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3RD ANNUAL WORK PLAN (OCTOBER 2020 – SEPTEMBER 2021)

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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Cover Photo: Presentation of base map, land use maps, and location maps to Chief Mnutwa in Zambia, all wearing protective face masks due to COVID-19. Chipata District Land Alliance.

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LIST OF ACRONYMS

ACOR	Alternate Contracting Officer's Representative
AGENT	Advancing Gender in the Environment
CAF	Capacity Assessment Framework
CaVaTeCo	Community Land Value Chain
CBNRM	Community-Based Natural Resource Management
CDCS	Country Development Cooperation Strategy
CEL	Communications, Evidence and Learning
CFMG	Community Forest Management Group
CLDMC	Community Land Development and Management Committee (Liberia)
CLP	Community Lands Protection
COP	Chief of Party
COR	Contracting Officer's Representative
COVID-19	Coronavirus Disease 2019
CRB	Community Resource Board (Zambia)
CRCL	Climate Resilient Cocoa Landscapes (Madagascar)
DCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
DCOP	Deputy Chief of Party
DFID	Department for International Development
DINAT	National Directorate of Lands (Mozambique)
DNPW	Department of National Parks and Wildlife (Zambia)
DRC	Democratic Republic of Congo
DRG Center	Center for Excellence on Democracy, Human, Rights, and Governance
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
ECOM	Ecom Agroindustrial Corp.
EMMP	Environmental Mitigation and Monitoring Plan
FAO	Food and Agriculture Organization of the United Nations
FY	Fiscal Year
FZS	Frankfurt Zoological Society

GAI	Green Advocates International (Liberia)
GC	Governance Committee
GIS	Geographic Information System
GMA	Game Management Area (Zambia)
GoM	Government of Mozambique
HEARTH	Health, Ecosystems and Agriculture for Resilient, Thriving Societies
IDIQ	Indefinitely Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
IoPPA	Internet of PPA
IPIS	International Peace Information Service
IR	Intermediate Result
IUCN	International Union for the Conservation of Nature
LEGEND	Land Enhancing Governance for Economic Development
LEVERAGE	Land Evidence for Economic Rights and Gender Empowerment
LFP	Land for Prosperity
LLA	Liberian Land Authority
LTPR	Land Tenure and Property Rights
LRIU	Land Reform Implementation Unit (Malawi)
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MFinance	Madison Finance
MITADER	Ministry of Land, Environment and Rural Development (Mozambique)
MoLHUD	Ministry of Lands, Housing and Urban Development (Malawi)
MLNR	Ministry of Land and Natural Resources (Zambia)
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NRM	Natural Resource Management
ORAM	Associação Rural de Ajuda Mutua (Mozambique)
PES	Payment for Ecosystem Services
POP	PepsiCo's package of potato farming practices (India)
PPA	Public-Private Alliance for Responsible Minerals Trade

PRO-IP	Policy on Promoting the Rights of Indigenous Peoples
PRRGP	Property Rights and Resource Governance Program
SCIA	Sustainable Cocoa Innovation Award (Ghana)
SDI	Sustainable Development Institute (Liberia)
SFP	Sustainable Farming Program (India)
SHG	Self Help Group (India)
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
TLMA	Traditional Land Management Area (Malawi)
TO	Task Order
USAID	United States Agency for International Development
WEE	Women's Economic Empowerment
W-GDP	Women's Global Development and Prosperity Initiative
WPAZ	Wildlife Producers Association of Zambia
ZNCRBA	Zambia National Community Resources Board Association

I.0 INTRODUCTION

The Integrated Land and Resource Governance (ILRG) task order 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 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 task order has four primary objectives: 1) to increase inclusive economic growth, resilience, and food security; 2) to provide a foundation for sustainable natural resource management and biodiversity conservation; 3) to promote good governance, conflict mitigation, and disaster mitigation and relief; and, 4) to empower women and other vulnerable populations.

To achieve this, the task order works through four inter-related components with diverse stakeholders:

- 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, particularly focusing on women's land rights;
- Component 3: Support the capacity of local institutions to administer and secure equitable land and resource governance; and
- Component 4: Facilitate responsible land-based investment that creates optimized outcomes for communities, investors, and the public.

The ILRG contract has two mechanisms for providing support on land and natural resource governance: 1) term activities; and 2) completion activities. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia. Work in Mozambique focuses on clarifying, documenting, registering, and administering rights to land and resources through collaboration on responsible land-based investment, while work in Zambia includes support to land policy, customary land administration, and service delivery, as well as natural resource governance and tenure around protected areas. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional scopes of work. Activities pursued under this portion of the contract include: 1) support around USAID's Policy on Promoting the Rights of Indigenous Peoples; 2) support to deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model; 3) collaboration with PepsiCo on gender equality and women's empowerment within the potato value chain in West Bengal, India; 4) a land tenure and property rights assessment in Indonesia; 5) a deep dive with the Global Property Rights Index (Prindex) in Zambia; 6) support for completion of Customary Land Protection Program activities in approximately 35 communities in Liberia; 6) activities related to Women's Global Development and Prosperity Initiative (W-GDP) funding, including new work with the cocoa sector in Ghana and work on land rights documentation in Malawi; 7) support to the Public-Private Alliance for Responsible Minerals in the Democratic Republic of Congo; and 8) engagement in Madagascar with the Climate Resilient Cocoa Landscape Program.

ILRG was awarded on July 27, 2018 and has a three-year base period (through July 2021) and two one-year option periods that were exercised in August 2020.

2.0 ILRG PROGRAM MANAGEMENT

2.1 ADMINISTRATION

ILRG presents a flexible program design that seeks to streamline core project management functions and control costs, while creating opportunities for cross-activity learning and responsiveness to USAID. In previous years, the ILRG Chief of Party (COP) and Deputy Chief of Party (DCOP) were the only full-time members of the global project team. Near the end of Year 2, with the project's increased focus on gender and the influx of W-GDP funding, the Gender Advisor position was also made full-time. These three positions are supplemented by a part-time Land Tenure Specialist. This core global project team is supported by a home office Project Manager and Deputy Project Manager, as well as an on-call Contracts, Grants, and Procurement Manager, a Grants Specialist, and a Monitoring, Evaluating, and Learning (MEL) Specialist.

Each of the term and completion tasks are managed by an ILRG 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 and Winrock International. Columbia University remains on call as an IDIQ and contract partner. Most ILRG field activities are implemented through grants or subcontracts with local partners based in country and technical oversight by task managers who report back to the COP. Additional operational oversight is carried out by the DCOP or her designee. Given that ILRG does not field a full-time technical team in many countries nor field administrative staff, ILRG faces some limitations regarding its ability to carry out complex monitoring and evaluation, baseline surveys, or other data heavy tasks, particularly on smaller buy-ins/activities.

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

2.2 COORDINATION, COLLABORATION, AND INFORMATION SHARING

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. Bi-weekly email summaries for USAID document previous week technical and administrative accomplishments and meetings, as well as future priorities. ILRG coordinates with the Communications, Evidence and Learning (CEL) contract on learning and joint communications products, in particular around W-GDP. ILRG is available for training support with CEL, leveraging ILRG technical specialists, field lessons, and learning products. Monthly calls with CEL allow for coordination and planning on these training opportunities as well as for coordination on communications outputs. As with learning and training activities, ILRG will follow CEL's lead on communications priorities, but will also take initiative for communications in country. 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. ILRG's communications consultant supports local partners in building their capacity to communicate their stories through organizational fact sheets, websites, and success stories. As priorities

around communications and learning are identified, they will be budgeted for and integrated into project core management costs.

2.3 GENDER AND SOCIAL INCLUSION

Gender and social inclusion are integrated across ILRG activities to benefit and empower women and other marginalized and vulnerable groups, particularly youth. During its first two years, ILRG focused on developing a gender integration strategy; programming W-GDP funds (see the W-GDP work plan and W-GDP monitoring, evaluation, and learning [MEL] plan for more detail; activities under that work plan have now been integrated here), recruiting and onboarding in-country gender advisors; building the gender capacity of staff of ILRG partners, grantees, and subcontractors (including India: PepsiCo and Control Union; Zambia: Chipata District Land Alliance, Petauke District Land Alliance, Zambia National Community Resources Board Association, Wildlife Producers Association of Zambia, Frankfurt Zoological Society, Madison Finance, House of Chiefs; Mozambique: Hluvukani Cooperative and Associação Rural de Ajuda Mutua); carrying out gender assessments for specific activities; and ensuring that gender and social inclusion were integrated in activity design and implementation.

During Year 3, ILRG will continue gender integration in all activities, ensuring that women and other vulnerable groups are reached, benefited, and empowered throughout all countries. Gender and social inclusion assessments will inform the design of new activities and gender budgeting will explicitly allocate funding for relevant activities. Gender technical assistance and capacity-building for partners, grantees, and subcontractors will continue, adapted to specific country/activity needs and focusing on cross-cutting topics. This will include further support to the organizations mentioned above, as well as to new subcontractors in Mozambique, Green Advocates and Sustainable Development Institute in Liberia, and Ecom Agroindustrial Corp. in Ghana.

The ILRG Global Gender Advisor, who also coordinates W-GDP activities, works closely with in-country gender and social inclusion advisors through regular communications and periodic learning sessions to share information across different country projects/activities. ILRG will continue to capture and share cross-country learning and tools, especially related to gender training, gender integration in systematic land documentation, gender norms change, private sector engagement, women's economic empowerment (WEE), and gender-based violence (GBV) in the context of land and natural resources. Gender and social inclusion research questions and learning agenda will continue to drive adaptive management. ILRG will coordinate with CEL, and particularly with the Land Evidence for Economic Rights and Gender Empowerment (LEVERAGE) activity, to produce and disseminate communication, learning, and research outputs.

Mozambique W-GDP: In matrilineal systems in Mozambique around 70 percent of land is owned by women. However, women, and particularly young women, struggle to translate land ownership into actual decision-making power at the household and community levels or into meaningful participation in land governance. ILRG supports gender integration in ongoing land policy reforms in Mozambique, collaborating with other organizations and donors. ILRG is also partnering with three national and international companies that are returning land to communities and engaging with them through ingrower and outgrower schemes. In Year 3 gender integration will focus on supporting initial gender assessments, promoting gender integration in land delimitation and registration, working with companies to review and adapt engagement practices for women's inclusion, ensuring that women meaningfully participate in local land governance and farmers' groups, facilitating community dialogue to change gender norms, and providing women with technical and soft skills to prosper as smallholder farmers. In addition, the inclusion and empowerment of women and other vulnerable populations will also be pursued in the resettlement activity in Sofala through mapping of vulnerabilities, addressing GBV risks, and promoting gender equality in land use planning and related governance.

Zambia W-GDP: In Zambia, ILRG is working with state and customary authorities to integrate gender in the implementation of land policies, supporting land documentation, and promoting women’s empowerment in the wildlife sector. In Year 3, ILRG will continue to build gender capacity of current and past partners and grantees, with a focus on gender integration in land documentation and addressing GBV risks. ILRG will also finalize and disseminate the customary gender guidelines with the House of Chiefs, promote gender norms change with *indunas* (traditional leaders’ advisors), collaborate with the Ministry of Lands and Natural Resources (MLNR) to integrate gender in systematic land documentation, and support women in translating land documents into economic benefits, such as credit. In the wildlife sector, ILRG will build the gender capacity of natural resource management (NRM) partners, promote women’s participation in local governance structures, and enhance women’s employment opportunities in the sector as Honorary Forest Officers and Wildlife Community Scouts.

India W-GDP: In partnership with PepsiCo in India, ILRG is making the business case for empowering women in the potato supply chain in West Bengal. In Year 3, ILRG will train farm families and women in women’s groups using revised PepsiCo’s package of practices (POP) and Sustainable Farming Program (SFP) materials, increase the number and coverage of female community agronomists, establish new women’s land leasing groups, roll out gender norms change and the SEE Change agency-based empowerment training in 12 communities, provide GBV training for all PepsiCo staff in West Bengal, carry out advocacy for law and policy reform on joint titling and women’s group land leasing, and explore sustainability and scalability pathways. ILRG will also engage with other W-GDP funded activities in India to share learning.

Cocoa Sector W-GDP: ILRG is working with Ecom Agroindustrial Corp (ECOM) and United States chocolate brands to empower women in the cocoa value chain in Ghana. During Year 3, ILRG will carry out the initial gender assessment, finalize a detailed implementation and budget, and refine the MEL plan with ECOM. The activity is planned to draw from learning from private sector engagement in India and Mozambique, focusing on supporting companies to review and adapt their engagement with women smallholders, as well as promoting community gender norms change, and providing women with the skills and knowledge to increase their participation in cocoa farming.

Malawi W-GDP: In Malawi, ILRG is working with the Land Reform Implementation Unit (LRIU) at the Ministry of Lands, Housing and Urban Development (MoLHUD) to promote gender integration in customary land documentation, strengthening women’s land rights and empowerment. This year ILRG will launch the activity, finalizing a detailed implementation plan and budget and recruiting and training in-country staff. The activity builds upon existing large-scale documentation efforts by other donors and is planned to integrate gender into land documentation manuals and operational materials and to document land rights in one traditional land management area (TLMA). Drawing on learning from Zambia and Mozambique, the activity will catalyze momentum and build evidence on best practices for gender integration in systematic land documentation.

2.4 CAPACITY-BUILDING APPROACH

While strengthening and building capacity is explicitly included in Component 3 of the ILRG contract, the team considers capacity-building in all project activities, regardless of component. Our approach considers not only individuals and organizations, but also the entire land and resource governance system in a given country or area. ILRG’s activities work to ensure that individuals and institutions gain, retain, and improve their skills and have the capacity to apply those skills effectively.

ILRG’s approach to capacity-building includes a broad (systems-level) needs assessment; stakeholder engagement to validate the needs assessment; assessment of individual stakeholder capacity; design and implementation of individual/organizational capacity improvement plans; and ongoing review of progress. ILRG recognizes that capacity building of organizations requires both a period of intensive support

followed by lighter engagement/backstopping as the organizations are weaned off USAID financial assistance and technical backstopping.

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 follow 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.

2.6 APPROACH TO CORONAVIRUS DISEASE 2019 (COVID-19)

COVID-19 has dramatically influenced the ILRG approach to implementation during the last two quarters of Year 2 and will influence how activities are implemented in Year 3. Risks and mitigation measures differ for each country based on the current status of COVID-19 in each country as well as the nature of activities.

ILRG focuses first on staff and partner safety and the safety of the communities where ILRG engages. ILRG tracks government guidance and US Embassy/USAID guidance for each country as a minimum precaution. ILRG's partners each have their own COVID-19 strategy/approach, based on their organizational protocols, but ILRG and Tetra Tech also provide additional backstopping as necessary, and on request. ILRG requires masks, social distancing, and consideration of whether meetings/events need to occur in person and whether travel is required to carry out field activities. Gatherings are

primarily outdoors and/or in small groups and those with exposure to or symptoms of COVID-19 are requested not to visit ILRG offices/staff or attend meetings, events, or activities. At events facilitated by ILRG, COVID-19 awareness/precautions will be communicated with participants, and materials distributed.

Each of ILRG's countries has developed or will develop a COVID-19 plan responsive to their respective risks and potential mitigation measures. These will be reviewed/updated as necessary.

3.0 MOZAMBIQUE

3.1 MOZAMBIQUE: BACKGROUND AND ACTIVITY TIMEFRAME

In the last year, Mozambique has continued to struggle with macro-economic stability following the “hidden debt” crisis; this has been exacerbated by the coronavirus disease 2019 (COVID-19) crisis that has resulted in five months of social and economic restrictions. 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.

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 peace agreement struck between the leaders of Frelimo and Renamo has been undermined by continued armed attacks in the center of the country, and the insurgency in Cabo Delgado Province has resulted in the razing of villages, the death and displacement of their inhabitants, and reports of the abandonment of thousands of hectares of land used for subsistence agriculture. Reliable information is scarce, but according to some reports, more than 1,500 people have died and over 250,000 have been displaced since the violence began in 2017, as the violence has spread inland and southwards from the Palma area.

Major investors in natural gas fields offshore of Cabo Delgado are moving ahead with plans that could entail US\$60 billion in investment. However, Bloomberg notes that while “the main project sites have been spared from the violence so far, the security risks to the biggest investment splurge in Africa are ratcheting up.”¹ Some investors suspended construction due to COVID-19 but have since started up again.

The environment for private investment, foreign or domestic, has not significantly improved, despite ongoing regulatory reform efforts sponsored by a variety of stakeholders. 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 as 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 restores the 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 the country, with a continuing emphasis on securing land rights for smallholders, but with an additional focus on creating long-term transparent agreements between landholders and tenants.

¹ <https://www.bloomberquint.com/quicktakes/how-an-insurgency-threatens-mozambique-s-gas-bonanza-quicktake>

The statement from the ILRG Year 1 work plan that “climate change is expected to increase the occurrence and intensity of climate disasters such as coastal flooding, cyclones, droughts, and wildfires,”² was unfortunately proved accurate in 2019 by Cyclones Idai and Kenneth, which caused massive and widespread destruction and displacement. Clarity on land rights play an important role both in planning for hazards and in reducing vulnerability to disasters once they occur.

Across all sectors where land rights are concerned, including agriculture, forestry, and disaster relief, women’s ability to formally document their rights and benefit from this documentation needs to be strengthened. Even though across much of northern and central Mozambique, matrilineal systems dominate land tenure and inheritance, women face risks of being excluded from processes, and continue to be marginalized by regressive gender norms. ILRG will ensure gender equality and women’s empowerment are at the center of both land documentation and efforts to build economic opportunities out of the engagements.

The government’s Terra Segura program, which is aimed at massively formalizing land rights across swathes of predominantly rural districts, remains largely driven by a narrow political agenda. The economic or social justice drivers of such broad-scale land rights formalization receive little attention in this program. However, 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 US\$100 million World Bank MozLand project has not advanced much in 2020; 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. In mid-2020, ILRG signed a memorandum of understanding (MoU) with the Ministry of Land and Environment, which includes a focus on researching how the Mobile Applications to Secure Tenure (MAST)/community land value chain (CaVaTeCo)/local participatory documentation approaches can be integrated into the national land administration system. The research will need to address the rights and responsibilities of local and associations of local land associations as managers of the system. The research will also show how participatory approaches promote inclusive land documentation, strengthening land rights for women and other marginalized groups.

It is expected that the formality and visibility of land policy reform will increase in 2021 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 now developing a methodology that will allow the Commission for Revision of the Land Policy & Law to conduct widespread consultations with rural landowners, emphasizing the meaningful participation of women landholders, youth, and marginalized groups.

ILRG is carrying out activities in Mozambique supported by the term portion of the contract along with funding from W-GDP and USAID/Mozambique through the completion portion. All activities leverage MAST processes and tools for development and application in different contexts, along with associated learning activities.

² https://www.land-links.org/wp-content/uploads/2020/06/ILRG-1st-Work-Plan_approved-508.pdf

3.2 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 continue to be a) the scaling up of 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 and forestry 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. 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. Major activities with the private sector in Year 3 include use of MAST approaches with forestry companies Portucel and Green Resources and with Novo Madal, the largest private sector land-holding entity in Zambézia Province and one of the most well-known agricultural companies in the country. The activities in partnership with Green Resources, Novo Madal, and Portucel have a focus on reaching, benefiting, and empowering women, so they are able to share the benefits of land delimitation, actively participate in community land governance, and access productive sectors that have been traditionally male-dominated. Tools, approaches, and learning from these activities will be gathered and shared, so best practices on private sector partnership for gender-responsive land-based investment (and land divestment) and women's economic empowerment in agricultural value chains are replicated.

The long-term data hosting challenge is being addressed through the establishment of the new, national, independent institution (Cadastral 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 Cadastral Popular is being funded through separate support from the Land Tenure Facility and the Land-at-Scale program, its development has been and will continue to be intellectually and technically supported and influenced by ILRG activities. ILRG's support feeds into the launch of the Cadastral Popular, which will become active in coming months, in line with ILRG's activities. This initiative is expected to support the long-term sustainability of ILRG's work.

3.3 MOZAMBIQUE: MANAGEMENT AND ADMINISTRATION

ILRG continues 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 Cadastral Popular, the activities undertaken under ILRG by the Field Liaison and geographic information system (GIS) and data technical support staff will decrease over Year 3 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 has adapted its management approach and increased its capacity to support ILRG implementation. ILRG remains committed to focusing on field implementation through local partners while supporting them with technical backstopping. Terra Firma has contracted an international consultant specializing in gender,

working in close collaboration with the ILRG Global Gender Advisor, to help shape all activities, develop learning materials, and to provide capacity-building across all project activities.

3.4 MOZAMBIQUE: POLICY ENGAGEMENT (TERM FUNDING)

Preparation of the new National Land Policy has begun through the Ministry of Land and Environment. The statutory commission³ established in July 2018 has been formally launched and ILRG is supporting the costs of participation of one of the members of the commission, as well as contributing to the costs of the national consultation process. Support is being provided under the umbrella of an MoU signed with the ministry, which now provides a solid foundation for ILRG contributions to policy work. While the Commission is responsible for coordinating work being done as part of the reform process, ILRG will ensure that information on its work is shared directly with the Supporting the Policy Environment for Economic Development (SPEED+) program.

3.4.1 IMPLEMENTATION

The main focus of the policy development work will be on the regulations of community consultations, forms of community representation and the integration of the CaVaTeCo approach and the Cadastro Popular with the national land administration system. A further significant area of work, which began in Year 2 and will remain a focus throughout Year 3, is on assisting the commission to develop a methodology and tools for widespread consultations with rural communities. Digital tools are currently under development. The tools are designed to be used by a variety of civil society organizations (NGOs, local associations, churches, academic institutions, etc.). There is a specific focus on ensuring that data generated from rural respondents reflects the full range of societal groups, including customary leadership, the landed and the landless, migratory users of resources, women, youth, and other vulnerable people.

ILRG will contribute to policy development on these issues and will seek to introduce additional regulatory focus on other issues, such as data and survey standards for land tenure regularization, acceptable methods for proving personal identity (including methods that consider women's limited access to identity documentation), and the institutional framework for land and resource governance at the local level. The team will continue to work closely with the consultants hired under the USAID SPEED+ program, some of whom are now tasked with policy and research activities related to these issues (either as members of the Commission or via separate technical assistance projects under the MozLand project). ILRG will also undertake information sharing, joint planning, and coordinated implementation of activities with SPEED+ program management.

ILRG is supporting the participation of João Carilho in the work of the commission, but the planned support to a series of discrete consultation events has been shifted to support the development of the methodology and tools for a much larger scale policy consultation process amongst rural communities.

ILRG will also remain open to supporting the role and work of the Consultative Forum on Land throughout the next phase.

3.4.2 ANTICIPATED DELIVERABLES

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 1 grants and the additional subcontracts launched at the end of Year 2 and beginning of Year 3. These are expected to further understanding of how land readjustment processes can be undertaken to

³ The Commission for the Revision of the National Land Policy, Ministerial Diploma 56/2018 of June 12, 2018.

accommodate investment, best practice in terms of the equitable allocation of land resources to ingrowers, and methodologies for identifying community and household rights in the context of land being ceded by the private sector.

A key deliverable will be a methodology and digital tools for the collection of data on rural landholders views in respect to the land issues and the policy reform process. The ILRG team are also currently negotiating with the commission and the Directorate of Lands regarding a large-scale comparative study of results emanating from implementation of the CaVaTeCo (including the ILRG-supported initiatives) with those produced from the systematic titling activities under Terra Segura. If successful, this study may also become a further major deliverable in Year 3.

3.5 MOZAMBIQUE: FIELD PARTNERSHIPS BACKGROUND

The project will work with Green Resources, Novo Madal, and Portucel, 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 has negotiated partnership agreements and MoUs with the companies for the implementation of the activity, including co-financing from the companies. The companies reviewed terms of reference for the activities. Together, work with the three companies will provide experiences and lessons with four broad scenarios:

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. In both scenarios, there will be a heavy emphasis on the inclusion of women who have already been supported to secure their land rights (Portucel), or will be supported to secure their land rights (Madal) in these schemes.
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, mostly women, have used some of this land for their own temporary (and largely subsistence) farming. Novo Madal wants to develop "ingrower schemes" in which selected community members use clearly delimited areas of company land under long-term lease, receive the same support that is provided to outgrowers (e.g. technical assistance, seeds, etc.), and produce crops that the company will purchase. The existing users will form the base of these "selected members," with further equitable, inclusive, and gender-aware methods employed to select additional entrants.
4. **Return of land to community with no further relationship:** Green Resources will 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. This is one of the first known efforts by a company to undertake large-scale disinvestment of land, and is especially noteworthy because of the company's desire to ensure that communities benefit from the process. 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 communities can potentially establish relationships and contracts. Similarly to the Novo Madal and Portucel activities, ILRG will ensure that women benefit equally from delimitation of land returned to communities and meaningfully

participate in local land and community associations to be established. Special attention will also be paid to engage women with commercial off-takers identified.

Together, this range of scenarios should provide very relevant lessons for a large number of companies in Mozambique, as well as in other countries.

3.6 NOVO MADAL: INGROWER/OUTGROWER SCHEMES

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. 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. 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. This is driven by a mixture of imperatives, including the vision of the new owners regarding the creation of shared values and the foundations of sustainable economic development. 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. The ILRG activity will involve two approaches; first, it will assist Novo Madal to return this land to communities and negotiate outgrowing agreements (both with a focus on gender inclusivity and women's empowerment) and second, ILRG has negotiated an agreement with Novo Madal through which the company will issue long-term leases on some of the company's own land to women, as part of a strategy to provide existing "encroachers" with tenure security and turn them into formally recognized ingrowers who are integrated into commercial crop value chains. ILRG has worked with Novo Madal to select five farms and 14 neighboring communities as the focus of the activity, all of which are in Quelimane District. For ingrowers and outgrowers, Novo Madal will provide technical assistance in the production of selected crops (principally coconut and guar beans), facilitate or provide inputs such as seeds or fertilizer, supply extension advice, support post-harvest handling, and guarantee that the company will buy the products. Under the ILRG activity, the company will develop and implement a responsible disinvestment and ingrower and outgrower strategy with 14 communities involving approximately 5,000 women near Quelimane. If successful, Novo Madal will replicate this model on other farming blocks and with other communities; it may also be taken up by other companies in Mozambique and across southern Africa.

In May 2019, Novo Madal also 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.

ILRG has released a request for proposals for a service provider to delimit community and household land across 14 communities and to support the implementation of gender-responsive ingrower and outgrower schemes that enable smallholders to partner with Novo Madal. 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.

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

3.6.1 IMPLEMENTATION

The ILRG team has negotiated a formal partnership agreement with Novo Madal for the implementation of the project. This includes contributions of over \$250,000, in cash and in kind, by the company towards the activity objectives, along with active engagement in the design process. A detailed scoping mission in June 2020 mapped out the general boundaries of 14 participating communities that border the five participating Novo Madal farms in Quelimane District. This mission also provided basic information on the planned activity, which was enthusiastically received by government at provincial, district, and locality levels, as well as by community leaders in all 14 communities.

The service provider will implement two aspects of the activity, following the scope of work that was jointly designed with Novo Madal. First, land identification and documentation will confirm exactly which areas are to be supported for ingrowers (on the five Novo Madal farms) and for outgrowers (in the 14 neighboring communities). This will be followed by targeted support to agricultural production and gender-related social change activities. 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.

The specific objectives are:

1. To delimit Novo Madal farms and community and family land to strengthen land rights and to facilitate participation by women farmers in ingrower and outgrower schemes;
2. To develop and support a model of gender-responsive economically and environmentally sustainable ingrowing and outgrowing programs that will be implemented by Novo Madal in its operational areas in Quelimane District, in ways that reduce entry risks for both smallholders and Novo Madal and promote mutual benefits;
3. To increase capacities in gender-responsive sustainable agribusiness in both Novo Madal and selected communities;
4. To document and disseminate lessons learned that make the business case for women's empowerment and that influence policies and practices of government and of other companies in Mozambique and elsewhere.

Key activities include:

- Conduct intensive awareness raising on land rights, with emphasis on women's and men's rights based on occupancy. These activities include meetings with local customary leadership, interventions through existing producer association and other local structures, the deployment of the REFLECT methodology⁴ as part of community-level meetings, awareness raising through local community radio, and format training, interaction, materials, and policy development with company management and extension staff;

⁴ REFLECT is an approach to group learning and social change. REFLECT brings learners together to discuss issues relevant to them and their lives through literacy training and group development of maps, calendars, and matrices. The approach was initially developed by ActionAid, informed by Brazilian education Paulo Freire's critical pedagogy, participatory rural appraisal, and gender analysis.

- Develop a communications strategy and materials;
- Carry out an assessment of gender, youth, and social inclusion to guide design of policies and practices of ingrower and outgrower schemes;
- Support the company in drafting or improving policies and procedures for gender-sensitive ingrower and outgrower schemes, including design of a gender-sensitive allocation system that includes the ability to transfer land use rights;
- Train implementers, supervision, monitoring and evaluation, and the deployment of the CaVaTeCo platform and tools to establish platform for land rights documentation and future management of data on smallholders;
- Delimit sections of Novo Madal’s lands that would be used by ingrowers;
- Improve existing training materials on gender norms, leadership, and sustainable agriculture;
- Facilitate the establishment and training of community land associations, including addressing gender norms that hold women back from participating and mitigating GBV risks that may arise when women are empowered;
- Delimit and document boundaries of communities, leading to official declarations of land rights from the provincial government; and
- Delimit and document 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.

3.6.2 ANTICIPATED 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 *direito do uso e aproveitamento da terra* (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

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. Portucel's 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.

Portucel is interested in increasing the company's access to timber using outgrowers in Zambézia Province and has looked at lessons from successful outgrower schemes through smallholders in Vietnam. The World Bank-funded Mozambique Forest Investment Project has also started to support outgrowers, although most of these are men with relatively large landholdings (often more than 10 ha and as much as 50 ha, compared to the average family land holding of about two ha). 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. In total, Portucel requires 40,000 ha planted to eucalyptus in its first eight-year cycle (with 5,000 ha planted annually) to produce wood chips, increasing to 160,000 ha (20,000 ha per year) to feed a pulp factory. So far, 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 prefer a first year effort of only 50 participants, fearing that a pilot that is rushed through at larger scale is more likely to fail, undermining their efforts for decades to come.

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 female 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 female-headed households, 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 female farmers.

The International Finance Corporation (IFC), which has already invested US\$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.

ILRG 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 and 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 to:

1. Reduce the entry risk to farmers and to Portucel in smallholder production of a multi-year timber crop;
2. Ensure 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. Provide 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 work will be undertaken in Ile District in Zambézia Province, in communities that have already been delimited under the previous ILRG activity, implemented via a local grantee, and under the preceding Department for International Development (DFID) Land Enhancing Governance for Economic Development (LEGEND) project. The ILRG investment will support about 50 farmers to plant small areas of eucalyptus in the first year of the project.

Portucel will provide clear technical performance standards to guide the service provider and the participating farmers. The company will provide eucalyptus saplings and other inputs on a no-profit, cost-recovery basis; the company has a policy to not provide inputs free of charge. Company management will engage in discussions with ILRG about how to design policies and procedures for gender-sensitive timber outgrower schemes; although the company sources most of its wood in Portugal from outgrowers, the social and economic situation there is fundamentally different from the

realities of matrilineal areas in rural Mozambique. Portucel staff will also accompany the service provider in monitoring visits to participating farmers.

Farmers plots could be as small as one-third or one-half hectare, but could be larger based on farmers' interest and on the availability of land and labor. Farmers will own the trees and will be able to harvest the timber for personal use or local sale (poles, fuel, etc.). Should Portucel determine that the results meet their requirements for quality, viability and reliability, the company may offer outgrower contracts. If the project timeframe is extended to subsequent years, the number of farmers would increase gradually; the second season could see an additional 150 or 200 farmers.

Key activities will be:

- Award implementation subcontract and start activity;
- Establish spatial platform for managing data on smallholders, based on past land rights work in area;
- Review Portucel policies, procedures, and technical requirements with respect to commercial timber production, with a focus on ensuring gender responsiveness;
- Select farmers for outgrower scheme. At least 50 percent of participating farmers will be women. As 70 percent of landholders in the area are women, this will facilitate the recruitment of women, but ILRG will also apply approaches to address harmful gender norms with male and female community members and provide additional support to women to enhance their uptake of outgrower opportunities;
- Delimit 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;
- Provide agricultural extension support (technical training, land preparation, planting, weeding, fire prevention) and gender training; and
- Assess farmer performance compared to Portucel technical standards and provide performance payments upon confirmation of correct land preparation, planting, weeding, etc.

The ILRG team is finalizing a request for proposals 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 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.

- 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, improving 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.
- Advocating 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 operating procedures 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 ANTICIPATED DELIVERABLES

- Company policies and procedures reviewed;
- Gender training for company staff; and
- Grower models that have explicit incentives for female farmer engagement.

3.8 GREEN RESOURCES: SECURE LAND FOR LOCAL COMMUNITIES

Green Resources is an international forestry company operating in Mozambique for the last decade, with a total land holding of approximately 360,000 ha, distributed in the provinces of Nampula (125,000 ha), Niassa (102,000 ha), and Zambézia (135,000 ha). This overall area includes commercial forest plantations, areas set aside for conservation and protection of natural habitat, roads and infrastructure, fire breaks, and buffer zones. The company has decided to consolidate its land holdings in the country to match its future ambition, and will divest itself of all but 40,000 ha in Niassa. 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 Nampula, Niassa, and Zambézia.

Most of this land has never been cultivated by the company, while other areas have standing forest plantations. Without intervention from ILRG, the company would have simply returned these lands and assets to the state, which likely would then have simply re-allocated them without any further reference to the local communities who originally made the land available. Instead, Terra Firma and Landesa helped the company develop an approach to disinvestment that would favor local communities, and particularly women, in obtaining access to that land and the productive assets. ILRG will assist the company to carry out the disinvestment.

The ILRG activity as agreed with Green Resources is a strategy for responsible land relinquishment that ensures that the return of company land to the state actually benefit the productivity and economic empowerment of local women. This process will see these areas being delimited in the name of the affected communities and any standing trees or other assets being transferred to the management of local groups established for the purpose. In areas where there has been no development of assets and the land has effectively remained under the control of the local communities, the ILRG activity will assist with the implementation of the gender equality safeguards and gender-sensitive methodologies that are incorporated within the formal methodology (in the Technical Annex to the Land Law Regulations) for delimitating and registering land rights in the name of community entities. The focus will be on increasing the inclusion and participation of women and other vulnerable groups 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.

ILRG has already negotiated significant contributions from Green Resources, including US\$75,000 in cash towards project costs, alongside the handover to communities of standing assets (trees and infrastructure) worth about US\$6.5 million.

Registration of assets was initiated in Year 2. By the start of Year 3, service providers will have been contracted to guide relinquishment of all land and assets to over 110 communities. ILRG will train and supervise implementers, liaise with the GoM, deploy the MAST/CaVaTeCo platform and tools, and monitor and evaluate the entire process. ILRG will document various aspects of the activity, with special attention to how past grievances are addressed: issues of gender and vulnerability in the context of land return, avoidance of elite capture, and COVID-19 mitigation during fieldwork.

Some of the principles for the activity, already 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 its 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 has been agreed:

- 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 be 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 be 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 hierarchy⁵ 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 (ensuring that the needs of women, including how they utilize existing assets, are taken into consideration, and that women can equally share associated benefits), or to subsets of those communities organized as 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;
 - Ensure women’s and marginalized groups’ meaningful participation in land associations and any community decision-making process over the relinquished land and assets;
 - Maximize the potential for sustainability, through involving community members who voluntarily wish to associate and dedicate time and energy to the venture;

⁵ 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.

- 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

The timeline will run through to the end of 2021. However, there is more involved than simply handing assets to communities; proper management of high-value assets in particular requires long-term attention and capacity building.

Service providers are being contracted through a competitive process to assist the company to:

- Develop modular training materials to guide the land relinquishment process;
- Facilitate 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;
- Establish formally registered community land associations to represent the communities as land rights holding entities, with a focus on ensuring women’s representation in these associations;
- Facilitate community engagement on options for asset transfer; and
- Facilitate 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 ANTICIPATED DELIVERABLES

The deliverables under this activity will be:

- 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, 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: SOFALA

USAID/Mozambique has approved an activity addressing the land tenure related aspects of disaster preparedness and response, with particular attention to Cyclone Idai, which struck Sofala Province in

March 2019. 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. Mozambique is prone to various disasters. One of the world's most severely affected countries in terms of flooding and drought emergencies, the country is also seeing internal displacement of people in northern Cabo Delgado Province as a result of low-level armed conflict. These events all involve land tenure issues based on temporary and permanent displacement, with implications for displaced people and for the host communities in which they are resettled. There are particularly relevant implications for women, who often do not have their specific needs taken into account, receive less or lower quality land upon return, and face GBV risks during both displacement and resettlement.

Much of the response to Cyclone Idai addressed immediate concerns, such as housing. But little has been done to address longer-term issues such as securing land rights for that 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 have increased their number of users.

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 pilot 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:

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);
2. District authorities can demonstrate the skills required to deliver land administration services relevant for disaster preparedness and response; and
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

USAID/Mozambique has bought into this activity based on multiple meetings. The national government partner, the National Institute for Management of Natural Disasters, is keen to work with ILRG, and is engaging in the detailed project design and finalization of an MoU.

Year 3 plans involve a final scoping study to confirm some design details; this was delayed for several months due to restrictions on travel and fieldwork as a result of the COVID-19 pandemic. ILRG will undertake selection, training, and supervision of a service provider, and monitoring and evaluation. ILRG will oversee the deployment of the MAST/CaVaTeCo platform and tools, and will establish a digital platform for integrated land rights and digital rights management documentation.

The project will include the following major activities:

- Joint planning and capacity-building processes: The project will increase the capacity of national government and district authorities to plan for, manage, and/or mitigate land-related issues associated with disasters. 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.

3.9.2 ANTICIPATED DELIVERABLES

- In two target districts, the development of a district-level integrated plan for land administration in support of disaster relief management;
- Confirmation of land rights for 7,500 families living in communities that are hosting those resettled as a result of Cyclone Idai, in the form of locally issued declarations from community land associations; and
- Confirmation of tenure security for residential areas and allocation of farmland to 2,500 families resettled due to Cyclone Idai.

3.10 MOZAMBIQUE: LEARNING AGENDA

3.10.1 GENDER AND YOUTH

The ILRG Mozambique gender specialist, in collaboration with the ILRG Global Gender Advisor, have actively influenced the design of new activities and will work with service providers to build their capacity and ensure all work is gender- and age-sensitive. Some of the key learning issues include:

- *Land registration:* Gender- and age-inclusive community land delimitation and land registration;
- *Assessment of gender and social inclusion with Novo Madal, Quelimane District:* the ILRG gender specialists will support the design and implementation of an assessment in communities that participate the Novo Madal activity;
- *Private sector engagement with suppliers:* Gender-responsive and age-inclusive approaches for private sector support that target female and young farmers as main beneficiaries; and
- *Gender norms change:* Working with men and women in communities as well as in private companies to promote gender norms change and reduce discriminatory practices, to enhance women's and youth's safe land tenure, increase their opportunities for productive land use and economic empowerment and enhance their participation in community decision-making.

3.10.2 INFLUENCING POLICY AND PRACTICE

There are several new opportunities for influencing policies and practices of government and the private sector. Key opportunities include:

- *Political space:* Terra Firma has signed an MoU with the ministry, and is now positioned to play a significant role in both process and content of land policy reform over the next two years.
- *Evidence and scope:* Field activities have and will generate important data and best practice across several areas, all of which can be used to influence policy and practice of government and of the private sector. This includes work related to gender integration, decentralization, community representation, cadastral approaches, smallholder/company land-based relations, disaster resilience, and land rights data collection.
- *Sustainability:* Activities with Novo Madal and Portucel, and the Sofala disaster management work, have partners with long-term visions for continued development and upscaling of approaches. The Cadastro Popular will provide an institutional home for data.

ILRG Mozambique will produce and disseminate English and Portuguese language versions of documents including:

- *Learning notes*: technical documents of 10 – 20 pages on operational lessons, gender and youth, and other issues to be determined;
- *Learning briefs*: two to four page summaries of the learning notes, targeting decision-makers who may not have time to read the longer technical documents; and
- A *data catalogue* for land rights data maintenance. This data catalogue will comprise an organized inventory of the data assets that form part of the CaVaTeCo initial registration process, as well as data stored and required for the land rights maintenance platform. It will include all the metadata required to understand and manage the naming of ODK-generated data and choice options (field names and formats), database column names, etc.

4.0 ZAMBIA

4.1 ZAMBIA: BACKGROUND AND ACTIVITY TIMEFRAME

The ILRG global program was awarded in July 2018, and field activities in Zambia started in May 2019. USAID/Zambia has contributed biodiversity funding over two years; during the first quarter of Year 2, USAID confirmed additional buy-in of funds focused on women's economic empowerment through the W-GDP initiative, which has involved deeper integration of gender impacts into work related to: 1) customary land documentation and administration; 2) community-based natural resource governance; and 3) integrated development planning.

ILRG builds on the history of USAID land tenure interventions in Zambia since 2014, which have focused on finalization of a policy framework that enhances land tenure security, field implementation of low-cost, community-driven MAST, and the use of secure land rights to improve cross sectoral planning and reduce conflict, particularly in the agriculture, wildlife, and forest management sectors.

ILRG activities align with the USAID/Zambia Country Development Cooperation Strategy (CDCS) (2019 – 2024) in its commitment to the Journey to Self-Reliance with all partners and its focus on field activities that catalyze and/or inform policy change and leverage private sector investments, particularly around the wildlife and forest industries. In each case ILRG works with civil society to increase citizen driven advocacy (CDCS intermediate result [IR] 1.1) and to build local evidence and experience through national associations, like the Zambia National Community Resources Board Association (ZNCRBA) and the Wildlife Producers Association of Zambia (WPAZ). ILRG's policy focus around advancing the land policy and relevant laws and regulations is a major element of Zambia's long-term enabling environment (CDCS IR 2.1) to encourage investment in urban, peri-urban, and rural areas, protect stakeholders from uncompensated land takings, and reduce conflict among state and customary institutions. ILRG's engagement on community-based natural resource management advances CDCS IR 2.3 with a focus on capacity of national associations to support government advocacy for community resource boards (CRBs), as well as to provide resources on governance to the country's community resource management institutions (including the recent legal framework on community forest management groups [CFMGs]). This represents improved capacities of systems, institutions, enterprises, and individuals that are built upon user rights and benefits to communities. The approach demonstrates ILRG's commitment to partner with the Zambian government, civil society, and the private sector to advance effective development choices and governance, enterprise-driven economic growth, and increased resilience among its vulnerable citizens. Across each of these activities, ILRG is integrating gender equity, focused on supporting women in leadership positions, as well as employment opportunities in male-dominated sectors and access to finance. This approach requires work on gender norms, as well as attention to risks of GBV achieving novel impacts related to CDCS IR 3.3.

The Zambia plan below presents anticipated activities by the ILRG team, including activities which are contingent on additional funding commitments for Years 3 – 5. This acts as the basis for discussion on which activities should be prioritized moving forward. Some of the activities presented here will only be able to begin when additional funding and priorities receive mission and Washington commitments.

4.2 ZAMBIA: SCALING AND SUSTAINABILITY

ILRG contributes to the Journey to Self-Reliance by focusing on catalytic investments in field activities that deliver learnings to inform policy and legal reform, particularly around implementing land, planning, and natural resource legislation that strengthen community rights, including women's land rights, and increase local women's and men's voices at the national level. In particular, ILRG relies on national level

associations and private sector trade groups to promote longer-term sustainability, in order to meet the CDCS guidance to avoid “micro-projects” with limited impact, ILRG’s field partners have targeted activities that are tied to specific policy, private-sector led investments and/or national association learnings, where lessons and impacts will be scaled. This strategy is described within each section below.

4.3 ZAMBIA: MANAGEMENT AND ADMINISTRATION

ILRG deploys a small Lusaka-based staff to lead policy, backstopping, learning, and coordination among district-level and national partners. This includes two administrative/financial staff, two data quality staff, a Country Coordinator, and a part-time Gender Advisor. The ILRG COP is also intended to be based in Zambia through Year 3 to support both national and global implementation and learning and to ensure transition of USAID-compliant management to the Zambia office. ILRG has short-term technical advisors who support community forest management, integrated development planning, data management, and communications. Additional technical assistance is hired as necessary or acquired through grantees/subcontractors. This team is well suited to provide guidance to field partners, and promote national-level impact through coordination with cooperating partners, implementing partners, government, and the private sector across multiple sectors.

4.4 ZAMBIA: DOCUMENTING AND ADMINISTERING RIGHTS FOR ECONOMIC GROWTH (CDCS IR 2.1, IR 2.2, IR 3.3)

In line with CDCS IR 2.1 (reducing policy barriers to rural investment and trade) and IR 2.2 (increasing rural enterprise investment capacity), ILRG is focused on policies that clarify and strengthen people’s long-term rights to the land they derive their incomes from. For much of Zambia’s colonial and post-colonial history, the economy has focused almost entirely on the mining sector. Yet in recent years, domestic and international investors have started paying attention to peri-urban and rural agricultural land for economic growth opportunities. Too often this has resulted in displacement, lack of adequate compensation, and loss of livelihood opportunities to the current inhabitants of the land. Tensions are growing among households, across government institutions, and between customary leaders and government over rights to land and natural resources. Clarifying and protecting land rights is central to creating an even playing field for economic growth, and for keeping long-term peace in Zambia. Land policy and legislation have been under review and evolution for over twenty years. While the policy is close to finalization, there are many incremental steps that can and must be taken to build transparency into the sector, as well as the capacity of both customary and state institutions to implement the finalized policy.

The current interest of the government in the National Land Titling Programme and in customary land documentation has the potential to lock into place current land arrangements for centuries to come securing rights for millions of Zambians. This also has the potential to exclude women from accessing resources unless full participation and empowerment are built into today’s emerging processes. ILRG’s approach to working on customary land rights seeks to enhance women’s economic opportunities: when women are included in land documentation and have the right to inherit land, they can leverage these benefits into concrete economic opportunities such as accessing credit, investing in their land and farms, and having secure livelihoods, even in case of divorce or death of a spouse.. The approach also seeks to ensure scale and sustainability by promoting cost-effective integration and working with actors in the land registration space. It is focused on using strategic field engagements with trusted partners and influential leaders to inform policy and legislation to create a learning cycle. ILRG also plays a role in bringing together diverse stakeholders from the private sector, implementing partners, different government ministries and communities to resolve tensions over land. ILRG’s focus is on securing rights for women in an approach that does not place them at increased risk of violence and engages men and traditional leadership to become advocates for women’s rights (IR 3.3).

4.4.1 IMPLEMENTATION

Advancing Inclusive Land Policy and Regulations:

- **Backstopping Land Policy consultation and implementation roadmap** (*Funded through March 2021, unfunded post-March 2021*): ILRG anticipates continuing to support the MLNR in its efforts to engage constructively with civil society, customary leaders, cooperating partners, and implementing partners. With limited funding and restrictions on meetings due to COVID-19, there is a potential for major policy decisions to move forward with less than ideal consultation. ILRG anticipates continuing to reserve funds to support broad consultation and communication in the finalization of the Land Policy. This approach has been successful in previous years to unblock key points of contention. ILRG anticipates further engagement in the implementation roadmap with MLNR to ensure a balance of focus between state and customary land issues, particularly in terms of the impact of the policy on smallholder farmers, peri-urban communities, and the natural resource management sector. Should COVID-19 restrictions remain then virtual consultations will tend to be more cost effective than in person consultation, but virtual consultation has been criticized by civil society and others as not adequately inclusive.
- **Land Policy communication strategy and targeted implementation** (*Unfunded longer-term funding and partnership commitment*): ILRG anticipates supporting the MLNR to communicate the land policy in a way that reduces the potential for conflict (due to misunderstandings over expected roles and fears from customary leadership that the policy will take away their powers). If funded, ILRG will develop communications materials that build on the emerging movement regarding the rights of women and youth to land, and how these rights can unlock economic potential. The subsequent rollout of the communication strategy will require a coalition of district councils and civil society to mainstream the messages from the Land Policy. ILRG envisions developing messaging with MLNR, and supporting outreach that underscores the importance of consultation and consent, and women's land rights. Year 3 would focus on development of messaging and materials and a coalition of civil society actors to work with the government for roll out in late 2021/early 2022.
- **Draft laws and regulations within Land Policy** (*Unfunded longer-term funding and partnership commitment*): The revision of land legislation and drafting of regulations envisioned under the Land Policy will require a multi-year process to ensure that intentions of the policy, both around strengthening tenure security and protecting the rights of current occupants, are balanced. ILRG envisions particular support around the development of the Customary Land Act, which was initially drafted in 2014, but has been stalled since that time. The process will be highly political, but as ILRG is trusted within the customary leadership of the House of Chiefs, as well as within MLNR, ILRG is uniquely suited to support the balance between customary administrative autonomy and state coordination and safeguards. Additional legislation, for example around updating the Survey Act, is less political, but still requires support to bring in international best practices and national ownership of the relevant updates.
- **Mobile Approaches to Secure Tenure (MAST) documentation for standards** (*Unfunded longer-term funding and partnership commitment*): While ILRG has and will continue to document MAST approaches that are used in Zambia, the process of building a coalition of partners around customary (and state land) MAST approaches requires additional multi-year commitment and flexibility as government and partners develop the implementing regulations above. This process envisions working with MLNR and those piloting land documentation efforts to harmonize standards between customary and state land records.

- **Gender guidelines for systematic land documentation** (*Funded*): In cooperation with MLNR, as well as private sector and civil society actors supporting land documentation on state and customary land, ILRG is leading the development of government-approved guidelines on how to integrate women’s empowerment into land documentation processes. This includes technology approaches, recruitment of enumerators, facilitation training, as well as approaches within each step of documentation that ensure that women’s rights are fully considered. The resulting guidelines are expected to be used by a range of actors supporting land documentation in Zambia.
- **Cooperating partner and implementing partner coordination group** (*Funded through June 2021*): ILRG will continue to lead the quarterly cooperating partner meetings on the land sector that are also inclusive of government and other implementing partners. These meetings continue to result in working groups that build relationships on key issues like women’s land rights, integrated development planning, standards for customary land documentation. The group also ensures a common voice among implementing partners on key elements of the land policy. These meetings reduce duplication of effort and build relationships within the land sector that lead to impacts beyond USAID’s investments. Notably, these relationships have helped to bridge new partnerships with ILRG implementing partners with government and other funding sources/projects, like the European Union and World Bank’s Zambia Integrated Forest Landscape Program. This work is low cost and could be spearheaded by other cooperating partners in future years.
- **Backstopping to USAID and US Embassy on land issues** (*Funded through June 2021*): ILRG will continue to produce quarterly land sector updates and provide up-to-date information on current politics and priorities within the subsector, leveraging its relationships with the MLNR. ILRG will examine the overlaps of land issues with the range of USAID economic growth, environment and governance programs and offer policy and technical learnings with other USAID implementing partners.

Field Partnerships for Sustainability and Self-Reliance:

Partnerships for rural land documentation will focus on low-cost administration, capacity-building of customary institutions, deepening of gender norms support, and feeding learning back into the national policy and legislation efforts described both above and below.

- **Finalize customary documentation in Nzamane and Nyamphande** (*Funded*): ILRG will continue to finalize documentation across two large chiefdoms in Petauke and Kasenengwa Districts, Eastern Province with long-time partners. This work has resulted in the systematic documentation of over 10,000 parcels and over 40,000 individuals, including almost 50 percent women (even within the highly patrilineal chiefdom of Nzamane). These processes have been partially subsidized through a fee-for-service model that is central to the long-term sustainability of customary documentation in Zambia, and offers global lessons on the viability of civil society-led documentation processes. Each of these partners will continue offering documentation services, post USAID support, and as a result, this is expected to be the final documentation support to the district land alliances. ILRG backstopping of these partners continues to emphasize and deepen gender integration, monitoring of conflicts, and reducing risks of GBV.
- **Backstop one additional chiefdom in Muwezwa** (*Unfunded*): ILRG and the predecessor Tenure and Global Climate Change (TGCC) program have demonstrated a number of models for customary documentation, all of which have relied on civil society partners to lead the process. Chieftainess Muwezwa has made a direct request to ILRG for support to her advisors to take on the field processes themselves. ILRG would like to test and observe the viability of

this model both economically and logistically. This approach is likely to mimic the approach being undertaken in Malawi through their recent customary land legislation. The outcomes of this work will inform the above legislation. Notably, this area is also an important game management area (GMA) within the Kafue ecosystem and Chieftainess Muwezwa is the current vice-chair of the House of Chiefs, offering ILRG numerous opportunities to leverage such an engagement into the national level within the Ministry of Chiefs and Traditional Affairs and Department of National Parks and Wildlife (DNPW).

- **Gender-responsive sustainable land administration, advocacy, and learning** (*funded through January 2021, unfunded thereafter*): After land certificates are distributed, they must be administered in perpetuity. This work has occurred since 2017 with the five chiefs with whom work started under TGCC and who have been most closely related to ILRG and in early 2021 will increase to a total 10 chiefs who USAID has supported. Systems are in place within each chiefdom to administer the certificates, including cost models and trainings that have taken place. Yet these cost models for community-led land administration have not been fully tested (as partner institutions have been subsidized). ILRG anticipates limiting support to the most basic administrative level to test the financial and service model for updating certificates (dealing with transfers, inheritance, new parcels, etc.). Governance training modules will be further developed and refined for use with customary leaders to feed into the chiefdom administration. In particular, modules on land conflict resolution will be a focus. This work also includes dialogues with traditional authorities at the local level, such as indunas (advisors) and headpersons, on gender norms and issues related to gender equality in land administration to build awareness on how current structures for land allocation and conflict resolution disadvantage women. These leaders hold a key role in daily administration of land records and future land transactions/transfers and conflicts. ILRG anticipates working with customary institutions in Eastern Province on the dissemination of customary gender and land governance guidelines, which are expected to be adopted by the House of Chiefs in November 2020. Particularly important in this process will be documenting the gender norms change approaches, and monitoring their impacts.
- **Capacity-building on GBV** (*funded*): ILRG will provide capacity-building support to local partners and grantees on the prevention and response to GBV related to land, particularly land documentation and access to land. This will increase their ability to prevent and respond to GBV during land documentation, monitor cases, and provide adequate referral pathways. GBV issues and concerns will also be included in gender norms dialogues with customary leaders, with a specific focus on engaging men as champions of norms change and women's empowerment.
- **Women's empowerment and economic impacts of customary land documentation** (*funded through September 2021*):
 - Savings and loans products that target women with land rights will continue to be carried out through a partnership with Madison Finance (MFinance) during the 2020 – 2021 growing season in Chipangali District. MFinance is using land certificates to establish mobile savings cooperatives. Savings accounts allow women to have greater control over income, build assets for the future, and establish a banking history that enables them to access credit. Having land documentation makes the process of opening accounts much easier for women, as it eliminates the need for an extra layer of identification on the part of the village chief or council. This partnership will be evaluated in May 2021, and if successful may be extended at minimal cost to the remaining chiefdoms that ILRG has partnered with.

- For the 2020 – 2021 season, ILRG is prepared to evaluate the viability of using customary land documentation data to run a crop index insurance pilot, with an understanding of how to ensure that the product is accessible to women and men. ILRG anticipates starting with a rapid consultancy in September 2020 to evaluate crop insurance, followed by a trial during the 2020 – 2021 season and comparison against approaches that do not use household-level data.
- The above approaches will seek out dialogue and learning with the USAID agricultural finance program that started in FY2020.
- **Backstop USAID project documentation (Unfunded):** ILRG recognizes a broad interest in USAID agriculture and natural resource management partners in the use of low-cost mobile approaches to secure tenure. ILRG is prepared to provide technical training and information technology backstopping for organizations that are interested in using their funding for field operations associated with customary land mapping for household documentation or district planning. ILRG would preferentially backstop other USAID programs, particularly the Health, Ecosystems and Agriculture for Resilient, Thriving Societies (HEARTH) work within the Luangwa or Kafue ecosystems, but is open to supporting other USAID or broader civil society partners. ILRG’s Lusaka-based data team and global backstopping is well-suited to support two or three organizations working with mapping and mobile data tools to address economic growth and environmental management development challenges. ILRG would anticipate starting this engagement post-January 2021, once the documentation processes with the Frankfurt Zoological Society (FZS), Chipata District Land Alliance, and Petauke District Land Alliance are completed. This approach to engagement will ensure that partners have their own buy-in for sustainability and that ILRG is making the most catalytic use of USAID funds, rather than supporting micro-level projects. It also ensures partners’ ownership of the activity.

4.5 ZAMBIA: IMPROVED NATURAL RESOURCE MANAGEMENT (CDCS IR 2.3)

ILRG contributes to USAID Zambia’s CDCS IR 2.3 (Community-based natural resource management [NRM] capacity increased) through assistance to field-based non-governmental organizations (NGOs) that test models for community-based NRM, inform policy and national practice through engagement with ZNCRBA and WPAZ. These efforts also contribute to CDCS IR 1.1 by focusing on self-advocacy by these private sector and civil society organizations and subsequently contributing to the overall sector’s self-sufficiency. ILRG leverages its focus on the use of mapping and clarifying land and resource rights to identify synergies between wildlife, forest, and land rights legal frameworks. While district, NGO, and community partners have welcomed the integrated focus on resource rights, ILRG has encountered some ministry resistance to this integrated approach, as it threatens the primacy of any one sector over resource decision making.

USAID/Zambia’s biodiversity buy-in funding continues into Year 3 though as these funds are used through February 2021, clarity is needed on any subsequent investment that builds on initial gains around governance training of individual resource groups and leverages the learning on community forest management, land use planning for wildlife management, and community game ranching models. USAID’s investment with W-GDP funds has also provided a mechanism to engage in the wildlife sectors through activities that empower rural women and offer novel employment opportunities and support leadership development within these isolated communities, fulfilling objectives associated with CDCS IR 3.3.

With respect to law and policy, ILRG’s support provides practical lessons related to implementation of community management elements of the 2015 Wildlife Act, the 2018 Community Forest Management Regulations, and the forthcoming Community-Based Natural Resource Management (CBNRM) Policy.

ILRG's assistance helps keep these models focused on communities exercising their rights and responsibilities rather than passively waiting for benefits to be shared.

4.5.1 IMPLEMENTATION

- **Facilitate consultation around wildlife regulations** (*Funded, awaiting government feedback*): ILRG has reserved funding to engage with DNPW, ZNCRBA as well as WPAZ have been engaging in dialogue over a range of regulations associated with the Wildlife Act. ILRG's funds are reserved for stakeholder consultation, which otherwise may not occur around emerging regulations. The specific regulations are not well defined in this work plan as the targets are still being set with DNPW legal office.
- **Baseline assessment of GMA management** (*Partially funded*): During Year 2, ILRG with FZS and a range of other conservation NGOs developed a baseline assessment methodology of GMA management status, built on a balanced scorecard methodology. Toward the end of Year 2, ILRG tested this scorecard within the North Luangwa Ecosystem. ILRG envisions in Year 3 working with national NGOs as well as the ZNCRBA to carry out a baseline assessment of all CRBs/GMAs and to also test the tool within CFMGs. This participatory monitoring tool acts as the basis of supporting a simplified management plan, which will subsequently feed into the reporting activity below.
- **Enhance CRB reporting** (*Funded*): In Year 2, ILRG worked with the ZNCRBA to develop an online reporting platform for monthly reports that CRBs are technically required to provide to DNPW, but which are often ignored. ILRG developed online forms and a data management platform and subsequently trained ~50 of Zambia's 76 CRBs in reporting processes. Over the last quarter, ILRG has received submission from approximately 30 CRBs. During the course of Year 3, ILRG looks to build on this success and identify a greater number and consistency of CRB reports through partnership with ZNCRBA.
- **Build capacity of CRB governance and gender-responsive leadership at national, regional and chiefdom-levels** (*Partially funded*): ZNCRBA operates at a range of levels from a national executive committee to regional association members to backstopping individual CRBs on specific areas of assistance, for example on elections. Yet typically individual conservation NGOs work in much more depth with individual CRBs, and often CRBs have very high capacity members within their teams. At the same time, the capacity levels and specific roles and responsibilities of CRBs vary among locations and depend on the financial support they receive from private sector partners of conservation NGOs. ILRG proposes to work with ZNCRBA (as well as a select few CRBs for deeper testing of methods) on issues of governance and leadership, particularly around the meaningful participation of women. ILRG envisions a process of working with ZNCRBA at the national and regional levels and then working with a field-based NGO for individual CRB-focused support. ILRG finally also anticipates offering a leadership program for women members of CRBs across Zambia. Those women who are elected into CRBs or CFMGs will be invited to participate in a leadership program represented by a series of meetings/trainings and establishment of a community of practice to enhance their ability to meaningfully participate in CRB/CFMG governance (described below).
- **Develop and deliver governance/leadership trainings** (*Partially funded, but requires additional funds*):
 - **National executive level:** Carried out alongside the three national CRB executive meetings proposed this coming year, ILRG plans to offer leadership training and

advocacy and communications support to the ZNCRBA executive leadership committees.

- **Regional association level:** With regional associations, ILRG proposes to offer a leadership training that is targeted at CRB presidents/executive committee members, associated with three regional association meetings annually.
- **In-depth CRB governance training support:** A deeper training program will be developed associated with a broad range of governance capacities. The training will be developed by a consultant who has developed a similar process in Namibia across finance, human resources, monitoring and enforcement, social development, and other capacities. These will be done alongside ZNCRBA, but will be trialed with CRBs/NGOs and subsequently adapted. This training is expected to be recorded for subsequent use at a lower cost and for refresher courses, particularly as new CRB committee members are elected.
- **Gender-responsive election guidelines and CRB leadership gender cohort (funded but should be expanded):** In September/October of 2020, ILRG will work with ZNCRBA on planning CRB elections in a gender-responsive way. This approach is expected to be trialed with FZS CRBs in North Luangwa National Park. The approach will be written up and shared with DNPW for consideration into their existing election guidelines. Subsequently, ILRG will work with ZNCRBA to support women running for positions in village action groups and CRBs and subsequently women who are elected. A leadership course will provide women with skills and knowledge so they can meaningfully participate in these governance bodies and collaboration and sharing of experience among female CRB members will be facilitated. The women will each be provided with a set of funds to draw down upon during the year to participate in leadership and women's empowerment trainings and events co-designed with the ZNCRBA and other conservation organizations. The support to women candidates and women elected to CRBs will be accompanied by community sensitization on gender norms and perceptions of male/female roles, as well as engagement with men, particularly those that hold power and are key to women's successful participation, such as local traditional leaders and male family members of women elected. Garnering support from these influential men will foster broader support from other CRB members and the community more broadly, while also mitigating potential negative reactions.
- **Create women's employment opportunities within the wildlife sector (Partially funded):** Community wildlife scouts are one of the few employment opportunities within the rural wildlife sector, and women have historically been largely excluded from this work. In Year 2 ILRG coordinated with ZNCRBA and other local organizations to increase the nomination/recruitment of women as community wildlife scouts and reviewed the recruitment guidelines to identify and mitigate gender biases. In early Year 3 ILRG anticipates coordinating with Conservation Lower Zambezi, as well as Kashikoto Conservancy and select private wildlife estates, to train a cadre of female community wildlife scouts. ILRG is developing gender modules for the training program, which is administered by the DNPW and will include over 50 percent female scouts. ILRG's Zambia Gender and Social Inclusion Advisor will work with the training staff and on the curriculum. ILRG anticipates building on this training cohort to work with the DNPW, CRBs, and conservation NGOs to ensure that the recruitment and training of scouts going forward is gender-responsive and supports greater participation of women.
- **Promote integration of wildlife and forest monitoring and enforcement (Partially funded):** Increasingly GMAs include large areas of community forest management areas. ILRG

anticipates carrying out an initial training focused on honorary forest officers from within GMAs who are participating in community forest management. ILRG will fund an initial cohort of students through the Zambia Forestry College who have already been trained as community wildlife scouts. ILRG will assess the strength of this cross-sectoral training and skill sets, and will work with conservation NGOs and CRBs to adapt the trainings for subsequent cohorts.

- **Enhance private sector engagement in CBNRM** (*Partially funded*): Working through a partnership with WPAZ, ILRG will continue to support the availability of legal game meat, the viability of the sector, and building of a common voice on wildlife management between communities and the private sector, with special focus on how women can participate in decision-making and share benefits. These engagements will continue to build information on the status of the private wildlife estate and offer opportunities for the service providers to partner with individual CRBs, for example on live game capture, community game ranching, sustainable tourism, and landscape level connectivity. Support to WPAZ seeks to build their independence and financial sustainability and to support private sector advocacy for an economically viable wildlife sector in Zambia.
- **Leveraging land data for conservation planning and field level support and coordination with DNPW** (*Unfunded*): ILRG envisions continuing to demonstrate how low-cost participatory land use data can support improved planning within GMAs. ILRG envisions three potential pathways:
 - First, ILRG anticipates continuing to offer facilitation and engagement support within Lusangazi District (Sandwe GMA) to enhance coordination between the district government, DNPW, customary leaders, the CRB, hunting concessionaires and forest carbon groups.
 - Second, ILRG proposes working with Chikwa Chiefdom to complete customary land documentation, and the distribution of household-level certificates for all parcels within the chiefdom. Chief Chikwa has requested this process in order to solve three major conflicts with in his chiefdom: 1) human-wildlife conflict in areas close to North Luangwa National Park; 2) displacements that occurred within and adjacent to national forests within the chiefdom; and 3) ongoing conflict over boundaries between chiefdoms with Chief Magodi. These efforts would also focus on addressing gender norms related to women's right to inherit land in the Tumbuka areas through community sensitization and dialogues with local leaders, drawing from similar work being carried out in other areas of the country.
 - Third (as noted above), ILRG proposes to backstop USAID HEARTH, or other USAID implementing partners. with MAST tools for improved management decision-making. ILRG is aware of the interest of other partners to deploy low cost land documentation tools to achieve various development goals. While the work and tools are not complicated, they do require specific backstopping and training. ILRG is open to supporting one or more chiefdoms or civil society organizations that are committed to further leveraging the benefits of secure tenure documentation.

4.6 ZAMBIA: ADVANCING COMMUNITY-BASED PLANNING AND GOVERNANCE (CDCS IR I.1)

The ILRG mapping process advances CDCS IRI.1 on citizen engagement in development choices. ILRG's work in customary areas is largely focused on building transparency, trust, and accountability between citizens and their leaders, both customary and state. Documentation of land rights and of development

infrastructure brings a transparency to rural development issues. Devolution of land rights through documentation represents a contract between households and their leaders that rights will be respected and that community members are responsible for their own development pathway. At the same time, the documentation of community infrastructure allows customary leaders and government service providers to reflect on the state of rural development and prioritize future investments.

The Decentralization Policy provides a framework for districts to take charge of their own development, but the Urban and Regional Planning Act of 2015 creates the structure for districts to engage with the customary leaders outside of municipal boundaries. ILRG has advanced the first local area planning agreements between councils and chiefs in Zambia. These are changing the common perception that district planners are planning for rural communities and creating a new vision that places the district planner as a facilitator for the community and customary leadership vision.

While ILRG does not have democracy and governance funding, good governance, and particularly inclusive, gender-responsive governance, is at the core of ILRG's approach to working with partners. In the coming years, ILRG anticipates working less on district planning processes (unless otherwise funded), and anticipates continuing to build on traditional leadership as a major influence of gender norms, as well as building bridges between ILRG field partners and district government with respect to use of data for decision-making.

4.6.1 IMPLEMENTATION

- **Local area planning** (*Funded, completed in January 2021*): ILRG will continue to finalize local area plans in five chiefdoms in Eastern Province through existing grant agreements and technical assistance. The processes and learnings have been written up into learning notes and these are expected to be shared through presentations in Lusaka during the first two quarters of Year 3. The impacts of the local area planning work are expected to be quite significant and of interest to the broader district government planning agenda. ILRG anticipates further sharing the findings and approaches with the forthcoming USAID local government programs, as well as continuing to build on the planning process with World Bank-supported programs in Eastern Province.
- **House of Chiefs gender and NRM guidelines** (*Partially funded; guidelines funded, national rollout less funded*): Building on ILRG's long-term partnership with the House of Chiefs, ILRG began a process with the House of Chiefs in 2020 to develop guidelines on customary guidelines for gender responsive development, particularly around natural resource governance. This process is coming to completion in Year 2, but now requires support to share the guidelines and monitor impact and uptake of these guidelines across the 10 provinces. The House of Chiefs and its provincial bodies are particularly interested in supporting the use of these guidelines in their regional meetings. In Year 3, ILRG would envision supporting the rollout of the guidelines in one or two provinces, including monitoring how they can be operationalized most effectively, and updated prior to engaging with additional provinces and chiefs.
- **Chiefdom Governance and Leadership Training** (*Partially funded, current funding covers 30 chiefs, currently over 60 have subscribed*): In Year 2, ILRG worked with Chalimbana University on a diploma course on traditional leadership. This two-year course with multiple residential sessions was expected to be carried out in 2020, but has been delayed due to COVID-19. The course has been oversubscribed, and chiefs have committed to paying from their own funds to participate. ILRG's subsidization of the program is allowing for monitoring and updating the course materials. If the first set of courses are successful, it is anticipated that multiple cohorts of chiefs will come through the course. In Years 4 and 5 ILRG would envision developing a full course to be delivered remotely, for lower levels of traditional leadership including village headpersons and indunas. These governance courses focus heavily on property rights and land

conflict resolution, particularly around dealing with gender and intra household conflict. ILRG will preferentially support chiefs from areas where USAID is currently engaged.

- **District use of civil society and community data collection** (*Funded through January 2021*): ILRG's partners have used MAST tools to collect a broad range of development relevant information within chiefdoms and across districts. ILRG has begun working with councils and local partners to package open source data in ways that can be used for broader development planning. Districts to date have been more effective using ILRG's existing data than collecting and managing their own. As ILRG's partners complete local area planning and continue engagement with districts, ILRG will ensure that data is stored on publicly accessible sites and that relevant planners within district government have the capacity to collect additional information and manipulate existing layers.
- **District land allocation guidelines** (*Unfunded*): Over fifty new districts have been established in the past five years, and district councils are increasingly seeing land as their main source of revenue generation. Reports of corruption, uncompensated land takings, and non-inclusive land allocation proliferate across the country. Given that elected councilors often have limited training, ILRG envisions coordinating with new USAID programs on local council governance to develop guidelines on practical approach to land allocation for district development, including meeting gender commitments and transparent land negotiation practices with customary authorities.

4.7.1 ZAMBIA: RESEARCH AGENDA

Consistent with the Zambia CDCS, ILRG is committed to generating and sharing evidence to contribute to stronger decisions on land and natural resource management. ILRG has hosted annual research symposiums to bring together a broad set of stakeholders from government, academia, cooperating partners, implementing partners, traditional leaders, and communities. In as much as ILRG generates useful evidence, ILRG finds equal or more value in sharing of information across sectors and stakeholder groups in Zambia.

4.7.1 IMPLEMENTATION

- **Annual research symposium** (*funded*): ILRG will continue to carry out a research symposium toward the end of each project year. In Year 2, ILRG will be carrying out this event virtually (and over four weeks), but aims to return to an in-person event in Year 3.. This event invites stakeholders to present their analytical experiences across land tenure, natural resource management and district planning themes. It is anticipated that the strongest submission each year will be supported to present the findings at an international conference.
- **Monthly news summary** (*funded*): ILRG will produce quarterly news summaries to share with cooperating partners prior to cooperating partner meetings. It is expected that annual updates will consolidate experiences from across the full set of articles.
- **Documentation of impacts particularly on gender norms changes** (*funded*): ILRG will continue to encourage its partners to submit stories from the field. These will be reported out as part of broader capacity building support to partners as well as to communicate impacts with USAID. Best practices and lessons learned on gender integration in systematic land documentation, gender norms change, and land-related GBV in Zambia will inform cross-country learning and impact.

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 expected to take place with USAID/Mexico.

6.0 GLOBAL: SUPPORT TO POLICY ON INDIGENOUS PEOPLES' ISSUES

6.1 INDIGENOUS PEOPLES: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG began its collaboration with USAID's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)/ Center for Excellence on Democracy, Human, Rights, and Governance (DRG) in late 2018 through its support of the Indigenous Peoples consultation workshop bringing together 46 representatives from Indigenous Peoples' organizations to provide feedback on the draft Policy on Promoting the Rights of Indigenous Peoples (PRO-IP). Upon USAID adoption of the final policy in March 2020, ILRG translated the PRO-IP into French and Spanish. In further support of USAID's Indigenous Peoples portfolio, ILRG drafted four Indigenous Peoples' sectoral guidelines on sustainable landscapes, global health, enhancing livelihoods, and democracy, human rights, and governance. ILRG also finalized a pastoralist programming guidance document to provide a practical tool for USAID missions and operating units to more effectively engage with pastoralists.

In July 2020, ILRG finalized an inclusive analysis for Indigenous Peoples to be applied internally within USAID's Indigenous Peoples portfolio. The purpose of this analysis is to gain a better understanding of the circumstances, obstacles and opportunities that enable or hinder gender equality, female empowerment, and the inclusive development of all members of Indigenous Peoples' societies – women, girls, men, boys, whether lesbian, gay, bisexual, transgender, questioning, and intersex, or living with disabilities. ILRG is currently developing five region-specific analysis reports to support USAID staff in understanding the regional contexts that determine the current human rights status of Indigenous Peoples in the regions and countries. This task is expected to come to completion in the first quarter of Year 3.

6.2 INDIGENOUS PEOPLES: IMPLEMENTATION

The only ongoing scope of work is the drafting of the five regional Indigenous Peoples profiles. Upon receiving feedback from USAID, ILRG will submit the final documents. USAID DCHA/DRG has obligated additional funds into the ILRG contract and once the office clarifies how ILRG can provide support, a scope of work and budget will be submitted to USAID for approval.

6.3 INDIGENOUS PEOPLES: ANTICIPATED DELIVERABLES

Deliverables are listed in the individual SOWs for the different Indigenous Peoples activities (i.e. the remaining five Indigenous Peoples regional profiles). Deliverables for the remaining funding will be discussed with USAID and incorporated into the anticipated SOW for that activity.

7.0 GHANA: COCOA REHABILITATION

7.1 GHANA: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG's goal is to finalize (via a bridge phase) and then scale up a financially viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector that, in combination with land use planning, will result in reduced deforestation and greenhouse gas emissions and increased carbon sequestration in the cocoa landscape, as well as increased cocoa farm productivity and resilience, diversified farmer incomes, and improved livelihoods.

The COVID-19 pandemic has affected the implementation of several activities, namely the implementation of the land use planning component through the Sustainable Cocoa Innovation (SCI) Award Program. Restrictions on internal travel, public gatherings, and even community transmission of COVID-19 led to a re-design of this key activity. These changes are reflected in the revised work plan activities described below. Despite the setbacks and delays linked to the pandemic, the Ghana activity has advanced. The ECO Game design phase is now completed; climate change training materials for podcasts presented in Twi are in place for use by ECOM field agents; a chocolate company-driven approach for private sector payment of ecosystem services has been introduced; and the land documentation services activity is nearing completion for 766 farmers.

7.2 GHANA: IMPLEMENTATION

The Ghana activity has its own implementation plan, which has previously been approved by USAID. Proposed changes to that implementation plan linked to the COVID-19 pandemic are succinctly described and listed below.

7.2.1 ACTIVITY 1: LAND GOVERNANCE AND COMMUNITY LAND USE PLANNING

Activity 1.5: Analyze tree loss in forest reserves. This activity contains additional analysis on deforestation and farm boundaries to include the following:

- ILRG will compare data on historic deforestation in and around the four focus communities using data prepared by SourceMap for Hershey with high resolution historic spatial data also obtained from the USAID GeoCenter. The purpose of this analysis is to compare different deforestation results using different data sets.
- ILRG will analyze SourceMap and GeoCenter deforestation data against farm-level data from Meridia (and CEL if possible). This analysis will seek to understand i) if spatial analysis can show whether deforestation that occurred on any farms within the four communities was due to clearing and replanting an old cocoa farm, *mfofa*/secondary forest, or primary forest; ii) tenure relations of those farms occurring on land recorded as being “deforested.” This may require members of the ILRG team to visit a sample of farmers to discuss the history of their farms.
- ILRG will analyze farm boundaries used by SourceMap against farm boundaries prepared by Meridia to identify deviations between the two data sets for farm boundaries and farm acreage. The results of this analysis will be shared with Hershey, SourceMap, and USAID. As part of this outreach ILRG will also share carbon stock data with SourceMap at the same time it is shared with the Forestry Commission. A short report summarizing key findings will be prepared by the team.

Activity 1.6: Engage communities on land use decisions to support tree planting, forestry protection, and landscape restoration. This activity is revised substantially to replace the SCI

Award Program. Through the use of the public loudspeakers situated in the four communities of Domeabra, Yirase, Seresu Nkwanta, and Nyame Nnae and the regular extension visits of the ECOM field agents, the modified ILRG engagements will be explained primarily by the ILRG Community Liaisons. This will include information on the initiatives to be launched in Activity 1.7 below.

Activity 1.7: Define and prioritize incentives and prepare community action plans. This activity is revised substantially. Negotiations are underway for ECOM and Hershey to fund or co-fund tree shade nurseries of indigenous species through their agents in the four target communities. Costs will be shared by Hershey. Discussions are also underway with ECOM and Hershey's to establish a payment for ecosystem services (PES) scheme with payments made by the chocolate industry. The PES scheme is under development, and may consist of payments directly to recipients per tree planted, for maintaining minimum shade tree crown cover, or for preserving remnant forest or swampy areas on private and potentially communal land. Once COVID-19 travel restrictions are lifted, the field team will introduce the ECO Game and develop land use community action plans that include operationalizing community responsibilities for PES, tree nurseries, tree planting and maintenance, clarification of tree tenure to seedlings, and other actions that come from prior engagements.

Activity 1.8: Engage authorities. The intent of this activity is to ensure continued communication, awareness building, support, and coordination with traditional and government authorities for ILRG activities. The modifications associated with Activity 1 will be explained to traditional and government authorities by the ILRG Ghana team initially through phone calls and the community outreach speaker system described in Activity 1.6. Once COVID-19 travel restrictions are lifted, the field team will meet in person with authorities to explain the change in orientations.

7.2.2 ACTIVITY 2: COST RECOVERY FARM-LEVEL TENURE DOCUMENTATION

Activity 2.3: Farm and tree mapping, data collection, document production and delivery. This activity is delayed. The final steps of the land and tree documentation will be completed by the Meridia team, including provision of the FarmSeal document and the Forest Commission Tree Registration documents to all farmers paying the nominal fee of 20 cedis for this service, once government travel restrictions are lifted, so that in-person meetings with the stool authorities and farmers can be held to finalize signing fees and distribute documents.

Activity 2.4: Engagement of parties to existing *abunu* contracts. The objective of this delayed activity is to address the mischaracterization of *abunu* documentation, identify and resolve any disputes that may arise between landlords and *abunu* tenants, and increase the uptake of tenure documentation by parties to *abunu* contracts. This activity is delayed because of travel restrictions limiting discussions between the Ghana field team and the traditional authorities. The ILRG team will return to this activity as needed as soon as restrictions are lifted.

Activity 2.5: Explore how to establish a repository for customary land records. ILRG subcontractor Meridia will suggest options for setting up a repository for customary land records. Meridia is planning to pay for the costs of setting up this experimental repository so no funding will come from the ILRG budget. No field visit will be organized with the Land Commission.

7.2.3 ACTIVITY 3: FARM REHABILITATION SERVICES

Activity 3.2: Tree tenure draft legislative amendment. Minor adjustments may occur to this ongoing activity designed to draft or review texts for possible legislative or regulatory amendments to Ghanaian law on tree tenure based on findings from the tree tenure working paper. The paper, *Rooted in the ground: Reforming Ghana's forest laws to incentivize cocoa-based agroforestry*, is being presented in three condensed forms and is currently with USAID for review and approval. The report recommends law

reform needed to encourage off-reserve tree planting and reestablish cocoa agroforestry. Communication and outreach around the central findings will continue. The Ghana team will continue to support Tropenbos's ongoing engagement around drafts of the Concession Act and other amendments.

Activity 3.4: Economic analysis of planned tenure reform. This is a proposed new activity. The ILRG Ghana team will collaborate with NGO Tropenbos to prepare an economic and financial analysis of impacts of the proposed reform on Forestry Commission income derived from forestry concessions and timber sales. The objective is to carry out an economic analysis on the impact of tree tenure devolution on Forestry Commission and district assembly budgets along with an analysis of possible replacement income from stumpage or other fees. The economic analysis will be used to help inform legislative reform efforts and should consider past and current income from naturally occurring trees, including the decline in income over the last 15 years due to declines in naturally occurring trees off-reserve.

7.2.4 ACTIVITY 4: REPORTING AND OUTREACH

Periodic reporting will continue through regular reporting for USAID (bi-weekly, quarterly, and annual) as part of ILRG reporting requirements.

7.3 GHANA: ANTICIPATED DELIVERABLES

The deliverables listed in the approved implementation plan remain unchanged except for the following additions from the new activities described above; the new activities will also be reported on in bi-weekly and quarterly reporting, as well as the Ghana activity's final report:

- Short report summarizing key findings from analysis of tree loss in forest reserves;
- MoU presenting private sector strategy and contributions to setting up shade tree nurseries;
- Detailed concept paper presenting private sector PES scheme; and
- Issue brief presenting findings from economic analysis carried out with Tropenbos.

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

8.1 INDIA: BACKGROUND AND ACTIVITY TIMEFRAME

PepsiCo and USAID are partnering to promote women's empowerment in the potato supply chain in West Bengal, India. USAID's funding for the activity flows through the ILRG program, implemented by Tetra Tech; PepsiCo's funding for the partnership's flows to Tetra Tech outside of ILRG (through a subcontract from Peterson Projects in the activity's first year, and now through a direct master service agreement with PepsiCo). The activity's Year 1 Implementation Plan was approved in late August 2019; and the Year 2 workplan was approved in July 2020. This is expected to be a three to four year collaboration between USAID and PepsiCo.

COVID-19 delayed activity implementation this year, especially activities related to gender norms change, as well as the project baseline data collection exercise. ILRG expects these two activities to be further delayed until West Bengal emerges from the COVID-19 pandemic.

8.2 INDIA: IMPLEMENTATION

The current approved implementation plan includes the following activities:

Strategy 1: Increase women's empowerment at the farm, group, and community level	Strategy 2: Strengthen PepsiCo's global and local gender knowledge, awareness, and capabilities	Strategy 3: Leverage additional government and private sector partnerships for sustainability and scalability
<ul style="list-style-type: none"> • Support women's group land leasing of community lands through legal options • Train PepsiCo women farmers in potato agronomy and sustainable farming • Pilot gender norms change approaches • Provide Empowered Entrepreneurship training • Engage women as sub-vendors • Identify, mobilize, and recognize women community agronomists, inspiring other young women in the communities 	<ul style="list-style-type: none"> • Revise PepsiCo SFP materials for gender, and update potato production materials based on Y1 feedback • Provide GBV and land tenure training to PepsiCo staff • Develop an online women's economic empowerment certification program for PepsiCo staff • Share learnings from other W-GDP projects in India 	<ul style="list-style-type: none"> • Explore legal and policy reform to permit joint titling and tenancy • Promote changes in gender norms in the communities, particularly around women's participation in economic activities and gender roles within the household • Systematically engage local stakeholders to inform and leverage complementary activities • Promote innovative partnerships for timesaving, norms change, WEE, and sustainable farming practices <ul style="list-style-type: none"> ○ Demonstration farms ○ Media campaigns ○ Joint training and materials sharing with government agencies, NGOs, private sector partners, and other donors on WEE ○ Norms change partners ○ Unilever example

The only modifications needed to the currently approved workplan relate to how ILRG will reach women in local communities given the current COVID-19 pandemic. ILRG is looking at innovative ways to promote information exchange and training using radio listening clubs, TV White Space and SMS-based opportunities. In addition, community-based norms change activities will be postponed until these can be safely organized, as they are not activities that can be conducted remotely. Other activities, including training of PepsiCo staff and manual revisions, as well as mass communication activities, can proceed as scheduled.

8.3 INDIA: ANTICIPATED DELIVERABLES

Anticipated India Year 2 (ILRG Year 3) deliverables include:

- A revised potato production training manual;
- A report comparing Gender Action Learning System and Nurturing Connections approaches to norms change (could be delayed by COVID);
- An Empowered Entrepreneurship training manual revised for the local context;
- GBV training delivered to PepsiCo staff and integrated into social norms change program in the target communities;
- An advocacy plan for promoting legal changes for joint titling of land and land leasing; and
- A report on the partnership between USAID and PepsiCo, highlighting lessons learned and best practices for working with the private sector on WEE and land-based investment.

9.0 LIBERIA: COMMUNITY LAND PROTECTION

9.1 LIBERIA: BACKGROUND AND ACTIVITY TIMEFRAME

In February 2020, USAID approved ILRG's implementation plan to complete a community lands protection (CLP) process across approximately 35 communities in Liberia. This work had previously been funded by other donors but was not able to be completed, and USAID had anticipated carrying out an impact evaluation of the benefits from the CLP. 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.

Two Liberian civil society organizations, Sustainable Development Institute (SDI) and Green Advocates International (GAI), were approved by USAID to implement the work across the 35 communities. After submitting their implementation and gender integration plans they were forced to put implementation on hold between April and July 2020 due to government COVID-19 mitigation measures. The grantees updated their implementation schedules in August 2020 and recommenced field work that month.

9.2 LIBERIA: IMPLEMENTATION

ILRG grantees SDI and GAI have begun the first stage of the CLP process by engaging the communities, introducing the customary land recognition process (or re-introducing for the communities that had started the self-identification process previously) and providing legal training their rights and responsibilities in the context of land governance, as supported by the Land Rights Act. This first stage will result in communities deciding the level at which they would like to organize themselves, or self-identify.

Once the communities have determined the level of self-identification (which towns, villages, etc. will be combined under one governance structure and geographic boundaries), the grantees will assist them to draft and adopt community land resource bylaws and to elect a diverse, permanent, accountable governing body to manage community lands and natural resources (a community land development and management committee [CLDMC]). An emphasis will be placed on strengthening the rights of women and marginalized groups through their inclusion and participation throughout the process, as well as supporting the substance of the bylaws.

Once bylaws are drafted and CLDMCs are elected, communities will utilize MAST to demarcate their boundaries. This boundary harmonization will address any land conflicts and include boundary negotiation with neighboring communities. The Liberian Land Authority (LLA) will be invited to participate throughout the stages so that they buy into ILRG's process and outcomes with the communities. It will be especially important that the LLA is involved in the demarcation process so that when they need to complete their confirmatory survey it can be an affirmation of the maps and data collected by ILRG and the communities themselves.

Upon completion of the boundary maps, ILRG will support SDI, GAI, and the communities in the process to register their customary land so that the communities may receive a statutory deed. As the LLA is still drafting the procedures for these final steps, ILRG will work with them to inform them of the lessons learned and best practices from the implementation of the program.

Due to delays as a result of COVID-19, the original timeline for the activity will need to be extended by a few months (from July 2021 until November 2021).

9.3 LIBERIA: ANTICIPATED DELIVERABLES

The approved Liberia implementation plan lists the deliverables for this activity. No changes are anticipated to the deliverables themselves; however, the submission dates will be pushed as discussed above.

10.0 W-GDP

10.1 W-GDP: BACKGROUND AND ACTIVITY TIMEFRAME

Near the end of Year 1, ILRG was informed that it would receive program funding related to the W-GDP initiative with the aim of implementing activities in existing and new ILRG geographies over approximately two years. In Year 2, ILRG programmed W-GDP funds for activities in Ghana (cocoa sector), India (PepsiCo partnership), Malawi, Mozambique, and Zambia, as detailed in the ILRG W-GDP work plan and W-GDP MEL plan. W-GDP-funded activities in Mozambique and Zambia are fully integrated into country work plans (please refer to sections 3.0 and 4.0 above). The partnership with PepsiCo in India has prepared a separate work plan, which is reflected in section 8.0 above. Work plans for the activities in Malawi and with the cocoa sector in Ghana are detailed below.

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

ILRG is supporting the adoption and implementation of evidence-based laws, policies, and practices by governments, customary leaders, and the private sector to promote women's secure land tenure, participation in land and resource governance, and economic opportunities, especially in the natural resources and agricultural sectors. This is closely aligned with W-GDP's Pillar 3, which seeks to address barriers that restrict women's ability to reach their full economic potential, while also contributing towards Pillars 1 (increase women's participation in the workforce) and 2 (support to women's entrepreneurship). Two W-GDP Pillar 3 areas of reform are particularly addressed by ILRG's activities: owning and managing property (lifting restrictions for women on owning and managing property, including limitations on inheritance and the ability to transfer, purchase, or lease property) and building credit (ensuring women's equal access to credit and capital to start and grow their businesses and prohibiting discrimination in accessing credit by gender or marital status).

10.1.1 IMPLEMENTATION

In Year 3 ILRG will continue to provide capacity-building support and technical assistance to country staff and partners on gender equality, social inclusion, and women's empowerment. ILRG will align strategic approaches across activities, advance the gender research and learning agendas, and gather and disseminate learning in the following cross-cutting areas:

- **Policy on land and natural resource governance and wildlife:** Draw lessons learned from Zambia, India, and Mozambique on engaging with state and customary leaders to advance women's rights to land and natural resources.
- **Gender integration in systematic land documentation:** Identify best practices and develop field materials that promote women's land rights in Zambia, Mozambique, and Malawi. Gender integration field tools and best practices will be shared with governments, international organizations, NGOs, and other donors for broader application in ongoing and future land documentation efforts.

- **Gender norms change:** Adopt successful norms change methodologies to the land and wildlife sectors, promoting dialogue on gender norms at the household and community levels. Gather shared lessons from implementation in India, Ghana (cocoa sector), and Mozambique with smallholder farmers and from Zambia with customary leaders.
- **Private sector engagement:** Apply strategies and lessons learned from the partnership with PepsiCo in India to engage with companies in Ghana and Mozambique. Develop and share policies for gender-responsive land-based investment and business practices that empower women in different agricultural value chains.
- **Linking land rights to WEE:** Draw learnings from India, Mozambique, and Zambia to support the evidence base that connects women's secure land rights to increased agency and tangible economic benefits such as access to credit, engagement in agriculture value chains, and new employment opportunities in the wildlife and natural resources sectors.
- **GBV:** Gather evidence and best practices related to GBV in the land and agriculture sectors, emphasizing restrictions to women's access to land and natural resources as a form of socio-economic GBV.

In close collaboration with CEL and the LEVERAGE activity, ILRG will develop a communications package on women's land rights and WEE and continue to collect success stories and learning from implementation, producing, and disseminating communications and learning products. During Year 3, ILRG and CEL also propose to reformulate the women's empowerment page on LandLinks and use it as a hub to gather the aforementioned products, consolidating USAID's thought leadership on women's land rights and WEE and providing visibility to W-GDP funding as appropriate.

ILRG will engage with other USAID programs and activities to increase collaboration on key issues, including with the Advancing Gender in the Environment (AGENT) Platform/International Union for the Conservation of Nature (IUCN) and Advancing Women's Empowerment on GBV, as well as with the Workplace Advancement for Gender Equality/Engendering Utilities teams and Resonance/PepsiCo global development alliance on private sector engagement and the business case for WEE. These collaborations will ensure utilization of existing gender architecture and avoid overlapping and duplication.

10.1.2 ANTICIPATED DELIVERABLES

- ILRG and CEL/LEVERAGE combined project brief, updated quarterly;
- Communications package on women's land rights and WEE (brief, slide deck, key messages and talking points);
- Analysis of gender training methodologies applicable to the land sector, focused on gender norms change, women's empowerment (agency, entrepreneurship), and GBV;
- Communication products (blog posts, success stories), including with free media coverage;
- Case studies and learning briefs on cross-cutting areas (gender integration in land documentation, private sector engagement, gender norms change, GBV, and the linkage between land rights and WEE), disseminated through LandLinks, newsletters, and/or webinars; and
- Research papers on cross-cutting areas (gender integration in land documentation, private sector engagement, gender norms change, GBV, and the linkage between land rights and WEE) disseminated in conferences and symposia.

10.2 W-GDP: MALAWI

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

ILRG's draft scope of work for Malawi focuses on promoting a gender-responsive approach to land registration that can be adopted and rolled out across the country as the state and donors implement large land documentation programs. This is a critical moment for intervention, as no such gender-responsive approach has yet been developed through various pilots conducted throughout the country, and the government is poised to begin major, wide-scale registration activities. Gender considerations in land registration efforts have the potential to benefit hundreds of thousands (potentially millions) of rural women, who will enjoy full and equal participation in the implementation of the 2016 land reform legislation. With secure land rights, women farmers will in turn be able to invest in their land with more confidence, and they will be more likely to utilize these rights for improved access to inputs, financial services, and supply contracts. Achieving this level of impact assumes that the government and the World Bank, the Government of Flanders, the Food and Agriculture Organization of the United Nations (FAO), and other major implementing partners and donors will work with ILRG to integrate gender-responsive processes into the development of project-specific and national guidelines for carrying out rural land documentation, which in turn will affect rural women and their families throughout the country. Concurrently, ILRG will explore partnering with at least one company on women's economic empowerment within their supply chain.

10.2.1 IMPLEMENTATION

An MoU is being signed with the Ministry of Lands, Housing and Urban Development (MoLHUD) to work with the Land Reform Implementation Unit (LRIU). A detailed implementation plan will be developed in collaboration with the LRIU. The initial SOW includes three areas of intervention over 24 months:

- Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi;
- Documentation of one traditional land management area (TLMA); and
- Evidence-based land and women's empowerment-focused dialogues.

ILRG will adapt operational manuals and field practice notes for gender integration in land documentation and develop training materials for customary land committees and customary land tribunals. Broader adoption of these materials by other pilot and large-scale land documentation programs have the potential to benefit at least 100,000 women. ILRG will also use a gender-responsive approach to document land rights in one TMLA, which will benefit between 5,000 and 10,000 women, also testing and building evidence of successful approaches for gender integration in systematic land documentation. In Year 3, ILRG will hold at least one dialogue (out of three planned over the activity's lifetime) to bring together government, academia, communities, traditional leaders, civil society, and

donors to consolidate experience and build positive momentum on gender integration in customary land documentation.

A fourth area of intervention to empower women through private sector partnerships will be explored depending on the TMLA selected and operational constraints and opportunities.

10.2.2 ANTICIPATED DELIVERABLES

- Detailed implementation plan;
- Planning document that sets out steps for full gender integration into government and donor processes related to land titling, registration, and dispute resolution;
- Operational manuals, practice notes, and other materials for gender integration in land documentation;
- Training materials for customary land committees and customary land tribunals;
- One TLMA documentation in process, in partnership with Ministry of Lands;
- Brief and success stories of gender-responsive documentation in one TLMA;
- Request for expressions of interest and/or proposals for company engagement;
- Company engagement assessment; and
- Meeting reports from dialogues.

10.3 W-GDP: COCOA SECTOR

Gender inequality is pervasive in cocoa production in Ghana with women comprising only 25 to 37 percent of formally recognized cocoa farmers. Although women provide significant labor to cocoa production, particularly in farms owned by their husbands and families, their roles are frequently understated or not recognized. A land use planning diagnostic showed that women in the communities where ILRG is working lack influence within their households and the broader community to protect their interests related to land and natural resources.

Drawing on learning from other private sector partnerships in India and Mozambique, ILRG is working with ECOM and potentially with two major US chocolate brands, Hershey and Mars, to empower women in the cocoa value chain in Ghana over 24 months. Engaging with a supply chain intermediary such as ECOM increases scalability in multiple cocoa communities in Ghana and West Africa more broadly.

10.3.1 IMPLEMENTATION

During Year 2, a concept note was produced in collaboration with ECOM and shared with USAID, Hershey, and Mars. In Year 3, ILRG will conduct a gender assessment and develop a full implementation plan and refine the MEL plan for the activity. Following timings of the cocoa season, field activities are planned to start after January 2021.

The concept note proposes three strategic approaches:

- Strengthen ECOM's local and regional gender awareness, knowledge, and capacity;
- Increase women's access to and control of productive resources in the cocoa value chain; and

- Promote crop diversification and women’s economic resilience in cocoa communities.

ILRG proposes to work with ECOM to adapt existing engagement processes and include gender training methodologies and tools in its core training programs on good agricultural, environmental, and social practices that are provided to farmers in the cocoa value chain in Ghana and West Africa. In addition to integration into ECOM’s standard business practices, the partnership envisions women’s economic empowerment activities that can be branded and individually funded through partners Hershey and Mars, and ultimately offered as part of a package of gender-focused interventions by ECOM for its range of corporate partners in the cocoa sector in West Africa and potentially in Southeast Asia and Latin America.

ILRG also proposes to provide women cocoa farmers and other women in cocoa communities with empowerment training focused on entrepreneurship and leadership, as well as the opportunities to exercise greater decision-making and leadership in the cocoa value chain through village savings and loans associations and farmer’s groups. Gender norms change training and dialogues for cocoa families and communities will initiate shifts at the household and community levels to enable and advance women’s empowerment. The activity will test and build evidence of successful approaches to engage the private sector on WEE with smallholders.

10.3.2 ANTICIPATED DELIVERABLES

- Gender assessment;
- Implementation plan and refined MEL plan (details in existing W-GDP MEL plan);
- Training materials (curriculum, manual, handouts) as part of ECOM standard operational practices;
- Standard operational practices and manuals for corporate gender-responsive engagement in the cocoa value chain;
- Brief and success stories of WEE in cocoa communities; and
- Brief/report on diversified livelihoods and women’s economic empowerment and resilience.

11.0 DRC: SUPPORT TO THE PUBLIC-PRIVATE ALLIANCE FOR RESPONSIBLE MINERALS TRADE (PPA)

11.1 DRC PPA: BACKGROUND AND ACTIVITY TIMEFRAME

RESOLVE has served as the Secretariat to the Public-Private Alliance for Responsible Minerals Trade (PPA) since its inception in 2011. As secretariat, RESOLVE leverages its expertise in conflict minerals, stakeholder engagement, and mediation, as well as their relationships and networks with companies, NGOs, and government entities working on responsible minerals trade in the Great Lakes region and globally, to help the PPA scope, build resources for, and implement projects and facilitate dialogue. In addition, RESOLVE manages the governance committee (GC) and other work groups and provides project management, facilitation, and mobilizes member engagement as well as member application and vetting processes. RESOLVE also leads grant administration, including request for proposal development, facilitation of collaborative evaluation processes, grant agreement development, oversight of grantees, and administration of the PPA fund which has raised over US\$2 million to support on the ground projects.

At the end of Year 2, USAID approved the ILRG scope of work to support RESOLVE to continue acting as secretariat to the PPA. The period of performance for this activity is through July 2022. The costs for implementation of RESOLVE's support to the PPA will be cost-shared with the private sector (approximately 50/50).

11.2 DRC PPA: IMPLEMENTATION

ILRG partner RESOLVE will implement the following six tasks:

- **Task 1: Multi-stakeholder governance.** RESOLVE will design PPA activities to engage members and support the multi-stakeholder structure and objectives of the PPA. Example activities include agenda design, facilitation, and follow-up summaries for the GC, work group, and member calls and meetings, as well as one-on-one consultations with members. There are typically 12 GC calls each year, two in-person GC meetings, and individual or small group consultations on grant projects and other PPA activities.
- **Task 2: Planning, management, and implementation of priority activities and funded projects.** RESOLVE will work with members to generate and prioritize use of PPA resources, and other management aspects for the joint funding pool. This includes overseeing all aspects of contracting, grant agreements, and administration including drafting calls for proposals, facilitating selection and review processes, finalizing grant agreements or contracts, reviewing grantee reports, distilling lessons and impacts, and elevating concerns to the GC. Note that no grants or subcontracts will be funded through ILRG's support to RESOLVE, but rather through the PPA fund.
- **Task 3: Strategic direction and content generation.** RESOLVE will lead the creation of PPA materials ranging from strategic planning documents (e.g., an annual work plan and phase two results framework) to PPA content (e.g., a summary of PPA contributions to responsible minerals trade), to public knowledge products (e.g., findings from research studies, updates on PPA activities).

- **Task 4: Promoting in-region alignment and supporting donor coordination.** RESOLVE will oversee the scheduling and coordination with partners, participants, and stakeholders to plan an annual alignment session with the International Conference of the Great Lakes Region, its member states, in-region due diligence systems, international business, civil society, and donors to discuss ongoing challenges and potential solutions to due diligence and responsible sourcing from the Great Lakes region. This includes agenda development, outreach, logistics and facilitation of the alignment session.
- **Task 5: Oversee PPA activities.** RESOLVE will plan and facilitate an annual meeting with PPA members and regular preparations of member updates and materials to apprise the broader membership of PPA activities and opportunities to engage. RESOLVE will also aggregate information from members to update the internet of PPA (IoPPA) on an ongoing basis; the IoPPA will serve as a platform for members to learn more about other projects in-region. RESOLVE will also identify points of overlap and potential coordination and partnership opportunities.
- **Task 6: External communications and member recruitment.** RESOLVE will lead on external communications and support to member recruitment for the PPA, updating the website, fielding inquiries about membership or PPA activities, and designing surveys to seek broader member input on member priorities and possible PPA activities. RESOLVE will also lead the new member orientation process, working with United States government partners to complete the due diligence process.

11.3 DRC PPA: ANTICIPATED DELIVERABLES

- 12 GC meetings, project and resource work group meetings, and an in-region alignment meeting as well as individual or small group consultations;
- Agendas, invitations, logistical arrangements, and support, facilitation, and follow-up memos for in-region alignment and governance meetings;
- Generation and prioritization of use of PPA resources, and oversee joint management of the funding pool; and
- Quarterly and annual reports and an annual work plan.

12.0 MADAGASCAR: LINDT COOPERATION ON COCOA IN SAMBIRANO VALLEY

12.1 MADAGASCAR: BACKGROUND AND ACTIVITY TIMEFRAME

International cocoa producers and buyers are increasingly attuned to socioeconomic realities of the smallholders they purchase from and their environmental and climatic impacts on primary and secondary forests. Social and economic conditions of smallholder farmers and the environmental integrity of their surroundings are heavily influenced by climate change and especially the land resource rights of farmers. This activity contributes to the integration of tenure considerations in the Sambirano Valley of Ambanja District, Diana Region, Madagascar into the cocoa rehabilitation initiatives led by Lindt & Sprüngli AG and with the active support of USAID's ILRG program. Lindt & Sprüngli AG lead the Climate Resilient Cocoa Landscapes (CRCL) initiative, which consists of implementing partners Helvetas, Valrhona, Earthworm Foundation, Centre for Development and Environment, Ramanandraibe Exportation (Rama Ex), and Société Anonyme au Capital de MGA. Throughout this initiative, the ILRG team will coordinate directly with Helvetas, the principle implementing partner, and work through the CRCL coalition to implement recommendations on ways to improve tenure security in the Sambirano Valley with funding from the ILRG program but also other complementary sources. A protocol of collaboration between the ILRG program and Helvetas will spell out the decision-making processes that will lead to incorporation of tenure issues into landscape planning and implementation

USAID Washington and Madagascar approved the scope of work and budget for Phase I of implementation of this activity late in Year 2.

12.2 MADAGASCAR: IMPLEMENTATION

The major activities planned for Year 3 include the following, with more detail in the approved scope of work.

12.2.1 PHASE I: SCOPING (JULY – DECEMBER 2020)

- **Task 1: Engage resource tenure specialists.** Engage two Malagasy tenure resource individual(s) and/or institutions to support incorporation of tenure issues into the CRCL initiative implemented primarily by Helvetas.
- **Task 2: Contribute to private sector coordination platform on tenure security within the cocoa value chain.** Participate in stakeholder consultative platforms and learning sessions organized.
- **Task 3: Lead land tenure and rights forum and study tour in Sambirano Valley.** Lead a study tour of the Sambirano Valley to help inform CRCL of the tenure realities in different parts of the valley.
- **Task 4: Carry out situational assessment in the Sambirano Valley.** Design and implement an assessment of the extent of community forest co-management arrangements established previously in the Sambirano Valley, the status of commune-level land tenure offices and local land occupation plans and the issuance of land certificates.

12.2.2 PHASE II: LANDSCAPE ASSESSMENT (JANUARY – JUNE 2021)

- **Task 5: Sign protocol agreements with resource tenure projects.** Establish relationships through collaborative protocols, and promote learning with the current government and donor-funded programs promoting land tenure security.
- **Task 6: Create land tenure ownership map for Sambirano Valley.** Prepare a tenure ownership map with associated intervention options for Sambirano Valley CRCL partners to use to jointly plan community engagements.
- **Task 7: Prepare action plan for programmatic interventions.** Design a package of pragmatic interventions in consultation with the CRCL coalition based on a more accurate assessment of the land use and tenure situations in the Sambirano Valley.

12.2.3 PHASE III: ACTION PLAN ACTIVITIES (POST-JUNE 2021)

- **Task 8: Carry out agreed activities from action plan.** Based on discussions with the CRCL coalition and approval from USAID, begin to carry out an agreed list of activities from the action plan.

12.3 MADAGASCAR: ANTICIPATED DELIVERABLES

Phase I: Scoping

- Private sector coordination platform on tenure security within the cocoa value chain – summary notes of meetings;
- Situational assessment of *guichets fonciers* in the Sambirano Valley (in English and French);

Phase II: Landscape Assessment

- Protocol agreements with resource tenure projects in Madagascar;
- Report on land tenure and rights forum and study tour;
- Land tenure ownership map for Sambirano Valley;
- Action plan for programmatic interventions, detailing potential strategies and activities to support resource tenure securization in the Sambirano Valley priority areas of intervention, including proposed deliverables; and

Phase III: Action Plan Activities

- To be determined and agreed in the approved action plan.

13.0 DRC: CONFLICT MAPPING AND MONITORING AROUND MINERAL SUPPLY CHAINS

13.1 DRC MAPPING: BACKGROUND AND ACTIVITY TIMEFRAME

The Belgian research institute International Peace Information Service (IPIS) has been mapping militarized mining areas in eastern DRC for over a decade. The data, accompanying maps, and reports produced by IPIS help stakeholders throughout the supply chain monitor artisanal mining activities and comply with policy initiatives designed to curtail international trade in “conflict minerals” in the Great Lakes region. This type of accurate and detailed information from artisanal mines in the DRC is often hard to get (as these areas are often isolated and unstable), and IPIS’s data on mine sites and armed interference is unique, particularly when considering its geographic and thematic breadth.

ILRG is currently finalizing a scope of work for IPIS to continue and expand mapping of artisanal mine sites in Eastern DRC, undertake investigative research and analyses to elucidate the linkages between conflict financing and mineral supply chain risks, and build the capacity of local stakeholders to engage in mine-site monitoring in support of responsible sourcing.

13.2 DRC MAPPING: IMPLEMENTATION

Pending USAID approval, it is proposed that IPIS will implement at least some of the following tasks, although the final list of activities and the extent of some individual activities is still being discussed with USAID and is subject to the availability of funding:

- **Task 1: Map and assess artisanal mine sites.** IPIS will conduct a large-scale data collection of artisanal mining sites and conflict financing in at least 600 artisanal mine sites located in Ituri, North and South Kivu, Maniema, and Tanganyika Provinces. Data will be collected related to geographic coordinates, production statistics, presence of armed groups and state services, due diligence systems in place, number of miners, revenues, land ownership, and other operational and socioeconomic elements related to mining and due diligence. Other additional elements to be researched include the role of state services (and allegations of illegal taxation) and roadblocks. Should USAID agree, IPIS has also proposed to conduct additional mapping including an additional 60 new mine sites in Ituri, South Kivu and North Kivu, and an additional 100 mine sites in the three provinces of Tshopo, Haut-Uele, and Haut-Lomami.
- **Task 2: Network and forensic analysis of conflict financing.** If approved, IPIS will also conduct a network and forensic analysis of actors and financial flows involved in illicit mineral trading linked to conflict, and criminal financing, in eastern DRC. The forensic analysis will “follow the money” on the basis of production estimates, key informant interviews, commercial information, and discrepancies in trade statistics of DRC, neighboring countries, and potential destination countries. This analysis will consider pricing along the supply chain, unwritten rules and roles regarding benefit sharing, legal and illegal taxes, financing agreements, corruption, payments to armed groups and flows to communities.
- **Task 3. Increased national and local ownership.** IPIS will closely engage the Artisanal and Small-Scale Mining Service through capacity-building around mapping and strengthen collaboration with multi-stakeholder monitoring committees to ensure field research – and resulting data – feeds directly to the USAID-funded Sustainable Mine Site Validation project as

well as local monitoring committee discussions and activities. Finally, IPIS will also facilitate two restitution workshops in eastern DRC for artisanal and small-scale mining stakeholders where they present the mapping results and lead an in-depth discussion.

- **Task 4: Leverage civil society engagement through incident monitoring (including GBV).** It is proposed that ILRG invest in the maintenance of IPIS's online Kufatilia mine site incident reporting platform and provide support to 10 civil society organizations to enable them to continuously verify and monitor incident information themselves. In addition, the thematic scope of the Kufatilia platform will be extended to include GBV-related incidents. IPIS proposes to engage a GBV expert to develop concrete measures to address some of the barriers within the Kufatilia system that prevent it from capturing GBV incidents. IPIS also proposes to engage at least two Congolese civil society organizations with existing programming on the ground to increase awareness about how to report incidents as well as follow-up on GBV incidents.

13.3 DRC MAPPING: ANTICIPATED DELIVERABLES

- Updated interactive web-based map and open access database;
- Three case studies focused on the links between land tenure, the mineral trade and conflict financing;
- Network and forensic analysis report related to conflict financing;
- Consultant report summarizing measures to address barriers within the Kufatilia system and improve reporting of and response to GBV incidents; and
- Final report.

14.0 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.

14.1 CAPACITY ASSESSMENT FRAMEWORK (CAF)

An updated version of the CAF will continue to inform capacity building strategy and to monitor changes in capacity in ILRG partner organizations in Zambia and Mozambique. ILRG is tracking the capacity-building for all of its direct partners, as well as its indirect partners (those trained by its direct partners). For example, ILRG is training CSO grantees, who in turn train chiefdoms, CRBs, councils, or district line ministries. Capacity is being documented in three areas:

1. Evidence of application of improved skills related to land-based investment, land use planning, gender, land administration, conflict resolution, advocacy, climate change adaptation, deforestation, biodiversity, land rights;
2. Specific activities to improve capacity of the organization in land and resource governance; and
3. Changes in technical and operational knowledge, skills, and capacities of the organization.

This year will see the expansion of the CAF pilot in two additional USAID STARR II projects: the Land Formalization Program in Colombia and the Land Governance Activity in Ethiopia. Remote oversight and technical support will be provided by Jennifer Graham and Jolyne Sanjak. In Ethiopia, the CAF will be adapted to establish a baseline measure of the indicator, Number of land administration and land use personnel with a reported stronger capacity.

14.1.1 ANTICIPATED DELIVERABLES

- Finalized CAF, revised, as needed, based on field implementation and internal mid-term review;
- CAF instructional video;
- Updates on CAF pilot in two non-ILRG countries (Ethiopia and Colombia) to be included in quarterly progress reports.

14.2 MOBILE APPROACHES TO SECURE TENURE (MAST)

ILRG will continue to direct MAST support in Zambia and Mozambique, as well as new work in Liberia and Malawi. ILRG has been refining the MAST process and technology system in Zambia. As current grantee activity comes to a close this year, ILRG is documenting the entire updated technology stack that has gone into the production of certificates across several chiefdoms. ILRG will publish this documentation online on GitHub and on the MAST Learning Platform. Additionally, ILRG will produce documents detailing specific learnings, such as on cloud versus local servers, and analyses of the relative strengths of MAST approaches between country implementations. ILRG is available to carry out analyses of MAST data to inform USAID data need and emerging questions, particularly to inform CEL evaluations and questions. ILRG will work with USAID and CEL to determine appropriate topics and publication schedules.

14.2.1 ANTICIPATED DELIVERABLES

- MAST Zambia documentation; and
- Individual reports, topics to be determined.

14.3 RESEARCH

The analytical support for ILRG is carried out in close collaboration with CEL. The analytical agenda for the coming year may be largely determined by the new USAID Research Agenda for Land and Resource Governance. While many ILRG research activities are currently on hold, research may be funded from pockets of unprogrammed funds.

As the ILRG program advances, more cross-activity learning activities will certainly emerge. One example of this is a study of fee-for-service land documentation exploring lessons learned from ILRG's experiences in Ghana and Zambia. This analysis was written after land documentation initiatives were largely completed in both countries, and will be submitted to USAID either at the end of Year 2 or beginning of Year 3. Subsequent communication and outreach activities on this issue may unfold, such as a blog summarizing key findings.

The USAID Property Rights and Resource Governance Program (PRRGP) and TGCC carried out a number of research activities over the years. E3/LU has requested that ILRG review various PRRGP and TGCC products to present a series of options for possible revisions by ILRG and/or CEL during the coming year.

14.3.1 ANTICIPATED DELIVERABLES

- Blog summarizing findings from analysis of fee-for-service land documentation in Ghana and Zambia; and
- Short summary of options for revision of USAID PRRGP and TGCC products.

14.4 PRINDEX SUB-NATIONAL ASSESSMENT

In Year 2, ILRG carried out an options analysis to review candidate countries for 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. Zambia was originally suggested as the country for the deep dive. However, the opportunity recently arose for ILRG to support enhanced Prindex analysis in Colombia through collaboration with USAID's Land for Prosperity (LFP) activity and CEL. ILRG's support for Prindex application of Colombia will allow enhanced learning about tenure security in Colombia which is of interest to the Government of Colombia, USAID, and their partners, and also about methodologies for understanding perceptions of tenure security.

Under this activity, ILRG will widen the sample for Prindex Colombia to an additional set of 4.5 municipalities, which are the control group sites already selected for the CEL impact evaluation. ILRG will contract the local firm already engaged by LFP for data collection; Global Land Alliance will provide technical design, analysis, and support. ILRG will follow the same data collection and analytical methodologies as LFP.

14.4.1 ANTICIPATED DELIVERABLES

- Final data analysis report; and

- Brief on lessons learned.

14.5 COVID-19 DATA ANALYSIS AND DUE DILIGENCE

In October 2020, the USAID Activity Manager for ILRG’s activities in Ghana and Liberia requested that ILRG engage a public health specialist to assess the quality of COVID-19 epidemiological and testing data in Ghana, Liberia, Central African Republic (Artisanal Mining and Property Rights project), Colombia (CEL country), and Ethiopia (CEL country); draft a due diligence report for each country covering the data quality analysis, assessment of COVID-19 risks, and recommendations for how activities should track COVID-19 prevalence; and draft (or review existing) COVID-19 mitigation protocols for each country. ILRG has drafted a SOW for this activity and is working to identify an appropriate consultant or firm to carry out the work; once someone is identified, ILRG will present a detailed SOW (including timeframe) and budget to USAID for approval.

14.5.1 ANTICIPATED DELIVERABLES

- COVID-19 due diligence reports for Ghana, Liberia, Central African Republic, Colombia, and Ethiopia and COVID-19 mitigation protocols for each country.

15.0 IMPLEMENTATION PLAN MATRIX

TABLE I. ILRG IMPLEMENTATION PLAN MATRIX

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Mozambique					
Policy Engagement					
Methodology & tools for policy consultations with rural communities	X				
(Potential) large scale comparative study CaVaTeCo vs. titling				X	
Technical Requirements for data sharing between Cadastro Popular & SiGIT			X		
Community representation regulations			X		
Novo Madal: Ingrower/Outgrower Schemes					
Training of service provider in CaVaTeCo	X				
Start-up: communications policy and materials, training materials, gender assessment, policy review, etc.	X				
Establish land associations	X	X			
Delimit company land for use by ingrowers	X				
Delimit communities and family lands		X	X	X	
Portucel: Small-Scale Eucalyptus Production Models					
Recruit implementor and start up	X				
Establish spatial platform, identify farmers and location of fields	X				
Provide farmers with training		X	X	X	
Monitor farmer adherence to quality standards		X	X	X	
Green Resources: Secure Land for Local Communities					
Conclude registration of assets with real property register	X				
Finalize development of training modules	X				
Training service providers in use of training modules		X			

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Initial community surveys (rolling process in 110 communities)	X	X			
Certify community land rights (rolling process in 110 communities)	X	X			
Training of communities in management of timber and infrastructure assets		X	X	X	
Disaster Relief: Sofala					
Development of base layers for integrated district plan for land administration in support of disaster relief management	X				
Development of local information on hazards, exposure, and vulnerability	X	X			
Development of final integrated district plan for land administration in support of disaster relief management		X			
Delimitation of community boundaries		X	X		
Delimitation of family lands for members of host communities and for resettled families			X	X	
Learning Agenda					
Gender and age inclusive community land delimitation and land registration		X	X		
Assessment of gender and social inclusion with Novo Madal		X			
Private sector engagement: inclusive approaches with smallholders			X	X	
Gender norms change			X	X	
Zambia (Dates and outputs and specific steps to be confirmed when USAID confirms its preferred area of investment)					
Advancing Inclusive Land Policy and Regulations					
Backstopping Land Policy consultation and implementation roadmap	X	X	X	X	Final validation
Land Policy communication strategy and implementation				X	Outreach on policy
Draft laws and regulations within Land Policy	X	X	X	X	Draft regulations x 3
MAST documentation for national standards			X	X	Package of materials
Gender guidelines for systematic land documentation	X				Guidelines
Cooperating partner and implementing partner coordination	X	X	X	X	Quarterly meeting notes

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Backstopping to USAID and US Embassy on land issues	X	X	X	X	
Finalize customary documentation in Nzamane and Nyamphande	X				13,000 parcels documented
Backstop one additional chiefdom in Muwezwa			X	X	3,000 parcels documented (extending into FY22)
Trial gender-responsive sustainable land administration, advocacy, and learning		X	X	X	Administration trainings
Women's economic empowerment activities with land documents					
• Savings and loans	X	X			2,000 newly banked rural farmers
• Crop insurance	X	X	X	X	Insurance model demoed
Backstop USAID HEARTH documentation processes			X	X	
Improved Natural Resource Management					
Facilitate consultation around wildlife regulations					Consultation meeting notes
Baseline assessment of GMA management nationally	X				Nationwide assessment
Enhance CRB Reporting	X	X	X	X	50+ CRBs reporting monthly to DNPW and ZNCRBA
Build capacity of CRB governance and gender-responsible leadership					
• National executive level	X		X		Advocacy and communications trainings
• Regional association level		X		X	Leadership trainings
• In-depth CRB governance training support			X	X	Full governance package
• Gender responsive election guidelines and CRB Leadership	X				Female cadre of CRB leaders
Women's employment opportunities within the wildlife sector	X		X		50 women employed in forestry and wildlife
Integration of wildlife and forest monitoring and enforcement		X			50 women employed in forestry and wildlife
Enhanced private sector engagement in CBNRM	X	X	X	X	Increased availability of legal game meat
Leveraging land data for conservation planning					
• Sandwe CRB		X	X		Consultations between DNPW, hunting operator, community, carbon operator
• Chikwa land use planning		X	X	X	Chiefdom fully mapped with customary rights distributed

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
<ul style="list-style-type: none"> Backstopping USAID HEARTH partners 			X	X	
Advancing Community-Based Land Administration for Improved Planning					
Finalize local area planning	X				Five local area plans
House of Chiefs gender and NRM Guidelines	X	X			Guidelines disseminated
Chiefdom governance and leadership training	X		X		30 – 60 chiefs complete course
District use of civil society and community data collection	X	X	X		Four districts using ILRG data
District land allocation guidelines					Postpone until FY22
Prindex Sub-National Assessment					
Design a deep dive survey	X				- Outline of questionnaire, sampling design, and survey methodology; - Final questionnaire.
Identification of local data collection firm	X				- Subcontract in place with local data collection firm
Survey implementation		X			- Data from survey implementation
Quality assessment of the data			X		- Codebook; - Technical report; - Dataset scrubbed of all PII per requirements listed in the STARR II and ILRG contracts.
Data analysis and result interpretation				X	- A report to USAID on survey results; - An external policy brief, including design for infographics; and - An abstract for the World Bank Land and Poverty Conference.
Learning Agenda					
Annual research symposium	X				
Monthly news summary	X	X	X	X	
Documentation of impacts (particularly gender-focused)	X	X	X	X	
Indigenous Peoples					
Five regional Indigenous Peoples profiles finalized	X				Five regional Indigenous Peoples profiles

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Submit new task SOW and budget for approval and implement					TBD
Ghana					
Activity 1.5: Analyze tree loss in forest reserves	X	X			Short report summarizing key findings
Activity 1.6: Engage communities on land use decisions to support tree planting, forestry protection, and landscape restoration		X	X	X	MoU presenting private sector strategy and contributions to setting up shade tree nurseries; concept paper presenting private sector PES scheme.
Activity 1.7: Define and prioritize incentives and prepare community action plans	X				
Activity 1.8: Engage authorities	X	X	X	X	
Activity 2.3: Farm and tree mapping, data collection, document production, and delivery	X	X			LandSeal documentation sold to willing farmers.
Activity 2.4: Engagement of parties to existing <i>abunu</i> contracts	X	X	X	X	Increased dialogue around clarification of land rights
Activity 2.5: Explore how to establish a repository for customary land records	X				Strategic report to guide establishment of repository of customary land records paid for by Meridia
Activity 3.2: Tree tenure draft legislative amendment	X	X	X	X	Recommendations for draft Concession Act and other amendments
Activity 3.4: Economic analysis of planned tenure reform		X			Issue brief presenting findings from economic analysis carried out with Tropenbos
India					
Revised training materials	X				Two revised training manuals (POP and SFP); 1500 women trained in potato agronomy and sustainable farming practices
PepsiCo staff training		X			32 PepsiCo staff trained in GBV and WEE
WEE marketing and communications campaign			X		32,000 people in 12 communities reached with women's empowerment messages
Partnership report				X	A report with suggestions for PepsiCo to partner with local actors on WEE activities and approaches

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Liberia					
Community self-identification process completed for all 35 communities	X				Community self-identification application to the LLA
Community bylaws approved		X			Bylaws adopted by the communities
CLDMCs elected			X		CLDMC members elected and trained
Community boundaries demarcated				X	Final agreed upon maps signed by community leaders and neighboring communities
Final report for Liberia activity with lessons learned and identifying any outstanding steps				X	Final report on Liberia activity
W-GDP					
Cross-Cutting					
Develop W-GDP/women's land rights & WEE communications strategy with CEL/LEVERAGE	X				Communications strategy agreed
In collaboration with CEL/LEVERAGE, develop communications materials and review LandLinks Women's Empowerment page	X				Communications package finalized and disseminated. Women's Empowerment page used as hub for all communications and learning products
Provide capacity support on communications strategy for project and partner staff	X				Staff trained on communications strategy
In coordination with CEL/LEVERAGE, update W-GDP/women's land rights & WEE briefs quarterly	X	X	X	X	Briefs updated and shared with USAID quarterly
Develop SOW for collaboration with IUCN/AGENT Platform on GBV in the land and natural resources sector	X				SOW finalized detailing collaboration for case studies and joint webinars
Coordinate with other USAID-funded programs (WAGE, AWE, PepsiCo GDA) to share learning and optimize existing gender architecture	X	X	X	X	Best practices on engagement with the private sector and GBV in the land, natural resources, and agriculture sectors
Provide capacity-building support on GBV to project and partner staff		X			Staff trained on GBV in the land and natural resource sectors
Hold monthly learning sessions with country project staff to share information and discuss cross-cutting topics, according to the learning agenda	X	X	X	X	Learning session calendar finalized, monthly meetings held, and notes recorded and shared

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
In coordination with CEL/LEVERAGE, develop and disseminate success stories, blog posts, and social media posts, securing free media coverage as appropriate	X	X	X	X	Blog posts and articles published; media coverage obtained
Write and/or coordinate the development of case studies and learning briefs/notes on cross-cutting issues (gender integration in land documentation, private sector engagement, gender norms change, GBV, and the linkage between land rights and WEE)	X	X	X	X	Case studies and learning briefs produced and disseminated
Conduct research for learning questions and write and disseminate research papers on cross-country topics (gender integration in land documentation, private sector engagement, gender norms change, GBV, and the linkage between land rights and WEE)		X	X	X	Research papers shared at conferences and published
Malawi					
Recruit and onboard staff	X				Country Coordinator and Gender Advisor recruited and onboarded
Develop implementation plan	X	X			Implementation plan
Ongoing capture and dissemination of best practices, lessons learned and success stories		X	X	X	Brief and success stories of gender-responsive documentation in one TLMA
Activity 1: Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi					
Create a USAID-branded approach for gender integration in land documentation		X	X		Operational manuals, practice notes, and other materials for gender integration in land documentation
Develop and test training materials for customary land committees and customary land tribunals			X	X	Training materials
Coordinate with the MoLHUD, FAO, and World Bank for uptake of gendered materials in other land documentation pilots		X	X	X	ILRG gender-responsive approach adopted and applied across the country by government and major donors in large-scale land documentation
Activity 2: Documentation of one TLMA					
Select TLMA	X				Target TLMA identified for land documentation
Fund the deployment of documentation of one TLMA			X	X	Documentation carried out
Monitor progress of documentation and integrate learning back for improved/adjusted implementation			X	X	Ongoing adaptive management of documentation

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
Activity 3: Evidence-based land and women's empowerment-focused dialogue					
Organize first dialogue on gender integration in land documentation in Malawi			X		Event with other donors, government, academics, civil society, community members, and traditional leaders; learning note.
Activity 4: Empowering women through private sector practices					
Develop and release request for expressions of interest and or/proposals for company engagement and carry out company engagement assessment		X	X		Private sector partner identified and engaged
Cocoa					
Carry out rapid gender assessment	X				Gender assessment report
Using information and data from gender assessment, develop detailed implementation plan with ECOM	X				Implementation plan finalized
DRC PPA					
PPA GC meetings	X	X	X	X	
PPA in-region alignment meeting			X		
Project and resource work group meetings	X	X	X	X	
Madagascar					
Engage resource tenure specialists	X				Short-term consultants engaged
Contribute to private sector coordination platform on tenure security within the cocoa value chain		X	X	X	Participation in consultative platforms and learning sessions
Lead land tenure and rights forum and study tour		X			Study tour report
Carry out situational assessment in the Sambirano Valley	X	X			Situational assessment reports
Sign protocol agreements with resource tenure projects	X	X			Protocol agreements specifying roles and responsibilities
Create land tenure ownership map for Sambirano Valley			X		Land tenure ownership map for Sambirano Valley
Prepare action plan for programmatic interventions			X		Action plan for programmatic interventions, detailing potential strategies and activities to support resource tenure securization in the

ACTIVITY	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	OUTPUTS
					Sambirano Valley priority areas of intervention, including proposed deliverables
Carry out agreed activities from the action plan				X	To be determined
DRC Mapping					
Field based research and delivery of questionnaires		X			
Interactive web map published and access to data register				X	
Case studies on linkages between land tenure, the mineral trade and conflict financing			X		
Network and forensic analysis report related to conflict financing				X	
Global Analytical Support					
Capacity Assessment Framework					
Continue use of CAF under ILRG	X	X	X	X	Finalized CAF based on field implementation and pilots, and internal mid-term review
Pilot CAF in Colombia and Ethiopia	X	X	X		
Develop CAF instructional video	X				CAF instructional video
MAST					
Complete Zambia technical documentation	X				Finalize documentation
Provide Liberia activity support and grantee training			X		Training provided to SDI and GAI on data collection and map creation
Research					
Finalize study of fee-for-service land documentation in Ghana and Zambia and related communications and outreach	X	X			Study and related blog posted to LandLinks
Review PRRGP and TGCC technical products and outline options for revision	X				Short options statement

ANNEX I: PLANNED COMMUNICATION MATERIALS

TABLE 2. ILRG PLANNED COMMUNICATION MATERIALS

NAME	DESCRIPTION	APPROX. TIMING
Mozambique learning notes on community consultations, operational lessons learned, and gender and social inclusion	Detailed learning notes in English and Portuguese with recommendations	Q1 and Q2
Mozambique learning briefs on community consultations and operational lessons learned	2 to 4 page summaries of learning notes	Q1 and Q2
Private sector engagement case studies	Webpage case studies related to Hershey, ECOM, Portucel, Novo Madal, Green Resources, PepsiCo, MFinance, and potentially Lindt	Q1 and Q2
India/PepsiCo	Subject to USAID guidance	Q2 and Q3
Zambia blog posts and outreach	Ongoing learning and success stories on land documentation, gender, Policy, wildlife, etc.	Quarterly
Prindex policy brief	An external policy brief, including design for infographics	Q4
Ghana blog	Blog on ECOM farm rehabilitation results and perspectives for the future	Q4
India blogs	Two AgriLinks/LandLinks postings	Q1 and Q3
Liberia brief	A country brief on ILRG's activities in Liberia	Q1; updated quarterly as needed
Women's land rights and WEE communications package	In collaboration with CEL/LEVERAGE. Brief, slide deck, and key messages and talking points.	Q1
W-GDP communications and learning materials	Success stories, blog posts, learning pieces, and reports, based on discussions with USAID LU and GenDev and in coordination with CEL's editorial calendar	Ongoing
Interactive web map	Publicly accessible and searchable web-based map of artisanal mine sites in the DRC	Q4
Madagascar blog	Blog on land tenure and cocoa economy in Sambirano Valley	Q4
CAF instructional video	A tutorial on the application of the CAF with tips and tricks on use and analysis	Q1
MAST Zambia documentation	Full system documentation for the latest MAST technology system used in Zambia, to be posted on GitHub and linked from the Learning Platform	Q1

MAST learning pieces	Learnings from MAST implementation across ILRG countries	Approximately quarterly beginning Q1
Research	Blog on land documentation comparative assessment of Ghana and Zambia	Q2

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

ANNEX 2: PROCUREMENT PLAN

TABLE 3. ILRG PROCUREMENT PLAN FOR YEAR 3

COUNTRY	ITEM	NO. UNITS	UNIT COST	TOTAL COST
Global	Laptops	2	\$1,500	\$3,000
Zambia	Motorcycle	1	\$5,000	\$5,000
	Tablets	15	\$500	\$7,500
	Laptops	3	\$1,500	\$3,500
	Desktop printer	1	\$500	\$500
	Network printer	1	\$1,500	\$1,500
	Plotter	1	\$1,000	\$1,000
Mozambique	Tablets	50	\$500	\$25,000
	Handheld GPS units	50	\$100	\$5,000
Ghana	Tablets	5	\$500	\$2,500
Malawi	Tablets	10	\$500	\$5,000
	Laptops	4	\$1,500	\$6,000
	Server	1	\$2,500	\$2,500
	Desktop printer	1	\$500	\$500
	Network printer	1	\$1,500	\$1,500
	Scanner	1	\$500	\$500
	Plotter	1	\$1,000	\$1,000

ANNEX 3: ANTICIPATED INTERNATIONAL TRAVEL

TABLE 4. ILRG ANTICIPATED INTERNATIONAL TRAVEL FOR YEAR 3

NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
Matt Sommerville and family	Chief of Party	Tetra Tech	Zambia	Return to Zambia	Long-term	Q1
TBD	Consultant	Tetra Tech	Zambia	Support to land and resource governance learning	2 weeks	Q2
TBD	TBD	Global Land Alliance	Zambia	To ensure successful and timely survey implementation, GLA may undertake a country visit at the beginning of survey implementation in order to reduce the time spent going back and forth on e-mail and the phone on queries.	1 week	Q2
Mark Freudenberger	Activity Manager	Tetra Tech	Ghana	Review of program activities in four focus/pilot communities	2 weeks	Q2
Robert O'Sullivan	Consultant	Tetra Tech	Ghana	Support to tree tenure legislative reforms and discussions of customary tenure reforms at Stool level.	1 week	Q2
Thais Bessa	Gender Advisor	Tetra Tech	Ghana	Capacity-building and field support	1 week	Q2
TBD	TBD	IPIS	DRC	Facilitate training for field teams to conduct mapping of mine sites	12 days	Q2
Megan Huth	Liberia Activity Lead	Tetra Tech	Liberia	Check-in on status of grantee work, liaise with the LLA and USAID/Liberia, and provide needed training if determined necessary	1 week	Q3
Thais Bessa	Gender Advisor	Tetra Tech	Malawi/Zambia/Mozambique	Dialogue on gender integration (Malawi), capacity-building and field support	3 weeks	Q3

Mark Freudenberger	Activity Manger	Tetra Tech	Antananarivo and Ambanja, Madagascar	Participation in CRCL design and implement activities and review of consultant field activities	3 weeks	Q3
TBD	TBD	Global Land Alliance	Zambia	To provide the necessary insights and background research for the policy brief, a country visit may be necessary.	1 week	Q4
Mark Freudenberger	Activity Manger	Tetra Tech	Antananarivo and Ambanja, Madagascar	Review of advancements in field activities and preparation of action plan	3 weeks	Q4

ANNEX 4: ENVIRONMENTAL MITIGATION AND MONITORING PLAN

The environmental mitigation and monitoring plan has been submitted to USAID as a separate document.

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