- Pilot experience review and recommended next steps report (ongoing).

### **10.2 MOBILE APPROACHES TO SECURE TENURE (MAST) – TERM**

Since 2015, USAID has led the development of MAST to promote processes and low-cost technology that allow households and communities to document their land and resource rights. MAST was initially

developed and tested under the Evaluation, Research and Communication (ERC) and TGCC contracts, was subsequently supported globally under the LTS project, and will now continue to be supported through ILRG.

Under this task, ILRG will: periodically take stock of MAST as an approach used across ILRG activities in Zambia, Mozambique; leverage and build on lessons learned from MAST implementations in Burkina Faso, Tanzania, and Liberia; and document best practices, challenges, and opportunities to use the approach under new activities in support of USAID missions. ILRG will analyze data and interpret findings across activities to generate content periodically for the MAST Learning Platform on LandLinks in coordination with the CEL program. Activities under this task will be coordinated with CEL and USAID, to include a calendar of updates and events relevant to MAST. Global support for MAST will comprise 1) documenting MAST field procedures, guides, data structure, workflows, and tools adapted to support customary land certification in Zambia and Mozambique, using GitHub and linking to the MAST Learning Platform; 2) testing the MAST approach in new contexts and developing new assessments that include stocktaking of process, local knowledge, requirements, technology options, and available MAST tools, such as the process used in Mozambique and Zambia, MAST-Tanzania, MAST-Burkina-Faso, and MAST Liberia; 3) analyzing customary land information data, such as gender-disaggregated data and data related to land demarcation efficiencies achieved using MAST; and 4) providing content for the MAST Learning Platform on LandLinks and MAST communication materials, which include case studies, blogs, webinars, demonstrations, and papers related to MAST. Specific activities under this task could include:

- Assessments, case studies, brown bags, webinars, blogs, and papers related to the use of MAST in Zambia, Mozambique, and other ILRG term and completion activities as appropriate; and
- Data analysis across different activities to build on LTS's work in analyzing MAST data for specific questions and topics, such as gender-disaggregated parcel size and land allocation comparison between sites, differences in time and cost for parcel delineation and workflow, etc.

ILRG will work with USAID to develop a scope of work to continue engagement with the tools and approaches. This is likely to be developed during the first weeks/month of 2020.

### **10.2.1 DELIVERABLES**

- Specific deliverables will be identified in the scope of work for MAST support, to be completed by end of Q2

## **10.3 USAID RESEARCH AGENDA FINALIZATION – COMPLETION**

Associated with the STARR II IDIQ, USAID has drafted a research agenda to consolidate the current state of evidence around numerous topics, identify USAID's historical areas of strength, and plot a course for research priorities for the coming years. With this in mind, USAID requested ILRG to support the finalization of this document and carry out limited outreach and communications work to help circulate the priorities. ILRG awarded a grant to New America, with the goal to finalize and share the final research agenda early in 2020, subject to USAID internal approvals being received in time.

### **10.3.1 DELIVERABLES**

- Finalized research agenda; and
- Outreach and communications event in Washington DC associated with the launch of the research agenda.

## **10.4 INDONESIA LAND TENURE ASSESSMENT – COMPLETION**

USAID/Indonesia expressed interest in having ILRG conduct an assessment to inform their County Development Cooperation Strategy across its objectives. This analysis will update and expand upon the previous Indonesia tenure profile that was completed in 2010. E3/LU requested that ILRG utilize the LTPR Situation Assessment and Intervention Planning Tool to support this activity and revisit the LTPR matrix as a framework for field support, exposing the gaps and needs to improve it for future use. The assessment was conducted in the last quarter of FY 2019.

The final draft of the Indonesia land tenure assessment is expected to be submitted at the end of FY 2019, with a presentation to USAID early in the FY 2020.

### **10.4.1 DELIVERABLES**

- Presentation of findings and recommendations to USAID.

## **10.5 PRINDEX SUB-NATIONAL ASSESSMENT – COMPLETION**

Late in FY 2019 USAID requested ILRG to support a deep dive into a sub-national Prindex survey to better understand the viability of the approach to reduce margins of error within the Prindex country analysis. ILRG partner Global Land Alliance will lead this work, though in-country subcontracting is likely to be carried out through Tetra Tech. The work is expected to be carried out over 12 – 18 months.

### **10.5.1 DELIVERABLES**

- Initial comparative brief to assess the most viable country/case study of interest;
- Mission and/or partner agreement;
- Sub-national survey carried out; and
- Analysis and outreach.

## **10.6 WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY (W-GDP) INITIATIVE INTEGRATION – COMPLETION**

Late in FY 2019, USAID obligated W-GDP funds into ILRG, to implement activities aimed at W-GDP goals within existing and future ILRG activities. While this work will be integrated into above activities based on discussions early in FY 2020, this is pulled out as a stand-alone activity, as it will require specific management responsibilities, as well as global research and communication. Many, but not all, of the initial activities expected under the W-GDP funding are described above.

### **10.6.1 DELIVERABLES**

- Initial implementation plan and budget for W-GDP, inclusive of proposed ILRG management arrangements;
- Agreed-upon activities will be integrated into ILRG country work/implementation plans, as and when they are approved.



## 11.0 IMPLEMENTATION PLAN MATRIX

**TABLE 2. ILRG IMPLEMENTATION PLAN MATRIX**

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
<b>Mozambique</b>						
<b>Management and Program Integration</b>						
Maintain and update Mozambique training materials and implementation tools	3	X	X	X	X	Training resources and plan
Maintain portfolio of potential future projects for grant support	2	X	X	X	X	Implementation strategy with USAID/Mozambique
Establish MoU between ILRG and Cadastro Popular for provision of back-end data management support to ILRG grantees and projects	3	X				MoU
<b>Policy Engagement</b>						
ILRG participation in Reflection Group and Land Consultative Forum discussions	1	X	X	X	X	Minutes/notes
ILRG convening of roundtable provincial dialogues		X	X	X	X	Minutes/reports
Circulate practice/policy/legal briefs	1	X	X	X	X	Briefs
<b>W-GDP Management and Integration</b>						
Engagement analysis		X				
Company policy, standard operating procedures, and procedure manual in place for Portucel and Novo Madal			X			
Gender trainings of company staff				X	X	
Best practice document on responsible disinvestment from land				X	X	
<b>Ingrower/Outgrower Schemes: Novo Madal W-GDP Partnership</b>						
Confirm Novo Madal partnership	4	X				

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Develop SOW and budget, including Novo Madal financial and in-kind contribution, for review by USAID	4		X			SOW/budget
Establish MoU between ILRG and Novo Madal	4		X			MoU
Develop procurement documentation for service providers	2		X			Request for proposals packages
Award contract to service provider 1			X			
Award contract to service provider 2			X			
Provide training to service provider 1 field team on use of MAST, as part of capacity-building efforts	3		X			Training report
Coordinate with Cadastro Popular for the production of field maps, data collection tools, and materials for Novo Madal field teams	3		X			Tools and maps
Develop protocols for allocation of ingrower access	1		X			
Develop legal tools for securing access for ingrowers	2			X		
Provide field data to Cadastro Popular for production of materials for local verification of land claims	2			X		Unverified data
<b>Small-scale Eucalyptus Production Models: Zambézia Forestry</b>						
Develop procurement documentation for establishment of platform/facility	1, 3, 4		X			Request for proposals package
Award subcontract to service provider			X			
<b>Green Resources (TBC)</b>						
To be developed and implemented based on funding and inception period	2b	X	X	X	X	
<b>Disaster Relief Emergency Funding</b>						
To be developed and implemented based on funding and inception period	2b	X	X	X	X	

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
<b>Learning Agenda</b>						
Carry out gender specific research	2b		X	X	X	Research paper
<b>Zambia</b>						
<b>Management and Program Integration</b>						
Continue to consult with relevant ministries on ILRG focal areas at national and district levels		X	X	X	X	Letters defining relationships and requests
Build capacity of grantees on ILRG Zambia MEL tools	4	X				Ona platform and local databases
Build on working group and integration around gender and vulnerable populations with partners, including with establishment of NRM gender working group	2b	X	X	X	X	WhatsApp group
Continue refining, adapting, and building on training and capacity-building and reference materials with partners, including on gender facilitation guidance	3, 2b	X	X			ILRG MAST materials
<b>Policy Engagement</b>						
Quarterly policy meetings with counterparts in MLNR, MLG, Ministry of Chiefs and Traditional Affairs, DNPW, FD, and Resettlement Department	I	X	X	X	X	Meeting notes
Support participation of the House of Chiefs representatives on the National Land Policy drafting committee	I	X				Land Policy draft
Support communications and consultations associated with final policy validation meeting, including ensuring that key stakeholders accept the policy prior to the meeting	I	X				Approved Land Policy
Support communications strategy associated with sharing policy (assuming approval)	I	X	X	X		Communications materials and outreach with the Ministry of Lands

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Legislative review of Lands Act, Surveys Act, and Lands and Deeds Registry Act. Agreed action plan with Lands Legal Officer (dependent on ZIFL-P contracts)	I	X	X	X	X	Action plan and legislative review
With MLNR, review of customary land documentation practices, and relevant comparison of strengths and weaknesses	I		X	X		Learning document
Provide support as requested to MLNR and/or House of Chiefs on Customary Land Administration Bill	I		X	X		Analytical input
Support House of Chiefs on a Customary Gender Policy (W-GDP)	2b	X	X	X	X	Gender Policy
Clarify with FD and DNPW opportunities to inform policy and legislation, and the appropriate ILRG partners to engage in these efforts	I	X				
Strategic support to enforcement and testing of Community Forest Regulations – through partner and FD engagement	I	X	X			Process guidelines
Consolidation of technical input related to GMA Regulations, Private Wildlife Estate Regulations – contingent on relationship between DNPW, USAID, and ZNCRBA (to be confirmed)	3					To be confirmed, based on interest
Update Power Africa Energy Sector Guidance from Kenya to the Zambian context (to be confirmed with USAID, Power Africa and Land Subcommittee within Ministry of Energy) – Postponed from Year One	4	X	X			(To be confirmed) Guidance updated
<b>Sustainable Customary Land Administration Systems</b>						
Carry out household and community land documentation processes using MAST within Chipata, Petauke, and Chama Districts with local partners	2a	X	X	X	X	Customary certificates and community plans

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Engage indunas / senior advisors on a gender and land dialogue process, mirroring GALS principles (W-GDP)	2b	X	X	X		Methodology and learning document
Survey of current status of certificate process and quality with communities who previously received USAID assistance	2a	X				Report
Development of maintenance database for land documentation, including vetting of standards with relevant partners. Feeding results into review with government partners above	2a, 3	X				Database
(On hold) Re-engage based on government interest. Develop site plans and materials for moving ILRG data into the National Land Titling Process (still awaiting MLNR and Department of Resettlement acceptance to move forward with additional MLNR support to the National Land Titling Programme)	2a	X				3,000+ parcels integrated into Zambia Integrated Land Management Information System (Based on government interest)
ILRG partners advance relationships with district government as trusted service providers related to implementation of Integrated Development Plans, including through data collection, data hosting and mapping	2a, 2b	X	X	X	X	Integrated Development Plan drafts
ILRG partners advance local area plan model with one chief per partner					X	Two local area plans produced
Continue technical working group with customary land documentation partners, relevant ministries and customary authorities on data standards and data collection principles moving forward for MAST approaches in Zambia, both for household level, community level and district level data	2a	X	X	X	X	Quarterly coordination meetings
Support Geo-Referenced Infrastructure and Demographic Data for Development (GRID <sup>3</sup> ) as they engage on National Spatial Database Infrastructure (Based on working group findings)	2a	X	X			

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Prepare follow-on grant application request to scale administrative procedures and data management, following lessons from first 16 months of implementation	2a				X	Request for applications
Formalize partnership with Bankers Association and Credit Union on visibility of households based on land data.	2a, 4	X				Partnership MoU
Establish individual grants/subcontracts with Airtel and M-Finance to use data to extend credit to households (preferentially female-headed) associated with land data (W-GDP)	2a, 3, 4	X	X	X	X	Specific service delivery partnerships in Mnukwa, Mshawa, and Mkanda Chiefdoms
<b>Improved NRM Based on Clarifying Rights</b>						
Convene NRM stakeholders through a series of engagements on MAST tools, and resource rights documentation processes. Focused on technical themes, for example: combatting encroachment; community game ranching; community law enforcement (once per quarter)	2a, 3	X	X	X	X	Quarterly meetings/learning events
Add gender focused activities into CBNRM partner scopes of work focused on women's empowerment in natural resource management decision making (W-GDP)	2b		X			
Backstop policy/advocacy grantee (ZNCRBA), on engagement and coordination of CRBs, support the development of sustainability plan	3	X				Sustainability plan
Backstop field grantees, as relates to data collection/management, as well as links with game ranching and community forest management agreements.	2a, 4	X	X	X	X	
Award additional grant/ subcontract related to policy, advocacy and coordination within wildlife producers	1, 2a, 4	X				Subcontract award; milestones, inclusive of sustainability plan
Award additional grant focused on habitat protection and community forest management	2a, 4	X				Grant award

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
<b>Capacity-Building</b>						
Develop and deploy a land governance assessment targeted to chiefdoms and districts with NRM focus across the country (with FZS and ZNCRBA)	3	X	X	X		Baseline paper
Consolidate land governance training materials and resources with other civil society organizations and government partners, and identify areas for ILRG and other partners to contribute	3	X	X	X		Capacity-building resources
Develop agreement with House of Chiefs on customary land governance capacity-building agenda	3	X				
Develop course with chiefs on leadership through Chalimbana University, capitalizing on a focus on land governance, as well as gender issues.	3	X	X			
Support MLG on GIS capacity-building training manual and testing (to be confirmed with MLG)	3	X	X			GIS training event
Recruit for land champion partners	3	X				
Carry out customary land documentation training with additional local partners		X				
<b>Coordination on Land Governance</b>						
Continue leading land governance CP coordination with MLNR and support the devolvement of responsibilities to other CPs	1	X	X	X	X	CP group coordination
Convene quarterly CP meetings with MLNR	1		X	X	X	
Update and share monthly/quarterly land media updates, including online reference, including recent research and outcomes	1	X	X	X	X	Land sector updates
<b>Learning Agenda</b>						
Link learning and research agenda to global agenda, as well as Zambia-specific policy, including consolidation and coordination of experiences	1				X	Research plan for Years 3 – 5

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Carry out gender specific research associated with the findings of gender assessment (W-GDP)	2b	X	X	X	X	Evidence and paper, for World Bank Land Conference
Finalize political economy analysis of land in relation to customary and state relationships	2	X				Paper
Finalize assessment of community-based associations in the NRM sector, as it pertains to rights and efficacy (noted above)	2b	X				Paper
Hold annual two-day research symposium on land governance related research in Zambia	1				X	Symposium papers organized
Support participation of one or more Zambian researchers at international land or resource conference	4	X	X			Expected African Land Policy Center Meeting or WB Land Conference
<b>Mexico</b>						
Per USAID instructions, Mexico is no longer expected to be an ILRG implementation country						
<b>Ghana: Cocoa Rehabilitation</b>						
Hold weekly coordination calls with USAID and Ghana partners		X	X	X	X	
Develop and implement W-GDP Ghana Work Plan	2b	X				Implementation Plan addendum
Review and adapt plan based on progress, as well as USAID priorities	2a	X	X	X	X	Refer to activity's approved implementation plan and update based on funding and technical priority shifts
<b>Global: Support to Policy on Indigenous Peoples' Issues</b>						
<b>Sectoral Guidelines</b>						
Draft and finalize sectoral guidelines for indigenous peoples-related interventions in USAID programming	3	X				Sectoral guidelines on: sustainable landscapes; global health; democracy, human rights, and governance; and extreme poverty and livelihoods



ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
<b>Regional Profiles</b>						
Draft and finalize five regional profiles highlighting the human rights status of indigenous peoples	3	X	X			Regional profiles for Latin America and the Caribbean, Sub-Saharan Africa, Middle East and Northern Africa, Eastern Europe, and Asia
<b>India: Gender, Land Rights, and Women's Participation in Potato Supply Chains</b>						
Hold coordination calls with USAID and India partners		X	X	X	X	
Review and adapt plan based on progress, as well as USAID and PepsiCo priorities	4	X	X	X	X	Refer to activity's approved implementation plan
<b>Liberia: Community Land Protection</b>						
<b>Develop Implementation Plans working with both Green Advocates and SDI</b>						
Collaborate with SDI, and other local partners identified and agreed upon with USAID, on the steps and timeframe needed to implement CLP process	2a	X				Implementation plan
<b>Implement the CLP Program (based on approval of Implementation Plan)</b>						
Stage 1: Lay the groundwork	2a	X				Community outreach; community self-identification completed; legal training
Stage 2: Strengthen community governance	2a	X	X			Community land development and management committees elected; community land by-laws drafted
Stage 3: Harmonize boundaries and demarcate lands	2a			X	X	MoUs with neighbors on boundary; draft GIS map
Stage 4: Pursue legal recognition	2a				X	Supporting documentation submitted to the Liberia Land Authority
<b>Capacity Assessment Framework</b>						

ACTIVITY	MOST RELEVANT COMPONENT	FY20 Q1	FY20 Q2	FY20 Q3	FY20 Q4	OUTPUTS
Revise draft CAF based on USAID, peer review and pilot user feedback	3	X				
Consider standardizing an implementation tool based on ILRG Zambia Excel sheet version	3	X				
Adapt CAF for land sector outside ILRG	3	X				
Pilot the tool in at least one new ILRG activity (India)	3			X		
Pilot the tool in at least one USAID activity outside of ILRG (to be selected with USAID COR)	3				X	
<b>Mobile Approaches to Secure Tenure (MAST)</b>						
Collaborate with E3/LU to develop a scope of work and research priorities	2a, 3	X	X			Scope of work
<b>USAID Research Agenda Finalization</b>						
Finalize the research agenda	2a, 3	X				
Carry out outreach and communication event on the final agenda	3	X				
<b>Indonesia Land Tenure Assessment</b>						
Carry out any subsequent outreach/analysis emerging from assessment	3					
<b>Prindex Deep Dive</b>						
Carry out comparative analysis for preferred countries	3	X				
Engage local partner to carry out survey	3	X	X			
Perform survey and analysis	3		X	X	X	
Outreach and learning	3				X	
<b>W-GDP Integration</b>						
W-GDP Work Plan	3	X	X			

# ANNEX I: PLANNED COMMUNICATION MATERIALS

**TABLE 3. ILRG PLANNED COMMUNICATION MATERIALS**

NAME	DESCRIPTION	APPROX. TIMING
Project brief	Contractual; to be updated quarterly	Oct. 2018, Jan. 2019, Apr. 2019, Jul. 2019
Success stories	Contractual; to be updated quarterly	Oct. 2018, Jan. 2019, Apr. 2019, Jul. 2019
Infographics – four country specific and global	Similar to TGCC infographics	Nov. 2019
Zambia and Mozambique communications package	Series of public outputs related to Zambia and Mozambique work to build international awareness of USAID support and customary land advances in Zambia, as well as for Mozambique	Nov. 2019
Ghana communications package	Public outputs related to ILRG participation in the GLF 2019, in Accra Ghana	Oct. 2019
India communications package	Public outputs associated with launch of ILRG work in India with PepsiCo, likely following the first growing season	Apr. 2020
Mozambique MAST training materials	Maintained and updated over the course of the year	Ongoing
Training materials for Zambia area land committees on customary land administration	Undertaken by grantees	1 <sup>st</sup> quarter
Training materials for CRBs in Zambia	Undertaken by grantee ZNCRBA	
Land champion training materials in Zambia	Materials to be supplemented by support and technical backstopping of land champion field activities	
GIS training manual for GIS units in local authorities in Zambia	Based on demand from MLG	
Manual on community engagement in the development of local area plans on Zambia	Based on demand from MLG	
Land governance training for traditional leaders in Zambia	Likely to be undertaken through partnership with Chalimbana University	
Capacity-building materials on community forest management agreements in Zambia	Targeted at district governments, developed with the FD	1 <sup>st</sup> quarter
W-GDP communications materials	Based on discussions with USAID, and ILRG communications calendar	ongoing

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Note that training materials to be developed under completion tasks are captured in the approved SOWs and implementation plans for those tasks

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## ANNEX 2: PROCUREMENT PLAN

TABLE 4. ILRG PROCUREMENT PLAN FOR FY20

COUNTRY	ITEM	NO. UNITS	UNIT COST	TOTAL COST
Liberia	Motorbikes (under grant)	2	\$2850	\$5,700
Liberia	Laptop computer (under grant)	1	\$1200	\$1,200
India	Laptop computers	5	\$1500	\$7,500
Global	Laptop computers to support research agenda/gender staff	2	\$1200	\$2,400
Zambia	Laptop computers	2	\$1200	\$2,400

## ANNEX 3: ANTICIPATED INTERNATIONAL TRAVEL

**TABLE 5. ILRG ANTICIPATED INTERNATIONAL TRAVEL FOR FY 2020**

NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
Matt Sommerville	COP	Tetra Tech	Mozambique	Finalize new partnerships	1 week	Oct. 2019
Bob O'Sullivan	Task Lead	Winrock	Ghana	Land use planning launch	1 week	Oct. 2019
Rena Singer	Communications Specialist	Tetra Tech	Mozambique/Zambia	Development of project communications materials	2 weeks	Oct. 2019
Terence Mothers	GIS/Data support	Terra Firma	Mozambique/Zambia	Technical support	6 weeks	Oct. – Dec. 2019
TBD	2 Zambian chiefs	-	Côte d'Ivoire	Outreach on Zambia land governance	1 week	Nov. 2019
Melissa Hall	DCOP	Tetra Tech	Zambia	Grantee backstopping	2 weeks	Nov. 2019
Megan Huth <sup>4</sup>	Task Manager/Project Manager	Tetra Tech	Liberia	Support ongoing grantee implementation of CLP	1 week	Feb 2020
Matt Sommerville	COP	Tetra Tech	Malawi	Launch of new activity x 2 trips	3 days / 1 week	Feb 2020
Megan Huth	Project Manager	Tetra Tech	Malawi	Support Launch of new activity	2 weeks	Feb 2020
TBD	Gender Specialist	Landesa	Zambia / Malawi	Launch of Malawi work, check in on Zambia	3 weeks	Feb. 2020
Emmanuel Mutale	Zambia Country Coordinator	Tetra Tech	Washington, DC	Research Dissemination and Country Manager Training	2 week	Mar. 2020
Lizzy Banda	Zambian researcher	-	Washington, DC	Research dissemination from annual symposium	1 week	Mar. 2020
Matt Sommerville	COP	Tetra Tech	Washington DC	World Bank Land Conference	1 week	Mar. 2020

<sup>4</sup> Travel costs anticipated to be shared with LGSA

TBD	Gender Specialist	Landesa	Liberia	Mentor grantee in gender and vulnerable people inclusion	1 week	Apr. 2020
Megan Huth <sup>5</sup>	Activity Lead/Project Manager	Tetra Tech	Liberia	Support ongoing grantee implementation	1 week	Jul. 2020
Matt Sommerville	COP	Tetra Tech	Washington, DC	ILRG work planning	1 week	Jul. 2020
Melissa Hall	DCOP	Tetra Tech	Washington, DC	ILRG work planning	1 week	Jul. 2020
Melissa Hall	DCOP	Tetra Tech	Zambia	Grant backstopping and closeout	2 weeks	TBD
TBD	TBD	TBD	Madagascar	Launch of new activity	2 weeks	TBD
TBD	Communications	Tetra Tech	India	Communications	2 week	TBD
Jolyne Sanjak	India Task Manager	Tetra Tech	India	Monitoring ILRG Partnership	2 week	TBD

<sup>5</sup> Travel costs anticipated to be shared with LGSA

# ANNEX 4: ENVIRONMENTAL MITIGATION AND MONITORING PLAN

This Environmental Mitigation and Monitoring Plan (EMMP) is submitted for the ILRG TO. This EMMP provides a framework within which ILRG addresses environmental mitigation and monitoring throughout the process of project implementation. This EMMP also addresses the requirement for consideration of the ILRG Climate Risk Analysis per section H.3 of the contract. Across the full suite of ILRG activities, climate risk was evaluated at Not Applicable or Low and as a result it is not anticipated that the design of ILRG activities will be revised based on this analysis.

The EMMP builds upon the ILRG Initial Environmental Examination (IEE) and Environmental Threshold Decision (ETD) carried out by USAID and attached to the ILRG contract. It defines in practical terms how ILRG will implement the conditions of the IEE in order to mitigate and monitor environmental impacts. ILRG also notes that since it is a global program with field support completion tasks only identified after contract award, amendments to the contract IEE will be necessary by USAID and subsequent changes to the EMMP will be carried out by the ILRG team. As amendments to the IEE are approved, ILRG will revise the EMMP accordingly.

In addition to the specific conditions documented in section 3.0 of the IEE, Evaluation of Project Issues with Respect to Environmental Impact Potential Included Recommended Determinations, it is noted that the Negative Determinations recommended "... are contingent on full implementation of the following general monitoring and implementation requirements":

1. **Limitations of the IEE:** This IEE does not cover activities involving assistance for the procurement (including payment in kind, donations, guarantees of credit) or use (including handling, transport, fuel for transport, storage, mixing, loading, application, cleanup of spray equipment, and disposal) of pesticides or activities involving procurement, transport, use, storage, or disposal of toxic materials. If activities are to cover work with or support to agro-processors, Environmental Due Diligence Reports will be required of their facilities. This IEE does not cover assistance for the procurement or use of genetically modified organisms. Any pesticide activity proposed under this program would necessitate an amended IEE, including all elements of analysis identified in 22 CFR 216.3(b), USAID's Pesticide Procedures.

Such activities are not anticipated during the life of ILRG.

2. **Protection of natural habitats:** USAID funds will not be used for land conversion from its natural state (i.e., forests, wetlands, grasslands, savannas, coastal zones, etc.) to agricultural productivity zones, but rather this program will promote the maintenance and protection of such land types. Technical assistance and training in improved agricultural production practices shall include information on sustainable natural resource management and biodiversity conservation, and shall promote intensification of agriculture, while discouraging the expansion of agriculture into important ecological areas (e.g., primary forest). Mitigation against adverse environmental impact from trade in forest products (including non-timber forest products, timber, charcoal, and fuelwood) will be established within community land use plans that are environmentally responsible, socially beneficial, and economically viable. These plans will include, at a minimum: 1) the best available site-specific information on forest and land-use status; 2) a consultation process that allows communities to comment and provide input on the management plan; and, 3) an agreement with local authorities to safeguard and maintain the



resource base to ensure its continued productivity. Plans that are developed for community-managed areas will be developed in a participatory manner, including all stakeholders.

3. **New or modified activities:** As part of the annual work plan, ILRG, in collaboration with the USAID COR, has reviewed all ongoing and planned activities to determine if they are within the scope of the IEE. Within this EMMP, ILRG includes a number of activities that were not anticipated in the original IEE and has outlined these in Table 5. A revised IEE should be prepared by USAID.

Section 1.0 of this EMMP presents the environmental compliance-related contractual requirements defined in the contract. Section 2.0, Definitions, Roles, and Responsibilities, is structured to clearly define (for project staff and others) the meaning of the terms “environmental mitigation” and “environmental monitoring” and their respective roles and responsibilities to ensure environmental compliance. Section 3.0, Mitigation and Monitoring, presents project components and activities, the ETD for each activity, and for all activities associated with conditions, defines the mitigation measures and monitoring protocols. Section 4.0 presents specific environmental compliance statements that are used for certain negative with conditions determinations, as well as for the environmental review report associated with grants.

## **EMMP I BACKGROUND**

The Foreign Assistance Act of 1961, Section 117, as amended, requires that the impact of USAID’s activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID’s Automated Directives System Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. For ease in review/use, the most pertinent sections of the ILRG contract are included below (STARR II IDIQ Section H.15; ILRG TO Section H.3).

### **EMMP I.1 STARR II IDIQ H.15 ENVIRONMENTAL COMPLIANCE**

No activity funded under this contract will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (CE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO) (Taken together, “Approved Regulation 216 Environmental Documentation.”)

A Project IEE (PIEE) has been approved. The PIEE covers activities expected to be implemented under this contract. USAID has determined that a Negative Determination with conditions applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Contractor will be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.

Such activities have the potential for significant adverse effects on the environment. Accordingly, the Contractor must be required to comply with the terms of and/or prepare and submit appropriate Environmental Assessment(s) (EA) addressing the environmental concerns raised by these activities. No activity identified under this Positive Determination can proceed until Scoping as described in §216.3(a)(4) and an EA as described in §216.6 are completed and approved by USAID. (Note that the completed Scoping Statement is normally submitted by the Mission Environment Officer (MEO) to the

BEO when the project originates in a Mission. The Statement may be circulated outside the Agency by the BEO with a request for written comments within 30 days and approved by the BEO subsequently. Approval of the Scoping Statement must be provided by the BEO before the EA can be initiated.)

EMMP or M&M Plan. When the approved Regulation 216 documentation is (i) an IEE that contains one or more Negative Determinations with conditions and/or (ii) an EA, the contractor must prepare an illustrative environmental mitigation and monitoring plan (“EMMP”) or a project mitigation and monitoring (“M&M”) plan describing how the contractor must, in terms as specific as possible (knowing that many details of the transactions and responsibilities, and USAID’s roles remain to be sorted out), implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan must include monitoring of the implementation of the conditions and their effectiveness. The Contractor must also integrate an illustrative EMMP or M&M Plan into the initial Work Plan and subsequent Annual Work Plans thereafter, making any necessary adjustments to activity implementation so as to minimize adverse impacts to the environment.

Cost and technical proposals must reflect IEE or EA preparation costs and approaches. The contractor will be expected to comply with all conditions specified in the approved IEE and/or EA. If an IEE, as developed by the Contractor and approved by USAID, includes a Positive Determination for one or more activities, the Contractor must be required to develop and submit an EA addressing these activities.

As part of its initial Work Plan for Task Orders issued under this IDIQ, and all Annual Work Plans thereafter, the contractor, in collaboration with the TOCOR and Mission Environmental Officer (MEO) or BEO, as appropriate, will review all ongoing and planned activities under this contract to determine if they are within the scope of the Approved Regulation 216 Environmental Documentation.

If the contractor plans any new activities outside the scope of the Approved Regulation 216 Environmental Documentation, it will prepare an amendment to the documentation for USAID review and approval. No such new activities must be undertaken prior to receiving written USAID approval of environmental documentation amendments.

Any ongoing activities found to be outside the scope of the Approved Regulation 216 Environmental Documentation must be halted until an amendment to the documentation is submitted and written approval is received from USAID.

## **EMMP I.2 ILRG TO H.3 ENVIRONMENTAL COMPLIANCE**

Many activities under this TO, such as research, capacity-building of local organizations, and legal analysis, fall in one or more categories of exclusion from environmental analysis. Pursuant to 22 CFR 216.2(c), the following classes of activities would normally qualify as categorical exclusions:

1. 22 CFR 216.2(c)(2)(i): Education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)
2. 22 CFR 216.2(c)(2)(iii): Analyses, studies, academic or research workshops and meetings
3. 22 CFR 216.2(c)(2)(v): Document and information transfers
4. 22 CFR 216.2(c)(2)(xiv): Studies, projects, or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment.

### **EMMP 1.3 ILRG IEE REQUIREMENTS**

Supplemental Initial Environmental Examinations (SIEEs): In the event that any new proposed activity is not a Categorical exclusion activity described in the list above, requires different or additional mitigation measures beyond those described, or a mission buy-in occurs, a supplemental environmental analysis will be performed and appended to this PIEE. The SIEE will reference the amended PIEE.

Environmental Mitigation and Monitoring Plans: It is expected that subsequent funds will either be core or field support funds awarded at the bi-lateral or core level and country activity under this program, that does not qualify for a categorical exclusion, an EMMP will be completed by the implementing partner and submitted to the COR, the E3 BEO, and the Mission Environmental Officer or the Regional Environmental Officer for their approval.

- a. The EMMP must be completed prior to the start of activities and must include components of a land and resource governance quality control plan as appropriate.
- b. The requirement for an EMMP applies to any sub-award or sub-grant.
- c. Implementing partners will provide an Environmental Mitigation and Monitoring Plan (EMMP) for each for the primary award and a country specific EMMP.
- d. This EMMP will be a detailed implementation plan for the conditions prescribed in this document.
- e. The EMMP will be reviewed and approved by the E3 BEO prior to the commencement of activities. The mitigation measures and monitoring criteria found in the EMMP should be incorporated into pertinent Performance Monitoring Plans and Annual Workplans.
- f. The implementing partners' Project Work Plan will identify those activities outlined in this PIEE that have potential impacts to the environment and discuss plans for environmental management, mitigation approaches, and monitoring measures. Implementing partners will be required to include Environmental Compliance Monitoring in their project work plan and monitoring and evaluation plan.
- g. An evaluation of the implementation of the EMMP must be part of the mid, and end of project evaluations.
- h. Operating Unit will ensure that implementing partners have sufficient capacity to complete to implement mitigation and monitoring measures.
- i. The EMMP must be stored in project files.

Mission Activity Manager: Should any activities be funded by a mission, the mission will perform the environmental analysis required by this PIEE and will recommend a threshold decision consistent with the parameters established in this PIEE. The mission activity manager will submit the required environmental documentation to the MEO, the Regional Environmental Advisor, and the Regional Bureau Environmental Officer for approval/concurrence, as well as to the COR in USAID/Washington.

### **EMMP 2 DEFINITIONS, ROLES, & RESPONSIBILITIES**

To ensure that all ILRG staff possess a clear understanding of the terms “environmental mitigation” and “environmental monitoring,” these terms are defined below, in Section 2.1. In Section 2.2., we define the staff roles and responsibilities for mitigation and monitoring, which will be shared with all ILRG project leadership.

## EMMP 2.1 DEFINITIONS: ENVIRONMENTAL MITIGATION AND MONITORING

The goals and processes for environmental mitigation and monitoring have been clearly defined by USAID. This document, including all definitions, builds directly upon USAID's guidance on the development and implementation of EMMPs.<sup>6</sup>

**Environmental mitigation**, defined as *the implementation of measures designed to reduce the undesirable effects of a proposed action on the environment*, is central to the environmental compliance process, and is essential to achieving environmentally sound activity design and implementation.

Mitigation can reduce impacts in three ways:

- a) Prevention and control measures, which fully or partially prevent an impact/reduce a risk by:<sup>7</sup>
  - Changing means or technique
  - Changing the site
  - Specifying operating practices
- b) Compensatory measures, which offset adverse impacts in one area with improvements elsewhere
- c) Remediation measures, which repair or restore the environment after damage is done

**Environmental monitoring** is defined as:

- *The systematic measurement of key environmental indicators over time, within a particular geographic area*
- *The systematic evaluation of the implementation of mitigation measures*

Environmental monitoring is a necessary complement to mitigation and forms a normal part of monitoring project results.

This mitigation and monitoring plan defines environmental mitigation and monitoring for ILRG and builds directly on the ILRG IEE and ETD.

In terms of **mitigation**, this plan defines ...

- a) What and Why:
  - What are the significant impacts that need to be mitigated?
  - For each significant impact, what are the proposed mitigation measures?
- Who:
  - Who carries out mitigation measures? Who manages or verifies?
- When:
  - At what stage in the project cycle is each measure implemented?
  - Is there adaptive mitigation?

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<sup>6</sup> Recent guidance documents include *Environmental Procedures Training Manual, Introduction to Environmental Mitigation and Monitoring Plans*, and *Environmental Guidelines for Small-Scale Activities in Africa*.

<sup>7</sup> Prevention of impacts by changes to activity design, site, or technique is the most reliable approach to mitigation; as such, this EMMP gives preference to prevention and control measures.

In terms of **monitoring**, this plan defines ...

- I. What:
  - I. What are the indicators?
2. Why:
  - o Why each indicator—what is the purpose of each indicator?
- When and How:
  - I. When and how will indicators be measured? How will the information be analyzed?
3. Who:
  - I. Who monitors? Who analyzes? Who reports? Who receives the information?

Mitigation and monitoring are a critical part of environmentally sound design and implementation. Mitigation minimizes adverse environmental impacts. Monitoring assesses whether the mitigation measures are sufficient and effective.

To be effective, mitigation and monitoring must be

- Realistic: Mitigation and monitoring must be achievable within time, resources, and capabilities.
- Targeted: Mitigation measures and indicators must correspond to impacts.
- Funded: Funding for mitigation and monitoring must be adequate over the life of the activity.
- Considered early: Preventive mitigation is usually the cheapest and most effective form of mitigation, but prevention must be built in at the design stage.

## EMMP 2.2 ROLES AND RESPONSIBILITIES FOR ENVIRONMENTAL COMPLIANCE

ILRG proposes the following personnel to meet USAID environmental compliance requirements:

1. COP: The COP has ultimate responsibility for ensuring that the ILRG EMMP is implemented appropriately and in a timely fashion.
2. Task leads and implementing partner coordinators: As environmental compliance is integrated into project implementation (including monitoring and evaluation), the task leads are assigned responsibility to ensure that all technical assistance activities under their leadership comply with this EMMP.
3. MEL Specialist: Building on the integration of the work plan, M&E plan, and the EMMP, the Home Office MEL Specialist is responsible for ensuring that the EMMP indicators are monitored and reported on. The MEL Specialist will be responsible for delegating any additional M&E responsibilities for the EMMP and coordinating with the COP.

## EMMP 2.3 REPORTING REQUIREMENTS:

ILRG will complete an annual environmental mitigation and monitoring report (EMMR) of all activities.

- The environmental monitoring report will be submitted to the COR with the annual report each year.

- The EMMR will record the environmental mitigation and monitoring measures outlined in the EMMP and will indicate the activities used to ensure that those measures were implemented.
- Based on the process outlined in the project work plan, the EMMR will include brief updates on mitigation and monitoring measures being implemented, results of environmental monitoring, and any other major procedures. The EMMR will also identify issues and challenges associated with the implementation of the EMMP.

### **EMMP 3      MITIGATION & MONITORING PLAN**

In Section 3.1 of this mitigation and monitoring plan, we present the environmental threshold decisions for each planned activity/task per the approved IEE (see Table 5.1 below). New activities that were not included in the approved IEE are identified and assigned a provisional threshold determination based on USAID definitions. It is expected that these provisional determinations will be examined by USAID. Then, in Section 3.2, we detail both the mitigation measures and the monitoring protocols for each planned activity associated with the threshold decision negative determination with conditions.

#### **EMMP 3.1      PLANNED ACTIVITIES/TASKS AND ENVIRONMENTAL THRESHOLD DECISION**

Table 5, below, presents the ILRG components, activities, and tasks per the FY 2019 work plan. For each activity/task, the environmental threshold decision included in the IEE (original activities) or a provisional threshold determination (new activities) is presented, along with the appropriate reference to the Code of Federal Regulations, where applicable.

The ILRG IEE identified a set of activities that Component 2a that are described as Negative Determination with Conditions. These include:

- a) Support land use planning and education on environmentally sustainable, productive, and diversified land uses;
- b) Pilot ways to map, evaluate, document, and/or register land and resource rights (including collective rights);
- c) Apply “fit-for-purpose” systems of interventions that are aligned with local government laws and regulations and are cost-effective;
- d) Work with government and communities to provide documentation to individuals and communities outlining their land and resource rights;
- e) Improve the ways by which women acquire land (e.g. purchase, inheritance), the quality of land they receive, and how land is transferred at marriage or a spouse's death;
- f) Support processes to incorporate international good practices into government decisions that impact indigenous peoples' land and resource rights including the right to consultation and to hold collective title;
- g) Improve planning and management related to tropical forest conservation, agricultural land use, and land tenure. build host country capacity to implement land and resource governance;
- h) Support application of the Voluntary Guidelines, the Principles for Responsible Investment in Agriculture and Food Systems, and/or other such responsible investment guidance in sectors such as agriculture, energy, infrastructure, urban housing or others;

- i) Assist stakeholders in developing socially and environmentally responsible partnerships (e.g., with the Tropical Forest Alliance 2020) that promote investment while protecting local land rights;
- j) Enhance the capacity of governments to support responsible investments.

Only one potential activity under the ILRG work plan falls outside of these categories: the support for internal negotiations on community access and management of small-scale irrigation and seasonal stream dam within Mozambique. Before submitting this activity for approval under the work plan ILRG will carry out an environmental impact assessment (EIA) identified through the USAID Global Environmental Management Support (GEMS) Program, and then follow relevant sector-specific guidance to identify mitigation and monitoring activities. A revised EMMP will be submitted for approval before this activity is pursued.

**TABLE 6. SUMMARY OF ILRG TASK-ACTIVITIES-ETDS (WITH REFERENCES)**

SUB-ACTIVITY	IEE/ETD <sup>8</sup>	REFERENCE
<b>Mozambique</b>		
<b>Activity: Policy Engagement</b>		
Participate in Reflection Group and Land Consultative Forum	CE	22 CFR 216.2(c)(2)(i)
Develop and circulate policy and legal papers	CE	22 CFR 216.3(a)(2)(ii)
<b>Ingrower/Outgrower Schemes: Novo Madal</b>		
Training on MAST techniques	CE	22 CFR 216.2(c)(2)(i)
Carry out MAST implementation	ND/wC	
Training on protocols for allocation of ingrower access	CE	22 CFR 216.2(c)(2)(i)
Develop legal tools for securing access for ingrowers	CE	22 CFR 216.2(c)(2)(i)
Liaise with DINAT and Cadastro Popular for submission of data to SiGIT	CE	22 CFR 216.2(c)(2)(xiv)
<b>Activity: Portucel Pilot</b>		
Training on negotiation techniques	CE	22 CFR 216.2(c)(2)(i)
Carry out negotiations through local service provider	ND/wC	
Liaise with DINAT and Cadastro Popular for submission of data to SiGIT	CE	22 CFR 216.2(c)(2)(iv)
<b>Activity: Support Research on Land Tenure Issues</b>		
Support research on state, customary and local association relationships in land administration	CE	22 CFR 216.3(a)(2)(iii)
<b>Zambia</b>		
<b>Activity: Policy Engagement</b>		
Research on best practice for policy	CE	22 CFR 216. 2(c)(2)(ii)
Support consultation processes	CE	22 CFR 216. 2(c)(2)(ii)
<b>Activity: Sustainable Customary Land Administration</b>		
Support movement of ILRG data into the National Land Titling System for Resettlement Areas	CE	22 CFR 216.2(c)(2)(iv)
Carry out research on affordable and accessible customary land data systems	CE	22 CFR 216.2(c)(2)(iii)
Technical workshops on data standards	CE	22 CFR 216.2(c)(2)(ii)
Pilot inclusive customary land administration	ND/wC	

<sup>8</sup> CE = Categorical Exclusion, NDw/C = Negative Determination with Conditions



SUB-ACTIVITY	IEE/ETD <sup>8</sup>	REFERENCE
Pilot district IDP	CE	22 CFR 216.2(c)(2)(xiv)
Pilot extension of financial or agriculture services to households/communities	ND/wC	
<b>Activity: Improved NRM</b>		
Carry out research on community-based wildlife management and forest management	CE	22 CFR 216.2(c)(2)(ii)
Implement customary land documentation to support wildlife and forest management for communities	ND/wC	
<b>Activity: Capacity-Building</b>		
Consolidate land governance training materials	CE	22 CFR 216.2(c)(2)(i)
Carry out training on land governance with partners and Land Champions	CE	22 CFR 216.2(c)(2)(i)
<b>Activity: Coordination on Land</b>		
Produce monthly outreach land news	CE	22 CFR 216.2(c)(2)(i)
Convene quarterly CP Meetings on land	CE	22 CFR 216.2(c)(2)(ii)
<b>Activity: Learning Agenda</b>		
Carry out Zambia-specific gender, youth, urban/rural, natural resource management research	CE	22 CFR 216.2(c)(2)(iii)
<b>Mexico</b>		
<b>Not Applicable</b>		
<b>Ghana</b>		
<b>Activity: Bridge Phase Implementation</b>		
Consult with relevant stakeholders: USAID, Hershey's, ECOM, traditional leaders	CE	22 CFR 216. 2(c)(2)(ii)
<b>Consultation on Policy on Indigenous Peoples' Issues</b>		
<b>Activity: Policy Consultation</b>		
Consult on policy including written and verbal comments	CE	22 CFR 216. 2(c)(2)(ii)
<b>India</b>		
<b>Activity: Policy Consultation</b>		
Gender Integration into Agronomy Extension	CE	22 CFR 216.2(c)(2)(i)
<b>Liberia</b>		
<b>Develop an Implementation Plan</b>		
Collaborate with SDI on the steps and timeframe needed to implement CLP process	CE	22 CFR 216.3(a)(2)(ii)

SUB-ACTIVITY	IEE/ETD <sup>8</sup>	REFERENCE
<b>Implement the CLP Program (dependent on the approved Implementation Plan)</b>		
Stage 1: Laying the Groundwork	CE	22 CFR 216.2(c)(2)(i)
Stage 2: Strengthening community governance	CE	22 CFR 216.3(a)(2)(ii)
Stage 3: Harmonizing boundaries and demarcating lands	ND/wC	
Stage 4: Pursuing legal recognition	CE	22 CFR 216.2(c)(2)(iv)
<b>Completion Tasks</b>		
<b>Indonesia Assessment</b>		
Carry out research and finalize assessment	CE	22 CFR 216.2(c)(2)(iii)
<b>Capacity Assessment Framework</b>		
Carry out training and assessment	CE	22 CFR 216.2(c)(2)(i)
<b>MAST</b>		
Carry out research and learning	CE	22 CFR 216.2(c)(2)(iii)
<b>Research Agenda</b>		
Finalize research agenda	CE	22 CFR 216.2(c)(2)(iii)

### EMMP 3.2 MITIGATION MEASURES AND MONITORING PROTOCOLS

ILRG has carefully reviewed and considered the Negative Determination with Conditions activities included in the IEE. Unlike most IEEs however, the ILRG IEE does not include the “Conditions” under which negative determinations have been made. Based on this, we have developed proposed conditions described below, based on previous USAID implementation experience. This includes mitigation measures and monitoring protocols for all negative determination with conditions activities.

Table 6 presents mitigation measures for relevant activities in the annual work plan. This includes integration of the considerations found in grants as well as EMMP flow-down considerations in ILRG subcontracts.

**TABLE 7. ILRG MITIGATION MEASURES & MONITORING PROTOCOL**

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
<p><b>Mozambique Activity: MAST Implementation and Negotiations.</b> ILRG will work through local grantees partners to document current land and resource use practices. ILRG is not promoting specific land use planning objectives, such as conversion from one activity to another, but rather is empowering the communities to make their own decisions.</p> <p><b>Condition:</b> Technical assistance and training addresses issues of sustainable land use and management; social impacts of land use planning; and environmental soundness.</p> <p><b>Condition:</b> Include information regarding how analysis of current land patterns, social priorities, and environmental services of areas in question occurs so that environmental sustainability is incorporated into land use planning.</p> <p>ILRG’s engagement will not promote land use changes specifically, but rather provides stakeholders with tools and basic processes for making active decisions on the sustainable use of their land.</p>	<p>ILRG, in all land use planning and management plans, training, and technical assistance to communities, will integrate principles of:</p> <ul style="list-style-type: none"> <li>• Sustainable land use planning and management</li> <li>• Social and environmental soundness</li> <li>• Vulnerability of current land use patterns to climate change and variability, as appropriate</li> </ul> <p>ILRG will not be engaging in any specific recommendations on changes in land use, but rather documenting current land uses and providing tools (maps) and resources to counterparts to develop their land use plans, in line with best practices.</p> <p><b>Scopes of Work (SOWs):</b> In addition, SOWs for technical assistance (TA) contracted to support land use planning and community planning will include requirements that consideration be given to sustainable land use and management, social impacts of land use planning, environmental soundness, and global climate change.</p>	<ul style="list-style-type: none"> <li>• Project records</li> <li>• EMMP training records</li> <li>• Land documentation and land readjustment processes-related training materials and community land management training materials</li> <li>• Land use Management Plans</li> <li>• TA SOWs</li> </ul>	<p>Annual reports will include a brief summary of this compliance. Records will be kept in the Ona Platform. Training materials and outputs are developed by project partners and will be shared with the COP at the time of development.</p>	<p>These activities are built into the budget, as part of project implementation.</p>	<p>Task leads are responsible for monitoring in line with broader M&amp;E requirements. COP and MEL Specialist will monitor compliance.</p>

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
<p><b>Zambia Activity: MAST Implementation and Land Use Planning and Natural Resource Management Activities.</b> ILRG will work through local grantees partners to document current land and resource use practices. ILRG is not promoting specific land use planning objectives, such as conversion from one activity to another, but rather is empowering the communities to make their own decisions.</p> <p><b>Condition:</b> Technical assistance and training addresses issues of sustainable land use and management; social impacts of land use planning; and environmental soundness.</p> <p><b>Condition:</b> Include information regarding how analysis of current land patterns, social priorities, and environmental services of areas in question occurs so that environmental sustainability is incorporated into land use planning.</p> <p>ILRG's engagement will not promote land use changes specifically, but rather provides stakeholders with tools and basic processes for making active decisions on the sustainable use of their land.</p>	<p>ILRG, in all land use planning and management plans training and technical assistance to communities will integrate principles of:</p> <ol style="list-style-type: none"> <li>1. Sustainable land use planning and management</li> <li>2. Social and environmental soundness</li> <li>3. Vulnerability of current land use patterns to climate change and variability, as appropriate.</li> </ol> <p>ILRG will not be engaging in any specific recommendations on changes in land use, but rather documenting current land uses and providing tools (maps) and resources to counterparts to develop their land use plans, in line with best practices.</p> <p>ILRG will integrate good practices from the USAID GEMS Sector Environmental Guidelines (SEGs) into the trainings, including on forests, community-based natural resource management, and agriculture.</p> <p><b>SOWs:</b> In addition, scopes of work (SOWs) for technical assistance (TA) contracted to support land use planning and community planning will include requirements that consideration be given to sustainable land use and management, social impacts of land use planning, environmental soundness, and global climate change.</p>	<ul style="list-style-type: none"> <li>• Project records</li> <li>• EMMP training records</li> <li>• Land documentation and land readjustment processes-related training materials and community land management training materials</li> <li>• Land use management plans</li> <li>• TA SOWs</li> </ul>	<p>Annual reports will include a brief summary of this compliance. Records will be kept in the Ona Platform. Training materials and outputs are developed by project partners and will be shared with the COP at the time of development.</p>	<p>These activities are built into the budget, as part of project implementation.</p>	<p>Zambia Task Lead is responsible for monitoring in line with broader M&amp;E requirements. COP and MEL Specialist will monitor compliance.</p>

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
<p><b>Liberia Activity: Harmonizing boundaries and demarcating lands.</b> ILRG will work through local grantee partner to document current land and resource use practices. ILRG is not promoting specific land use planning objectives, such as conversion from one activity to another, but rather is empowering the communities to make their own decisions.</p> <p><b>Condition:</b> Technical assistance and training addresses issues of sustainable land use and management; social impacts of land use planning; and environmental soundness.</p> <p><b>Condition:</b> Include information regarding how analysis of current land patterns, social priorities, and environmental services of areas in question occurs so that environmental sustainability is incorporated into land use planning.</p> <p>ILRG's engagement will not promote land use changes specifically, but rather provides stakeholders with tools and basic processes for making active decisions on the sustainable use of their land.</p>	<p>ILRG, in all land use planning and management plans, training, and technical assistance to communities, will integrate principles of:</p> <ul style="list-style-type: none"> <li>• Sustainable land use planning and management</li> <li>• Social and environmental soundness</li> <li>• Vulnerability of current land use patterns to climate change and variability, as appropriate</li> </ul> <p>ILRG will not be engaging in any specific recommendations on changes in land use, but rather documenting current land uses and providing tools (maps) and resources to counterparts to develop their land use plans, in line with best practices.</p> <p><b>Scopes of Work (SOWs):</b> In addition, SOWs for technical assistance (TA) contracted to support land use planning and community planning will include requirements that consideration be given to sustainable land use and management, social impacts of land use planning, environmental soundness, and global climate change.</p>	<ul style="list-style-type: none"> <li>• Project records</li> <li>• EMMP training records</li> <li>• Land documentation and land processes-related training materials and community land management training materials</li> </ul>	<p>Annual reports will include a brief summary of this compliance. Records will be kept in the Ona Platform. Training materials and outputs are developed by project partners and will be shared with the COP at the time of development.</p>	<p>These activities are built into the budget, as part of project implementation.</p>	<p>Task leads are responsible for monitoring in line with broader M&amp;E requirements. COP and MEL Specialist will monitor compliance.</p>

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