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4TH ANNUAL WORK PLAN (OCTOBER 2021 – SEPTEMBER 2022)

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: Women farmers planting potato seeds in Narayanpur, West Bengal, India. Subarna Maitra

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LIST OF ACRONYMS

A2C	Alternatives to Charcoal (Zambia)
ACOR	Alternate Contracting Officer's Representative
ASM	Artisanal and Small-Scale Mining
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
CLP	Community Lands Protection
COGEBs	Comité de Gestion du Bassin Versant du Sambirano (Madagascar)
COMACO	Community Markets for Conservation (Zambia)
COP	Chief of Party
COR	Contracting Officer's Representative
COVID-19	Coronavirus Disease 2019
CRB	Community Resources Board (Zambia)
CRCL	Climate Resilient Cocoa Landscapes (Madagascar)
DCOP	Deputy Chief of Party
DNPW	Department of National Parks and Wildlife (Zambia)
DRC	Democratic Republic of Congo
DUAT	Direito do Uso e Aproveitamento da Terra (Mozambique)
ECOM	Ecom Agroindustrial Corp.
EDGE	Enterprise Development and Growth Enhanced (Zambia)
FD	Forestry Department (Zambia)
FPIC	Free, Prior and Informed Consent
FY	Fiscal Year
FZS	Frankfurt Zoological Society
GBV	Gender-Based Violence
GC	Governance Committee

GMA	Game Management Area (Zambia)
GoM	Government of Mozambique
GRAS	Green Resources AS
GRZ	Government of the Republic of Zambia
IDIQ	Indefinitely Delivery/Indefinite Quantity
IDP	Internally Displaced Person
ILRG	Integrated Land and Resource Governance
IPIS	International Peace Information Service
IR	Intermediate Result
LIGA	Local Impact Governance Activity (Zambia)
LFP	Land for Prosperity (Colombia)
LLA	Liberia Land Authority
LRIU	Land Reform Implementation Unit (Malawi)
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MLHUD	Ministry of Lands, Housing and Urban Development (Malawi)
MLNR	Ministry of Land and Natural Resources (Zambia)
MoU	Memorandum of Understanding
MTA	Ministry of Environment and Land (Mozambique)
NCS	Natural Climate Solutions
NGO	Non-Governmental Organization
PES	Payment for Ecosystem Services
PPA	Public-Private Alliance for Responsible Minerals Trade
Prindex	Property Rights Index
SDC	Swiss Agency for Development Cooperation
SDI	Sustainable Development Institute (Liberia)
SFP	Sustainable Farming Practice
SHG	Self-Help Group (India)
SI	Statutory Instrument
SOP	Standard Operating Procedure
SOW	Scope of Work

SPEED	Supporting the Policy Environment for Economic Development (Mozambique)
STARR II	Strengthening Tenure and Resource Rights II
TA	Traditional Authority (Malawi)
TNC	The Nature Conservancy
TLMA	Traditional Land Management Area (Malawi)
USAID	United States Agency for International Development
VAG	Village Action Group
VSLA	Village Savings and Loan Association
WEE	Women's Economic Empowerment
W-GDP	Women's Global Development and Prosperity Initiative
WPAZ	Wildlife Producers Association of Zambia
ZIFL-P	Zambia Integrated Forest Landscape Program
ZCRBA	Zambia 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's) Land and Resource Governance Team under the Development, Democracy, and Innovation Bureau's Environment, Energy, and Infrastructure Center. 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 interrelated 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 currently 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 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 in Colombia with the Global Property Rights Index (Prindex); 6) support for completion of community lands protection activities in Liberia; 7) activities related to the Women's Economic Empowerment (WEE) Fund in Ghana, India, Malawi, Mozambique, and Zambia; 8) support to the Public-Private Alliance for Responsible Minerals (PPA); 9) engagement in Madagascar with the Climate Resilient Cocoa Landscape Program; 10) investigation of conflict financing, due diligence and socioeconomic dynamics in the artisanal mining supply chains in Democratic Republic of Congo (DRC); 11) multiple activities in Mozambique including clarification of rights to land and resources related to responsible land-based investment, as well as disaster response work in Sofala Province; and 12) in Zambia support to land policy, customary land administration, and service delivery, as well as community-based natural resource governance around protected areas.

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. ILRG's full-time global staff include the Chief of Party (COP), Deputy Chief of Party (DCOP), and Global Gender Advisor. 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, Evaluation, and Learning (MEL) Specialist.

Each ILRG task is 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, RESOLVE, and Winrock International. Columbia University remains on call as an IDIQ 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 and/or the Gender Advisor. 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 the Land and Resource Governance Team, 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 uses an online file sharing platform that all team members can use to access project resources and collaboratively work on documents. ILRG also maintains a Google Drive to collaborate with USAID on draft documents and to manage photos.

Internal ILRG coordination occurs through regular team calls focused on work plan activities, upcoming approvals and products, and lessons learned. 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, as well as increasingly with other global programs on women's economic empowerment.

ILRG is now at a stage where implementation is well underway in most activities, and there are stories, results, and lessons to be shared. As communications, learning, and research are anticipated to be important priorities for the remaining life of the project, ILRG has proposed setting up a completion task with a dedicated budget to capture these activities (although WEE-focused communications and learning pieces will be carried out under the global WEE activity). ILRG is also recruiting for an additional full-time team member who would focus on research, analysis, and communications, to help ensure the team is able to prioritize these aspects during the final 22 months of implementation.

2.3 GENDER AND SOCIAL INCLUSION

Gender and social inclusion are integrated across ILRG activities to reach, benefit, and empower women and other marginalized groups, particularly youth. ILRG is engaging with governments, traditional leaders, civil society organizations, local communities, and private sector partners to strengthen women's rights to land and natural resources and women's economic empowerment in Ghana, India, Malawi, Mozambique, and Zambia. During its first three years, ILRG focused on developing and implementing a gender integration strategy; programming WEE funds, recruiting and onboarding in-country gender specialists; carrying out gender assessments for specific activities; ensuring that gender and social inclusion were integrated in activity design and implementation; and continuously developing the gender capacity of staff of ILRG partners, grantees, and subcontractors from the government, civil society, and the private sector. Frequent communications products and participation in USAID's learning priorities have helped to place ILRG not only as a leading USAID program on women's land rights, but in women's rights more broadly across USAID.

During Year 4, ILRG will continue to integrate gender equality and women's empowerment across all activities. Gender and social inclusion research questions and learning agenda will continue to drive adaptive management. ILRG will increase focus on the collection and dissemination of global and cross-country best practices, tools, and lessons learned around key themes of land and natural resource policy; gender integration in systematic land documentation; shifting harmful gender norms; private sector engagement for gender-responsive land-based investment and agroforestry value chains; leveraging secure women's land rights for WEE; and gender-based violence (GBV). ILRG will also increasingly integrate climate change and gender equality linkages across country activities; this was achieved in this work plan through a process of applying a climate mitigation and adaptation lens to each activity. In coordination with CEL, learning and communication activities will focus on USAID and non-USAID audiences to continue to build buy-in and solidify USAID's thought leadership on women's land rights and WEE.

The ILRG Global Gender Advisor works closely with in-country gender and social inclusion specialists through regular communications and periodic learning sessions to share information across different country activities. ILRG will continue to share tools for gender integration in land documentation, gender norms change, and WEE in agroforestry value chains, as well as gender training materials, enabling efficient use of resources and collection of shared lessons. ILRG will continue to provide technical assistance and develop the capacity of partners, grantees, and subcontractors, adapted to specific country/activity needs and focusing on cross-cutting topics. ILRG will coordinate and collaborate with other USAID-funded programs on GBV, private sector engagement, gender norms change, and WEE, including actively engaging with the USAID WEE Community of Practice.

2.4 CAPACITY-BUILDING APPROACH

Strengthening capacity is explicitly included in Component 3 of the ILRG contract, and the ILRG considers capacity-building in all project activities. The ILRG approach considers not only individuals and organizations, but also the entire land and resource governance sector in a given country or area. ILRG's activities work to ensure that individuals and institutions gain and retain new skills and improve existing skills and have the capacity to apply those skills effectively in their work.

2.5 APPROACH TO CORONAVIRUS DISEASE 2019 (COVID-19)

COVID-19 altered the ILRG implementation approach during the last two quarters of Year 2 and throughout Year 3, delaying some activities, and is expected to continue to impact implementation in Year 4, given the pace of vaccination in ILRG countries. ILRG monitors in-country rules and restrictions related to COVID-19 on an ongoing basis to ensure we are compliant with national and local measures.

ILRG regularly re-evaluates the risks within each country and adjusts mitigation measures accordingly, with a focus on ensuring the safety of ILRG staff, partners, and beneficiaries. ILRG communicates with USAID on changes to the approach for project delivery associated with COVID-19 responses.

3.0 MOZAMBIQUE

3.1 MOZAMBIQUE: BACKGROUND AND ACTIVITY TIMEFRAME

In the last year, Mozambique has faced the continuous application of social and economic restrictions because of the COVID 19 pandemic. This has devastated some sectors of the economy, such as tourism, and had a huge social impact, particularly on children who have been unable to attend schools for months on end. The pandemic has shaken the prospects of economic recovery from the hidden debt and cyclone crises of the last couple of years. It has affected the economy in two ways: through reduced domestic economic activity linked to low demand for goods and services because of lockdown measures, and reduced demand for commodity and resulting impacts on prices that slowed down the pace of investment in the coal and natural gas industries. The combined effect of these factors led to negative economic growth in 2020, estimated at -1.3 percent.¹

Politically, the country is still feeling the impact of the hidden debt scandal, which seriously compromised the perceived integrity of the government, both internationally and at home. Whilst relations between the two major political parties (FRELIMO and RENAMO) have normalized, with the latter becoming a shadow of its former self, the insurgency in Cabo Delgado Province has worsened considerably. Most notably, the town of Palma, close to the Afungi Peninsula and the site of significant gas investments, was overrun by insurgents and briefly occupied in April. This led to the declaration of force majeure by the major gas developer, Total, which halted all activities and withdrew all staff until such time as the government could guarantee security. In the intervening months the government has solicited and received foreign military assistance from Rwanda, the Southern African Development Community, the United States, and the European Union, replacing the previous external private sector security operators from South Africa and Russia. Although this appears to have had an early positive impact, with the major port town of Mocimboa da Praia being recaptured from the insurgents after more than a year of occupation, it is too early to say if this will bring a sustainable resolution to the conflict. Even if the gas investments do go ahead, they have been considerably delayed, which will have a negative impact on growth in the coming years, curtailing investment inflows and export revenues.

The humanitarian situation has already become critical, with an estimated 800,000 people having been displaced into southern Cabo Delgado and Nampula. Some of the internally displaced are being resettled in camps, while others fend for themselves. ILRG has been actively assisting the government in developing gender-sensitive mitigating activities and approaches to ensure that land access and land tenure issues can be dealt with in ways that minimize the potential for conflict; in fiscal year (FY) 2022, a pilot activity will be conducted to field test these methodologies and provide a basis for wider application.

Mozambique also lies in one of the most vulnerable regions to climate change in the world. The country is increasingly exposed to extreme weather events (especially droughts, floods and cyclones) that are occurring more frequently. The secondary impacts of these events range from more devastating uncontrolled bush fires to the spread of pests and diseases into new areas. In a country with weak institutional capacity and high poverty rates, this has a cumulative and increasingly negative impact.^{2,3}

¹ Mozambique Country Strategy Note, International Growth Centre

² Climate Change Profile: Mozambique. Government of the Netherlands, 2019. <https://reliefweb.int/report/mozambique/climate-change-profile-mozambique>

³ Food security and livelihoods under a changing climate in Mozambique, preparing for the future. WFP, 2021. <https://reliefweb.int/report/mozambique/food-security-and-livelihoods-under-changing-climate-mozambique-preparing-future>

The \$100 million World Bank MozLand project has now selected the service providers which will undertake the field demarcation of the first phase of systematic land tenure regularization, involving 600,000 *direito do uso e aproveitamento da terra* (DUAT) rights at the family level in 360 communities. They have yet to mobilize, and the project is significantly behind schedule. As before, ILRG will continue to engage with the managers of the project on the potential for alternatives to the mass titling approach. The Mobile Approaches to Secure Tenure (MAST)-based approach that ILRG has been applying continues to attract growing support and engagement, with new funding being provided by the Swiss Agency for Development Cooperation (SDC), the Netherlands government, and the French Development Agency.

ILRG continues to engage closely with the Ministry of Land and Environment regarding revision of the land policy and legal framework, mainly through technical support to the mass consultation process in rural areas. There appears to have been very little substantive policy work completed by the commission to date, but the process has been very opaque and there have been simmering tensions with civil society organizations that feel either co-opted or excluded by the process. It is expected that the formality and visibility of land policy reform will increase over the course of FY 2022.

All activities leverage MAST processes and tools for development and application in different contexts, along with associated learning activities.

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 principal consideration behind the identification of activities for the coming period has been how to consolidate the impact of the ongoing ILRG activities and ensure continuity beyond the ILRG timeframe. There is thus a focus on:

- Building on hard-won existing relationships with Grupo Madal and Green Resources AS (GRAS) and leveraging their continued support for ILRG activities and goals;
- Scaling and transferring the application and use of new tools and materials that have already been developed by ILRG, especially in respect to gender and land issues;
- Concentrating on geographies and activities where ILRG already has a presence, activities, credibility and/or political and social capital;
- Putting in place appropriate and sustainable institutional support for community associations, capable of being maintained through community-oriented revenues (public or private);
- Turning land and natural resource asset acquisitions by ILRG communities, especially women, into tangible economic benefits;
- Responding to opportunities that have arisen through ILRG engagements to date; and
- Providing support to the national land policy review process, including technical support to help that process use best practices and tools that are used in the ILRG community land program.

All the planned activities for the coming period address the intersection between land rights and tenure, the sustainable and profitable leveraging of delimited community land rights and assets, women's empowerment, and climate change adaptation.

As before, the long-term data hosting challenge is being addressed through the establishment of the new, national, independent institution (now known as the Cadastro Comunitário), which has the specific goal of providing an accessible platform for hosting the locally generated land rights data and the necessary technical capacity to guarantee its maintenance, security and availability. While the establishment of the Cadastro Comunitário 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 Cadastro Comunitário, which will become active in January 2022, in line with ILRG's activities. This initiative is expected to support the long-term sustainability of ILRG's work.

Finally, all ILRG activities in Mozambique involving land rights and land use are designed with attention to the local climate change impacts and opportunities to contribute to mitigation and adaptation.

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 ILRG implementing partners, as well as leading the development of learning products and learning events.

ILRG remains committed to focusing on field implementation through local partners while supporting them with technical backstopping and, where appropriate, access to the land rights data platform and tools. Terra Firma is currently recruiting a full-time Gender Officer, who will also review integration of youth-related issues into ILRG activities based on ILRG's youth and land brief, to be based in the north of the country, where she/he will join the existing full-time Partner Liaison Officer. These staff will contribute part of their time to ILRG activities, working in close collaboration with the ILRG Global Gender Advisor to provide continuous capacity-building across all project activities.

3.4 MOZAMBIQUE: POLICY ENGAGEMENT

The support provided to date to the Commission for the Revision of the National Land Policy and the Ministry of Environment and Land (MTA) has established a solid foundation for additional activities with potential for beneficial impact on the direction and content of land policy. The commission, a statutory body, has received ILRG support for:

- The costs of participation of one of the members of the commission;
- The implementation of the national consultation process, through the design and deployment of a digital data collection tool and platform and the provision of equipment to support this; and,
- Input into the development of terms of reference (ToR) for thematic studies.

Support is being provided under the umbrella of a memorandum of understanding (MoU) signed between Terra Firma and MTA, which provides a solid foundation for ILRG contributions to policy work. However, the policy revision process to date has been an opaque process, with very little information being shared by the commission on the thematic areas where reform will be considered. ILRG has found it a challenge to get traction with policy discussions, partly because the commission has been largely preoccupied with completing the consultation process. Although the commission has significant funding allocated to it by the World Bank and the International Fund for Agricultural Development, among others, it has found it difficult to navigate these procurement processes and has looked to ILRG as being a more accessible and flexible source of financial support. COVID-19 restrictions have also meant that the commission has had less public exposure and has been able to conduct most of its engagements on a bilateral basis. The formal calendar for completion of the revision

process is also hopelessly unrealistic; current plans remain for a national consultation event to be held in November of this year, at which drafts of a new policy and law are slated for presentation and adoption. Given that no texts on any substantive issues have been circulated to date, this is highly unlikely to happen.

3.4.1 IMPLEMENTATION

The ILRG team will support the rollout of the second phase of the national consultation process, with training and technical support at national level in the use of the data collection tools, and with direct financial support for the enumerator costs in Nampula province. The ILRG team will also maintain the database and the data sharing portal on behalf of the commission, as it has to date with the phase I data. The team will also continue to provide some support to the analysis of the commission-generated data.

Notwithstanding the challenges noted above, ILRG will take any opportunities that arise to further support the revision process. Discussions are ongoing with the Supporting the Policy Environment for Economic Development (SPEED) project regarding a joint approach to helping the commission complete the consultations process and for developing some substantive inputs into thematic issues.

3.4.2 ANTICIPATED DELIVERABLES

Deliverables will include refinements to the data collection tools, the training of approximately 1,000 enumerators and the sharing of the data collected during Phase II (an estimated 20,000 additional interview results) via the MTA portal. The broad focus of substantive policy work will continue to be on the community-based land documentation methodology as a national level tool for identifying and securing rights, and as a potential alternative to the formal titling of rights. A key deliverable will be a paper presenting the analysis of the data collected by ILRG partners on rural landholders' views in respect to land issues and the policy reform process. The paper will be prepared for presentation at the national event planned under the policy revision process. If discussions with SPEED are successful, a further deliverable may address the issue of community representation, to respond to article 30 of the Land Law, on representation and performance of the local communities.

The ILRG team is also still holding discussions with another likely donor and implementing agency 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 deliverable.

3.5 MOZAMBIQUE: FIELD PARTNERSHIPS BACKGROUND

The ILRG project has been working with Grupo Madal, Portucel, and GRAS, three of Mozambique's largest agriculture and forestry investors, under negotiated partnership agreements and MoUs for the implementation of specific activities, including co-financing from the companies. The nurturing of these partnerships and the creation of open and collaborative working relationships has required significant time and energy from all parties. The process has been successful with Madal and Green Resources, which have both expressed an interest in extending the duration of existing agreements and continuing to work with the ILRG program. It has been less successful with Portucel, where the corporate culture is less dynamic and appears to be less rooted in the creation of local social capital with neighboring communities. Accordingly, the continuation of ILRG activities will focus on extending the existing engagements with GRAS and Madal.

3.6 MADAL INGROWER/OUTGROWER SCHEMES

The ILRG activity to date with Madal has three aspects:

- Providing tenure and contractual security to existing “encroachers” on Madal land and turning them into formally recognized “ingrowers” who are integrated into commercial crop value chains;
- Providing tenure documentation to communities and families in surrounding areas, providing a transparent and secure foundation for interested families and individuals to become integrated into the company’s outgrower scheme; and
- Ensuring that both land and agricultural extension-related policies and practices adopted by Madal are climate resilient and gender-responsive, maximizing long term opportunities for women to benefit from new, sustainable economic opportunities.

Targets for the first phase of this collaboration have all been (or will be) met by the end of the planned activity; these achievements are beginning to show very positive impacts and opportunities. The Madal activity will now expand the coverage of the land activities, for both ingrowers and outgrowers, and support the deployment of the tools and methodologies developed in the first phase. ILRG has worked with Madal to select an additional five neighboring communities in Quelimane District as the focus of the activity. The objective remains supporting the evolution and scaling up of models of land-based investment that enable sustainable, financially viable use of land while empowering women and being profitable for the investors. Activities will continue to clarify land rights and enable Madal to partner with smallholders in gender-responsive ways as contracted producers of coconut and annual commercial crops.

Planning for this activity has taken the following issues into consideration:

- **Climate change adaptation:** Agriculture in this coastal area involves a mix of crops and production techniques, with coconut being one of Madal’s main commodities. Coconuts are influenced by climatic variables such as rainfall, temperature and relative humidity. Other factors, such as pests and diseases, are themselves influenced by climate. In some areas, coconut growers are responding to droughts and longer dry spells by adopting soil moisture conservation methods such as mulching, burying coconut husks and growing cover crops to prevent extreme evapotranspiration. In addition, growers must consider development of hybrids that are tolerant to dryer situations. This should be done with attention to the impacts of lethal coconut palm yellowing disease, which destroyed millions of trees in Zambezia Province some 15 years ago; the disease and the insects that act as vectors are still present. Madal and others have identified the African giant coconut as being resilient to the disease and are using this as the basis for replanting of coconut. The company will need to work closely with agricultural researchers to monitor the impacts of climate change on this and other varieties. At the same time, Madal must pay attention to the impacts of climate change on other annual crops. This will require a study of the impacts of climate change on intercropping of coconut and diverse other food and cash crops in coastal Zambezia.
- **Gender, land, and sustainable land use:** The activity will continue to emphasize opportunities and constraints for women in respect to land rights and sustainable land use. This involves their ability to serve in leadership positions in communities and to be involved in decisions at community and household level. The activity will build on the training provided in the initial 2020/2021 ILRG activity to enable use of newly developed materials on gender norms and women’s empowerment.
- **Link to markets:** Alif Quimica in Quelimane is a buyer and processor of sunflower, soybean, and other commodities, with a network of over 6,000 outgrowers (reaching up to Gurue) and would like to expand this to 25,000. It already exports cold pressed sunflower and soy oil to Italy and Switzerland and has requests from buyers to increase capacity. The company has an

existing relationship with Madal and has expressed interest in offering a forward contract for sunflower (and perhaps other commodities). Madal could be supported to provide the extension services and commodity aggregation services with ingrowers and outgrowers required to provide these commodities.

- Madal ingrower and outgrower schemes: Madal will strengthen its extension system through recruitment and training of female extension agents, focused on recent graduates of agricultural institutions in the province.

The specific objectives of the activity are:

- To delimit Madal farms and community and family land to strengthen land rights and to facilitate participation by women farmers in ingrower and outgrower schemes;
- To develop and support a model of gender-responsive economically and environmentally sustainable ingrowing and outgrowing programs that will be implemented by Madal in its operational areas in Quelimane District, in ways that reduce entry risks for both smallholders and Madal and promote mutual benefits;
- To increase capacities in gender-responsive sustainable agribusiness in both Madal and selected communities; and
- 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.

3.6.1 IMPLEMENTATION

The work will focus on Quelimane District, Zambezia Province, in the same area supported by ILRG in 2020/2021. Support will be provided to the 14 communities that were delimited using ILRG funding, with the intention of completing all outstanding family parcel mapping, verification, and documentation. The community and family land rights processes will also be extended to approximately five additional nearby communities that do not share immediate borders with Madal land but which are potential areas for the development of the outgrowers value chains. Finally, support will be provided to underpin Madal's capacity to run financially viable and climate resilient ingrower and outgrower schemes with these communities.

A new subcontract will be designed and competed for implementation of the land rights documentation aspects of the activity with ingrowers and outgrowers, both women and men, including gender-related social change activities. As with other 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 Comunitário for back-end services; this will ensure adequate data processing and normalization processes, map production, certification and long-term hosting of the rights data.

With Madal itself, ILRG will support the costs of professional development, salaries, transportation and logistics, and other operating costs of the extension system. Once this system is established and runs through two seasons, Madal will use income from commercialization of the offtake to cover on-going costs of the system.

Key activities include:

- Providing further training support to Madal extension staff, the land delimitation service provider, and to new and existing community land associations, with focus on women's

empowerment and engagement, gender norms dialogues at the household and community level (using materials developed under ILRG);

- Supporting evolution of Madal’s agricultural extension system and its ingrower and outgrower schemes in Quelimane District;
- Assessing the ingrower scheme established with ILRG support: registration of ingrowers, allocation of land, contractual process, functionality of extension system, functionality of farmers’ clubs, distribution and use of inputs, production, purchase of crops, etc.;
- Extending ingrower scheme on Madal land;
- Registering additional outgrowers;
- Training ingrowers and outgrowers, both women and men (though recognizing the disproportionate share of women farmers within this system), including on climate-smart agricultural production, management of farmer groups, negotiating with suppliers and buyers,⁴ women’s empowerment and entrepreneurship, gender norms dialogues at the household and community level to promote women’s empowerment and address GBV related to land delimitation and WEE (using materials developed under ILRG);
- Supporting the building of the tripartite relationship amongst communities, Madal as the extension system and commodities aggregator, and the buyer;
- In the initial 14 communities, delimitating remaining family parcels and community land use planning; and
- In five new communities, implementing the entire CaVaTeCo package (formation of community land associations, community delimitation, delimitation of family parcels, land use planning).

3.6.2 ANTICIPATED DELIVERABLES

- Agricultural extension system established and providing support to at least 1,500 ingrowers and 3,000 outgrowers, both women and men;
- Ingrower land delimitation: at least 100 hectares of additional land on Madal farms delimited for distribution to ingrowers;
- At least 200 new farmers (of whom at least 60 percent are women) will be registered as ingrowers and will sign contracts for use of Madal land;
- Delimitation of five new communities adjacent to Madal farms; and
- Delimitation of at least 3,000 additional hectares of family parcels in the original communities and at least 1,000 hectares across the five new communities.

3.7 GREEN RESOURCES SECURE LAND FOR LOCAL COMMUNITIES

The activities with rural communities affected by the disinvestment by Green Resources AS (GRAS) are on track to achieve their envisaged outcomes, which were the establishment of a transparent and legitimate mapping of community land rights and the securing of those rights through their certification

⁴ Material for Mozambique already exists, developed by Columbia University and Terra Firma under the Land Enhancing Governance for Economic Development project in Ile.

by the state. The objective of future activities is to support community capacity to make sustainable, financially viable use of this land. Given the vast scope of the initial activity, which has involved over 100 communities, this activity will focus on a small subset of the communities that were delimited under the 2020/2021 activity and that have gained effective control and ownership over economic assets. The 2020/2021 ILRG activity enabled the delimitation of communities adjacent to 25 GRAS parcels with high revenue potential, such as standing forest plantations, infrastructure, or good access to markets. The 2022/2023 activity will therefore focus on a sub-set of these communities.

The details will be determined based on identification and performance of communities during the final months of the current activity, plus further engagements with GRAS regarding the potential for future technical support from the company. However, it is highly likely that there will be a focus on:

- Four parcels in Nampula that have high revenue potential from existing plantations, with a view to establishing local communities as equity partners in ventures that will manage their new timber resources;
- Six parcels with plantations in Alto Molocué District, Zambezia Province (ex Ntacula, a company purchased several years ago by GRAS), with a view to establishing a supra-association to assist the seven communities to supply firewood to Mozambique Leaf Tobacco, plus assistance to a maximum of two neighboring communities with high revenue potential teak plantations.

3.7.1 IMPLEMENTATION

A single subcontract will be awarded to work with ILRG and the established community associations and develop a road map for the development of these land-based ventures. The activities will include:

- Training and carrying out joint planning with community land associations to develop appropriate business models and institutional arrangements;
- Focusing on women's empowerment and engagement, gender norms dialogues at the household and community level (using materials developed under ILRG);⁵
- Supporting community businesses/partnerships with foci on:
 - Negotiating/agreements with the broader community;
 - Negotiating/agreements with potential investors/partners;
 - Negotiating/agreements with potential buyers (specific support for potential market assessments and quality compliance issues); and
 - Technical assistance on tree production and management of timber businesses (including potential technical support from GRAS);
- Conducting a study on institutional models to assist communities to leverage opportunities at scale.

⁵ The activity will emphasize opportunities and constraints for women as related to their access to land, their tenure security and sustainable land use. This involves increasing women's representation in leadership positions in communities and subsequent involvement in decisions at community and household level. The activity will build on training provided in the initial 2020 ILRG activity, to enable the service provider and community associations to adopt positive behaviors on gender norms and women's empowerment.

3.7.2 ANTICIPATED DELIVERABLES

- Seven community land associations develop appropriate business models and institutional arrangements;
- Community businesses/partnerships trained in negotiating/agreements with the broader community, with potential investors/partners and with potential buyers;
- Community businesses/partnerships receive technical support on tree production and management of timber businesses (including technical support from GRAS); and
- Study produced on institutional models to assist communities to leverage opportunities at scale.

3.8 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. 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 enabling people to have secure access to land for livelihoods or ensuring that land is available to accommodate basic services like health care, roads, electricity distribution, etc., needs that are growing in response to the newly resettled populations that use them.

The activity will use funds provided by USAID/Mozambique to address land issues and land administration in the context of post-cyclone resettlement and planning in two districts (Buzi and Nhamatanda) in Sofala Province. 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.

The activity will pilot and document methodologies, approaches, and tools that will increase the capacity and resilience of these authorities in the face of challenges to effective land administration and the management of land tenure relations during conflict/disaster-induced displacement, while establishing an institutional home and memory bank for land administration services relevant for disaster relief management services within the Government of Mozambique (GoM) (at provincial and/or national level).

The activity includes the full documentation of processes and results, with a view to scaling their application to other authorities facing similar challenges. The activity will bring together elements of the data models used in land administration systems and disaster response management systems. These are integrated into the current MAST methods used by ILRG in Mozambique to identify and secure tenure rights. There will be a sustained focus on participatory methodologies, the inclusion of vulnerable groups and the transparent mapping and documentation of land rights and land relationships that is locally driven through community agents and institutions. The primary outcome will be increased access for displaced populations to land for agricultural purposes, based on transparent and well-documented agreements that are locally legitimate and based on the legal recognition of existing land rights.

Design of the activity has taken into consideration the following:

- Extreme weather events and long-term changes in weather patterns will be the likely causes of, or at the very least will be major contributors to, dislocation of large numbers of people. Some of the likely events include, for example, more frequent or more intensive cyclones and droughts and shifts in rainfall patterns. These can lead to flooding, destructive winds, and both short- and long-term impacts on people's ability to continue to live in their homes and to use

their land for farming and other economically productive activities. Changes in rainfall patterns, temperatures and in the likelihood of extreme weather events may mean that some land that appears to be suitable for habitation and for farming may be less suitable in future. Projections on likely climate change patterns and assessments of how these will affect specific locations for host communities and for displaced families will be an essential feature of this activity;

- Because internal displacement is likely to be an ongoing challenge for Mozambique, the adoption of short-term, relief-focused approaches are unlikely to be adequate and the proposed activity will need to emphasize the development of strategies for the future as well as responses to the immediate crises. Importance must be accorded to the capacity of local and national authorities to respond to current crises and to plan for future crises, through training and the development of practical methodologies and plans;
- Addressing land tenure insecurity for displaced families is intrinsically linked to the issue of the land rights of the host communities; sustainable agreements for temporary land use, or longer-term agreements for the more permanent ceding of rights, can only be achieved based on recognizing the rights of the hosts, which in many cases are undocumented, unmapped, and unconfirmed;
- Legitimacy, transparency, participation, and inclusion at the local level are the most important elements of any activities that seek to document rights and organize tenure relations in such contexts; the deployment of locally driven processes to document and map land rights, such as those developed under the ILRG and through the CaVaTeCo approach, are more appropriate than formal titling processes and offer greater flexibility in developing solutions to land access problems. However, these approaches are not universally welcomed by state actors and the service provider may need to adopt strategies to address potential resistance and inertia; and
- GBV, exploitation, and coercion can be common issues in resettlement contexts and will need to be addressed explicitly in the methodologies used to facilitate land access agreements.

3.8.1 IMPLEMENTATION

The key national public sector partner that had been identified for implementation of this activity, the National Institute for Disaster Management, signaled in March 2021 that it no longer saw relevance in being involved. Subsequent planning and consultations undertaken by ILRG therefore led to the establishment of an agreement with the Provincial Services of Geography and Cadastre, and the Buzi and Nhamatanda District governments.

ILRG is set to undertake the selection of subcontractors based on a scope of work (SOW) that has been developed; the ILRG team will provide training of the service provider, supervision, and monitoring and evaluation support. ILRG will oversee the deployment of the CaVaTeCo platform and tools and will establish a digital platform for integrated land rights and disaster risk management documentation.

The activity will support the delivery of land administration services to at least 10,000 families in total (2,500 displaced families plus 7,500 host community families) in the two districts. Services will include the mapping and documentation of community boundaries and collectively held DUAT rights in the names of host communities, as well as the acquired land rights of families within host communities, and the mapping and documentation of local land rights agreements allowing occupation and use of land by displaced persons.

The SOW for the subcontractors includes the following major activities:

- Mapping district-level hazards, to produce the first draft integrated district-level map and database combining cadastral information as well as hazard and exposure data with particular attention to climate-based events;
- Establishing community land associations, in each target host community, following the processes of Law 2/2006 (*Associações Agropecuárias*);
- Documenting community boundaries, to delimit the boundaries of host communities and request formal certificates of delimitation from the provincial government;
- Documenting pre-existing family and individual land rights, to guarantee that specific pre-existing rights of members of host communities are acknowledged. It will be applied to the entire community area and will be made available to all rights holders who want to participate;
- Completing vulnerability analysis and mapping, through a co-design process to identify and document and map out major hazards, exposure, and vulnerability at a district level. This includes explicit attention to climate change. This will be added to the existing community and family or individual land rights previously documented;
- Conducting land use planning, facilitating the development of a community land use plan that includes measures to enhance sustainable management and use of land and natural resources and increase resilience in the face of threats and hazards arising from climate change;
- Liaising with USAID's other partners in Sofala Province in overlapping geographic areas, namely, Resilient Gorongosa and Give Directly-Cash Transfer;
- Documenting land rights for the displaced, to identify and provide documentation of land access for internally displaced persons (IDPs), both women and men. This could include declarations emitted by the community land association proving customary allocation of DUAT rights to IDPs (where resettlement is intended to be permanent) or temporary land use agreements between IDPs and rights holders (where resettlement or land allocation is temporary); and
- Updating the district vulnerability plan, which will serve to assist in district planning of all kinds, with the added advantage of factoring in risk mitigation in siting of projects and infrastructures, and/or building in suitable mitigation strategies and structures. It will also enable planners to anticipate future disasters, anticipate where they might have strong impacts (refugee sending zones), and anticipate where zones of refuge may be established.

3.8.2 ANTICIPATED DELIVERABLES

- Temporary land use agreements with host communities;
- Establishment of community land associations;
- Documentation of community boundaries;
- Documentation of pre-existing family and individual land rights;
- Land use plan with mitigation measures;
- Documented land rights for the displaced; and
- Supporting documentation and data in respect to land rights of the displaced in areas of origin.

3.9 MOZAMBIQUE: LEARNING AGENDA

3.9.1 GENDER AND YOUTH IN POLICY AND PRACTICE

The ILRG Mozambique focus on gender, via the national specialist and ILRG Global Gender Advisor, has produced useful workshop and training materials that will continue to be the basis for rural delivery. These materials address gender norms and women's empowerment.

The learning agenda will provide lessons drawn from existing experiences and reports, supplemented by gathering and analyzing additional data, of the following issues:

- *Gender, land and mutually beneficial sustainable land use in the Madal ingrower scheme:* This will assess impacts of the scheme on women's access to farmland and their ability to provide food and income for their families. It will also review Madal's performance in providing support to the ingrowers, as well as an assessment of Madal's costs and benefits of this approach.
- *Report on climate change and new smallholder production models for coconut and eucalyptus:* This will summarize findings from studies done with Madal and in the Portucel areas, focusing on how models of intercropping food crops with coconut and timber for cash crops could be done in ways that mitigate impacts of climate change. This report will pay particular attention to issues for women and youth.
- *Report on lessons learned in support to community timber businesses:* This will summarize lessons from efforts to enable selected GRAS communities to ensure sustainable production, develop appropriate business models and negotiate and manage institutional arrangements for production and sale of timber. This report will pay particular attention to issues for women and youth.
- *Provision of land for internally displaced families:* This report will summarize lessons from efforts to provide land on either a temporary or permanent basis to people displaced by climate-influenced events (based on learnings in Sofala Province). This report will pay particular attention to issues for women and youth, including those who are displaced and residents of the host communities.

3.9.2 INFLUENCING POLICY AND PRACTICE

ILRG will produce a series of learning papers on the community-based land documentation methodology as a national level tool for identifying and securing rights, and as a potential alternative to the formal titling of rights. These learnings are specifically focused on the Mozambique context and for the Mozambique land community. Likely topics include:

- *Lessons from the community consultation on the Land Law and land policy:* This report will summarize learnings from refinements to data collection tools, training of 1,000 enumerators and the sharing of the data collected from an estimated 20,000 additional interview results via the MTA portal.
- *Analysis of data collected by ILRG partners on rural landholders' views in respect to land issues and the policy reform process.* The paper will be prepared for presentation at the national event planned under the policy revision process.
- *Capacity of community representation and performance:* Depending on the outcome of discussions with SPEED, ILRG may produce a report on the ability of communities to respond to article 30 of the Land Law on representation and performance of the local communities.

- *Large-scale comparative study of CaVaTeCo vs Terra Segura approaches:* ILRG is holding discussions on the possibility of a 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 mutually agreeable, this study may also become a further deliverable.

4.0 ZAMBIA

4.1 ZAMBIA: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG was awarded in July 2018, and field activities with partners in Zambia started in May 2019. In July 2019, USAID/Zambia obligated funding to the program with a buy-in for two years of biodiversity-focused activities. During this time, six local partners carried out work related to customary land documentation and planning, community game ranch viability, community forest management group establishment and national support to private sector and community-based associations. Additional work saw significant impacts related to women's full participation in the wildlife sector. Continued engagement with ILRG during 2021 – 2023 will allow USAID/Zambia biodiversity-focused funding to leverage USAID global funding for WEE in relation 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.

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. Longstanding relationships with the Ministry of Lands and Natural Resources (MLNR), the Department of National Parks and Wildlife (DNPW), and the Forestry Department (FD) allow the activity to align with both Government of the Republic of Zambia (GRZ) and USAID priorities, while promoting coordination among these departments. 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 Community Resources Board Association (ZCRBA) 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 (CBNRM) advances CDCS IR 2.3 with a focus on capacity of national associations to support government advocacy for community resources 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]). Across each of these activities, ILRG is integrating gender equity, focused on supporting women in political 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, and has resulted in achieving novel impacts related to CDCS IR 3.3.

ILRG has already actively engaged with key USAID program activities including Local Impact Governance Activity (LIGA) on district planning with customary authorities; the Enterprise Development and Growth Enhanced (EDGE) Activity on microfinance and weather index insurance partnerships; Alternatives to Charcoal (A2C) on forest governance; Eastern Kafue Nature Alliance on wildlife governance and land use planning; and DISCOVER Health on reaching customary authorities related to COVID-19. ILRG anticipates continuing to support program integration, as well as cooperating partner coordination.

4.1.1 BACKGROUND AND PROBLEM

Despite recent efforts to devolve some resource rights to local communities, for example through the community forest regulations of 2018, Zambia's rural land, forest, and wildlife resources are largely

managed through different departments and a combination of government and customary systems that generally lack both local level and national level coordination. This creates open access regimes resulting from lack of ownership due to overlapping mandates. For example, Zambia's game management areas (GMAs) are heavily encroached upon for agriculture and increasingly small-scale mining, with customary institutions and government stakeholders blaming one another for the lack of control. At the same time, the policy framework prohibits communities from engaging in some conservation friendly activities, such as game ranching as ownership and management of wildlife in these areas is prohibited. Community benefits from the wildlife economy tend to reach only a few well-resourced areas, where hunting is profitable, or from trickle-down benefits from employment in a select few national parks; even in these cases distribution of benefits is prone to elite capture. Community representatives are increasingly pushing back against these structural limitations and government has expressed an openness to CBNRM enterprises, though experiences remain limited or at least not widely shared/replicated. As communities advocate for and assert rights to manage land and natural resources (and associated benefits), significant capacity challenges have emerged related to representation and full participation of women and youth, as well as transparency and accountability related to decisions and management of finances, particularly as forest management revenues from carbon or community forest management enter the mix with wildlife benefits. Cooperating partner technical assistance is necessary to support communities to assert their rights, benefit from the land, forest and wildlife resources, and manage these resources sustainably.

4.1.2 SO WHAT?

In Zambia the allocation and management of land for economic growth and for sustainable management of resources is carried out by multiple centralized and decentralized and state and customary institutions. The legal framework has numerous gaps that create incentives to convert land away from sustainable natural resource management. At the same time, communities have increasing rights to manage their resources, but lack the capacity to fully exercise these rights. ILRG's final two years seek to bridge these governance gaps and identify negotiated solutions to land and resource management challenges that release land and resources for development and benefit those with legitimate rights to the resources.

4.1.3 APPROACH

ILRG focuses on three major objectives that are mutually reinforcing: 1) documenting and administering rights for economic growth; 2) improving natural resource management; and 3) advancing community-based planning and governance. These objectives are tied together with active learning, dissemination and coordination to promote integrated results with government, community, cooperating partners, private sector and civil society stakeholders. ILRG approaches all activities with a policy/national-level long-term view that is informed by field-level activities that provide immediate benefits to stakeholders. ILRG's activities work with champions who are committed to scaling post-USAID investment.

The unique advantage of the ILRG approach is the lens of how ownership and management rights to land, forests, and wildlife influence the political, social and economic outcomes of who benefits from natural resource use. Mission biodiversity funding leverages funding from USAID Washington to achieve large impacts on the national land tenure framework and on WEE. ILRG's impacts to date have been well received by stakeholders and partners from the community level to traditional authorities to local and national government partners. Given that land and resource governance is inherently political, it can take years and decades for changes to occur. Zambia recently completed its National Land Policy and is nearing completion of a CBNRM Policy. USAID's support to these processes have been influential over recent years. USAID has provided critical space for stakeholders to build consensus over time, which has allowed for locally driven solutions. Yet the work to date on community representation, transparency, capacity and accountability threatens entrenched interests in the land, wildlife and forestry

sectors. As a result, continuity of investment is necessary to ensure lasting impact. ILRG's increased focus on gender in recent years, as well as deeper engagement with government departments has demonstrated learning and adaptive management. ILRG remains aware of the challenges of building capacity and sustainability within association and representative groups, such as ZCRBA, WPAZ, and the Zambia Land Alliance, and adapts to support these institutions along their development pathway.

4.1.4 DEVELOPMENT HYPOTHESIS

ILRG Zambia's engagement is closely aligned to the USAID/Zambia CDCS and has built an associated development hypothesis.

IF policy and law support the recognition of community rights to land, forest and wildlife resources and revenue; and **IF** communities are provided with pathways to advocate for and assert their rights; and **IF** capacities are increased to manage resources transparently; and **IF** women and youth are effectively included in management; and **IF** data on the status of resources, resource conflict and are shared through action-oriented multi-stakeholder platforms; **THEN** land, forests and wildlife will be under improved community-based management (IR 2.3), diversified rural livelihoods will be improved (IR 2.1 & IR 2.2); and communities, civil society and private sector will be able to self-advocate for transparent and equitable, consensus based results (IR 1.1)

ILRG's activities are organized under three objective areas that contribute to the CDCS IRs:

- Documenting and administering rights for economic growth (CDCS IR 2.1, IR 2.2);
- Improved natural resource management (CDCS IR 2.3); and
- Advancing community-based planning and governance (CDCS IR 1.1).

These activities and associated results are described below.

Coordination and Complementarity of ILRG Activities with other USAID Investments:

ILRG has established technical and communications relationships with the LIGA, Eastern Kafue Nature Alliance, EDGE, and A2C projects and is very interested in coordinating with new projects as they come onboard. As ILRG completes its final two years, there are many opportunities for other USAID programs to continue to advance engagement around improved land and resource governance. The two main collaborations at present are the Eastern Kafue Nature Alliance and LIGA activities, primarily because they have chosen their focal locations. Given the recent obligation of biodiversity funds, focusing engagement in districts with GMAs makes the most practical and logistical sense. ILRG proposes to overlap with the Eastern Kafue Nature Alliance in three districts (Mumbwa, Itezhi-Tezhi, and Kasempa), and HEARTH North Luangwa in two districts (Mpika and Chama). ILRG proposes to overlap with Local Impact in all of the above except Kasempa (which is in Northwestern Province). Through discussion with the Eastern Kafue Nature Alliance, HEARTH, and LIGA, ILRG has identified a proposed implementation approach in each location that relies largely on implementation through HEARTH/LIGA actors on the ground with technical assistance from ILRG's local governance, wildlife and gender specialists. ILRG then envisions bringing the lessons up from each of these activities with the relevant national government and civil society partners. In the wildlife sector this is largely through DPNW and ZCRBA; in the local governance sector, through the Ministry of Local Government and the House of Chiefs; and in the land sector, through MLNR and the House of Chiefs. Gender is a cross-cutting element of all engagements.

Figure 1 demonstrates the overlap of districts (LIGA); GMAs (HEARTH); and chiefdoms/CRBs (ILRG).

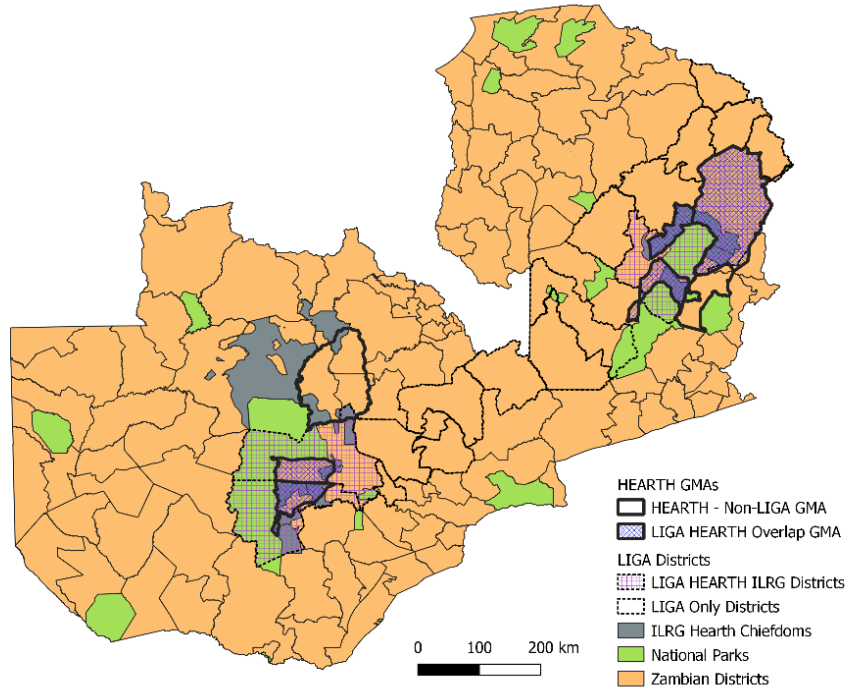


Figure 2 demonstrates ILRG community governance structures that are receiving governance support, as well as wildlife interventions.

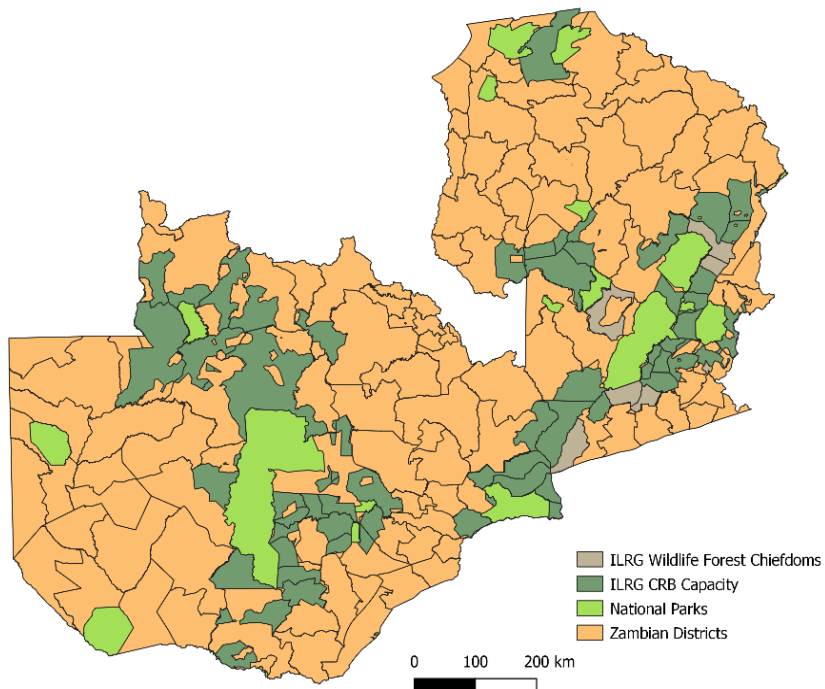


Figure 3 demonstrates the locations of the chiefdoms that are undertaking traditional governance training through Chalimbana University.

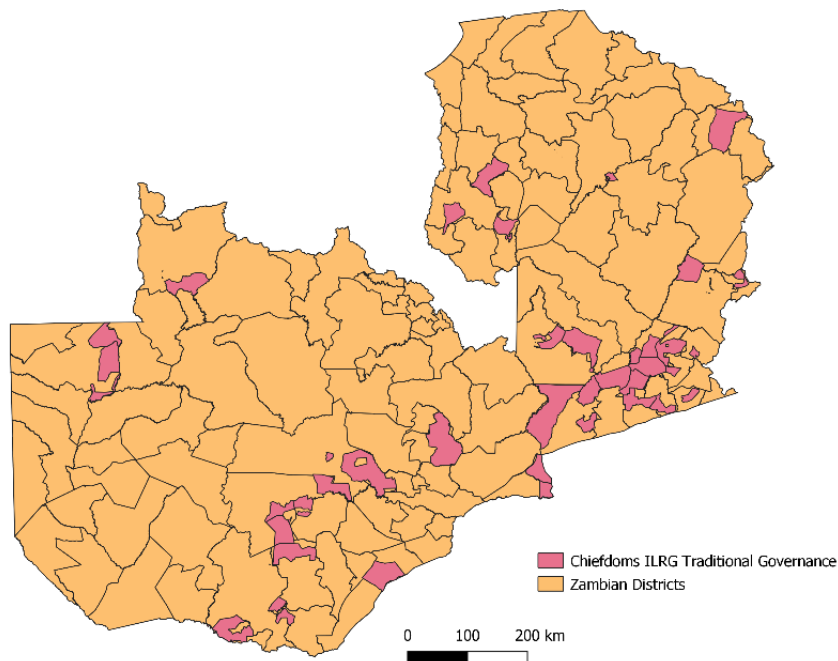


Table I outlines all of ILRG’s proposed activity areas and the extent to which they interact with the goals of other USAID/Zambia investments, as well as whether the activity is focused on policy, piloting, or scaling.

TABLE I. ILRG ACTIVITY AREAS AND OVERLAP WITH OTHER USAID/ZAMBIA INVESTMENTS

Activity	HEARTH landscape	LIGA landscape	BEA relevance	A2C relevance	National policy	Field piloting	Field scaling
DOCUMENTING RIGHTS FOR ECONOMIC GROWTH							
Backstopping Land Policy consultation			X		X		
MLNR communication strategy				X	X		
MLNR law and regulation development			X	X	X		
Land documentation standards					X		
Gender guidelines for systematic land documentation					X		X
Cooperating partner/implementing partner coordination group					X		
Finalizing customary land documentation in Chikwa and Chifunda Chiefdoms	X	X				X	
Gender-responsive land administration	X	X				X	
Women’s economic empowerment						X	

Capacity building on GBV						X	
IMPROVED NATURAL RESOURCE MANAGEMENT							
Facilitating consultation around wildlife regulations			X		X		
Baseline assessment of GMA management	X	X				X	X
Enhanced CRB reporting for governance	X	X		X		X	X
National CRB executive capacity					X		
Regional CRB Association capacity building	X	X				X	
In-depth CRB/village action group governance training support	X	X		X		X	X
Gender-responsive election guidelines and leadership training	X	X				X	
Creating women's employment opportunities				X		X	
Wildlife and forest monitoring and enforcement	X	X		X		X	
Leveraging data for conservation planning	X	X		X		X	
Enhancing private sector engagement in CBNRM			X		X		
Advancing community game ranching			X		X	X	
ADVANCING COMMUNITY-BASED PLANNING AND GOVERNANCE							
House of Chiefs gender and natural resource management guidelines	X	X		X	X		X
Chiefdom governance and leadership training	X	X					X
District use of civil society and community data collected	X	X				X	
District land allocation guidelines	X	X				X	

4.2 ZAMBIA: SCALING AND SUSTAINABILITY

ILRG has an explicit focus on both sustainability and scale 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 and increase community 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. ILRG’s governance support is focused on building capacity and low-cost replicable approaches that leverage existing investments. For example, ILRG is promoting gender-sensitive CBNRM elections, and will only work with organizations that are already funding elections (representing a form of cost-share). In each case/partnership, ILRG is working with a local partner, community representative, government partner, and national association to increase local ownership and ensure that ILRG is not the only actor pushing results. By ensuring that tools are developed across government, non-governmental organizations (NGOs), and associations, ILRG is ensuring that these impacts are broadly owned, and not considered to be just part of a USAID project.

4.3 ZAMBIA: MANAGEMENT AND ADMINISTRATION

ILRG’s management for the final two years will include the COP working from the United States. The Zambia team will include a Wildlife Specialist, Gender Specialist, two Spatial Data Specialists, and a

collection of thematic technical consultants. Two finance and administration staff help to administer five subcontracts and grants as well as field activities.

4.4 ZAMBIA: ADVANCING INCLUSIVE LAND POLICY AND REGULATIONS

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, but there is some movement from within MLNR to take action related to land tenure regularization, as evidenced by the adoption of the National Land Policy in May 2021. The particular political will to advance the policy is not clear due to a change in government in August 2021.

This activity will:

- Impact the gender and social inclusion approach of Zambia’s National Land Titling Programme, reaching over 7 million parcels of land during the ten years;
- Facilitate inclusive processes in the revisions of the land-related acts; and
- Promote coordination among cooperating partners and implementing partners in the land sector.

4.4.1 ALIGNMENT WITH USAID AND GRZ POLICIES AND STRATEGIES

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. The continued interest of the government in the National Land Titling Programme through the signing of a multi-year, multi-million title agreement with Medici Land Governance, 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, while working with local institutions to reach scale and sustainability. 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.

4.4.2 KEY ASSUMPTIONS

ILRG requires specific requests from MLNR to engage on legislative work, and while requests have come in the past, they do not always reflect best practices on stakeholder engagement. ILRG will retain its focus on broad participation and will ensure that its investments continue to reinforce best practices. ILRG has developed a long-term relationship with MLNR, and these challenges can be managed.

4.4.3 IMPLEMENTATION

Backstopping Land Policy consultation and implementation roadmap: ILRG anticipates continuing to support MLNR in its efforts to engage constructively with civil society, customary leaders, cooperating partners, and implementing partners. ILRG will be involved in coordinating cooperating partner interest in the Land Policy implementation roadmap. This requires relatively little funding, and is primarily focused on informal virtual meetings, as well as technical inputs to MLNR. However, this activity is heavily based on the ministry reaching out to ILRG and requesting specific support. Given ILRG's relatively short window of opportunity, it seeks to hand these roles over to other cooperating partners.

MLNR/Land Policy communications strategy and targeted implementation: ILRG is supporting MLNR and civil society 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). ILRG will coordinate with both MLNR and implementing partners in messaging around the rights of women and youth to land, and how these rights can unlock economic potential. ILRG is developing messaging with MLNR and supporting outreach that underscores the importance of consultation and consent, and women's land rights. Development of a communications strategy, with ILRG support, started in FY 2021 and is expected to be finalized in FY 2022, with outreach activities then to follow.

Contribute to laws and regulations within Land Policy: 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. ILRG's support in this area is based on MLNR's forthcoming roadmap.

MAST documentation for standards: 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 vetting draft standards documents have been completed and will be pursued with others supporting customary land documentation moving forward to ensure that they are adopted within government. This work largely ensures that historical USAID investments are well referenced for the government moving forward.

Gender guidelines for systematic land documentation: In cooperation with MLNR, as well as Medici Land Governance 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. Most impactful will be the use of this on seven million titles during the National Land Titling Programme roll out over the next ten years.

Cooperating partner and implementing partner coordination group: 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. 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 (ZIFL-P).

Backstopping to USAID and US Embassy on land issues: 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 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.

4.4.4 ANTICIPATED DELIVERABLES FY 2022 – 2023

- Communication strategy for MLNR;
- Systematic land documentation practice notes; and
- MAST field and back-office toolkit.

4.5 ZAMBIA: DOCUMENTING AND ADMINISTERING RIGHTS FOR ECONOMIC GROWTH

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 in a way that benefits both urban and rural Zambians, women and men alike. Household level documentation of rights has huge implications for the management of Zambia's wildlife estate, as hundreds of thousands of individuals currently live within GMAs and forest reserves. The extent to which rights are recognized and managed in these areas will influence how Zambia develops its natural resources over the coming decades.

This activity supports nine chiefdoms to carry out sustainable and replicable administration of customary land certificates, covering 30,000 parcels of land representing the rights of over 170,000 individuals, both women and men.

4.5.1 IMPLEMENTATION

Partnerships for rural land documentation 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 Chikwa and Chifunda Chiefdoms: ILRG will continue to finalize documentation across four village actions groups in two chiefdoms, with substantial GMA and national/local forests, each facing different levels of threats. ILRG's completion of customary documentation in these chiefdoms provides the base required to support long-term administration as well as planning of these resources as noted in the section on natural resource management.

Support gender-responsive sustainable land administration, advocacy, and learning: After land certificates are distributed, they must be administered in perpetuity. 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 separate

deepening of gender norms around land with headpersons, advisors, and customary leaders aligning with ILRG's WEE approach.

Support capacity-building on GBV: ILRG will provide capacity-building to local partners and grantees on GBV related to land, particularly land documentation and access to land. This will increase their ability to prevent and mitigate GBV during land documentation, monitor cases, and provide adequate referral pathways.

4.5.2 ANTICIPATED DELIVERABLES FY 2022 – 2023

- Customary land administration toolkit; and
- Summary of land administration lessons.

4.6 ZAMBIA: IMPROVED NATURAL RESOURCE MANAGEMENT

USAID/Zambia's biodiversity buy-in funding initially ran from FY 2019 – 2021, and the subsequent buy-in seeks to deepen these impacts. USAID's investment of WEE funds has also provided a mechanism to engage in the wildlife sector 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 CBNRM Policy. ILRG's assistance helps keep these models focused on communities exercising their rights rather than passively waiting for benefits to be shared.

The main areas of natural resource management area engagement include: CBNRM governance; participatory land use planning; community game ranching; gender-inclusive wildlife management; and improved coordination/integration among forestry and wildlife department.

This activity during FY 2022 – 2023 will:

- Facilitate inclusive processes in the revisions of the Wildlife Act;
- Promote coordination among cooperating partners and implementing partners in the CBNRM sectors;
- Deploy sustainable land use planning and action on wildlife and forest management across six chiefdoms within GMAs and open areas of biodiversity importance;
- Improving gender governance, transparency, and accountability of 76 CRBs/CFMGs, with in-depth support to seven on governance capacities.
- Improve the use of data for decision making across at least 25 private wildlife estates;
- Ensure over 15 new CRB elections are carried out in a gender-responsive manner;
- Empower 75 newly elected women to resource governance institutions have increased empowerment skills;
- Develop a full set of governance resources to support CRB functioning.

4.6.1 ALIGNMENT WITH USAID AND GRZ POLICIES AND STRATEGIES

ILRG contributes to USAID/Zambia's CDCS IR 2.3 (CBNRM capacity increased) through assistance to field-based NGOs that test models for community-based NRM, inform policy and national practice through engagement with ZCRBA 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. ILRG will promote the integrated focus on resource rights though recognizes that there may be ministries or departments that feel threatened by ILRG's holistic approach.

4.6.2 KEY ASSUMPTIONS

ILRG's engagement with both DNPW and FD have been limited in recent years due to coordination challenges with each. ILRG's Wildlife Specialist, hired in FY 2021, has been leveraging his networks to develop these relationships for ILRG in FY 2021. If progress remains stalled, ILRG will focus more on its relations with the Forestry Department or direct support with civil society organizations and conservation NGOs.

4.6.3 IMPLEMENTATION

Facilitate consultation around wildlife regulations: ILRG has reserved funding to engage with DNPW on consultation and advancement of law and policy. ZCRBA, as well as WPAZ, have been engaging in dialogue over a range of regulations associated with the Wildlife Act. ILRG's Wildlife Specialist will take an active role in prioritizing investments in law and policy activities that will advance CBNRM. 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 the DNPW legal office, ILRG is well aware of advancements related to the benefit sharing statutory instrument (SI), as well as the SI on private wildlife estates, and ILRG has been supporting coordination of partners from the NGO sector on inputs to the Wildlife Act amendment process.

Support baseline assessment of GMA management: ILRG with Frankfurt Zoological Society (FZS) and a range of other conservation NGOs developed a baseline assessment methodology of GMA management status, built on a balanced scorecard methodology. ILRG tested this scorecard within the North Luangwa Ecosystem. ILRG and will continue in future years to work with national NGOs as well as the ZCRBA to carry out a baseline assessment of all CRBs/GMAs and to also test the tool within CFMGs. Alongside this baseline management effectiveness report, ILRG envisions carrying out rapid GIS analysis of GMA status based on forest cover change as well as populations within GMAs. This will be reliant on the availability of data on GMA zonation shapefiles.

Enhance CRB reporting for transparent management: ILRG worked with ZCBRA to develop an online reporting platform for monthly reports that CRBs are technically required to provide to DNPW, but which are not fully used for adaptive decision making. ILRG developed online forms and a data management platform and subsequently trained ~50 of Zambia's 76 CRBs in reporting processes. By the end of FY 2020 ILRG had received submission from approximately 30 CRBs. ILRG will build on this success and identify a greater number and consistency of CRB reports through partnership with ZCRBA. DNPW has expressed a strong interest in these reports and should help to build transparency with partner organizations.

Build capacity of CRB governance and gender-responsive leadership at national, regional and chiefdom-levels: ZCRBA 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 are quite variable among locations and depending on support. ILRG proposes to work with ZCRBA (as well as a select few CRBs for deeper trialing) on issues of governance and leadership, particularly around the meaningful participation of women. ILRG envisions a process of working with ZCRBA at the national and regional levels and then working with two field-based NGOs in the HEARTH landscapes for individual CRB-focused support described below.

Develop and deliver governance/leadership trainings:

- **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 ZCRBA 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, alongside annual regional association meetings, based on similar skills at the national level.
- **In-depth CRB/village action group (VAG) governance training support:** A deeper training program is being developed associated with a broad range of governance capacities. The training is led by the Wildlife Specialist alongside 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 with ZCRBA but will be trialed in the HEARTH landscapes 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:** In September/October of 2020, ILRG worked with ZCRBA on planning CRB elections in a gender-responsive way. ZCRBA anticipates backstopping other NGOs and CRBs across Zambia in CRB election processes for both VAG and CRB-level decision making. ILRG and ZCRBA have identified all the female CRB members in Zambia and are designing a leadership course based on Empowered Entrepreneurship principles. These are being rolled out as a set of modules that can be used by the ZCRBA and other partners for working with women at the CRB and VAG level, as well.

Create women's employment opportunities within the wildlife sector: ILRG will continue to follow the progress of female community scouts, documenting their experiences, and supporting Chunga Training Centre and subsequent cohorts of scouts to improve how DNPW supports community women recruits. ILRG anticipates building on this training cohort in subsequent trainings and collaborations to help DNPW, CRBs, and conservation NGOs on a longer-term process for gender integration.

Promote integration of wildlife and forest monitoring and enforcement: 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. Subject to USAID approval, 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. ILRG will seek to use program sustainable landscapes funding to support this engagement.

Leverage land data for conservation planning and field level support and coordination with

DNPW: ILRG envisions continuing to demonstrate how low-cost participatory land use mapping and resulting data can support improved planning within GMAs. ILRG will follow 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, largely led by the ILRG Wildlife Specialist.
- Second, ILRG proposes working with Chikwa and Chifunda Chiefdoms to complete customary land documentation, and the distribution of household-level certificates for all parcels within the key conservation village action groups in the chiefdom. Chief Chikwa has requested this process in order to solve three major conflicts within 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 include a very strong gender component, considering both the embedded patriarchal issues around women's rights to inherit land within the Tumbuka areas, as well as emerging opportunities to affect gender norms in the chiefdom. While ILRG engagement is not likely to solve all of these chiefdom governance challenges, ILRG will monitor closely the progress made among the chiefdom and other stakeholders at using the maps for decision making.
- Third, ILRG proposes to backstop the Eastern Kafue Nature Alliance in the Kafue Landscape 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. ILRG is currently liaising with The Nature Conservancy (TNC) regarding their work in the Kafue Ecosystem.

Enhance private sector engagement in CBNRM: 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. In particular, this work will seek to ensure that WPAZ is using best available data to support its members.

Support learning and action around community game ranching: As a component of private sector engagement in CBNRM, ILRG will support activities that seek to catalyze learning and action around community game ranching. ILRG will partner with WPAZ to develop a community game ranch internship program, which is expected to bring members from Community Markets for Conservation's (COMACO's) Nyalugwe Game Ranch to a functioning private wildlife estate. ILRG will also support COMACO's experiences with Nyalugwe Game Ranch, particularly related to the business model and institutional governance around game ranch management. With this in mind, ILRG will build on WPAZ's report on community game ranching to convene three learning sessions with DNPW on community game ranching experiences to help DNPW and broader stakeholders develop a common agenda on advancing community ranching.

4.6.4 ANTICIPATED DELIVERABLES FY 2022 – 2023

- Review of applicability of management effectiveness tool;
- Summary of CRB reporting use by partners and DNPW;
- National-level executive training for ZCRBA;
- CRB governance manuals (as agreed with DNPW);
- Lessons learned on gender-responsive CRB/VAG capacity-building efforts;
- Lessons learned on forest/wildlife sector integration; and
- VAG-level land use planning method and lessons learned.

4.7 ZAMBIA: ADVANCING COMMUNITY-BASED PLANNING AND GOVERNANCE

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.

This activity will result in:

- 35 chiefs, both women and men, graduating from the university diploma course on traditional leadership, and disseminated gender guidelines through the House of Chiefs; and
- Ministry of Local Government increasingly engaged in natural resource management and lands sector best practices, including on gender.

4.7.1 ALIGNMENT WITH USAID AND GRZ POLICIES AND STRATEGIES

This area of activity largely ensures that ILRG's engagement and impacts are well grounded in the local level district administration, as well as broader customary governance institutions and are not restricted to forest, lands or wildlife-related departments. The ILRG mapping process advances CDCS IR 1.1 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 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, and 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, including in the more rural areas of chiefdoms.

4.7.2 KEY ASSUMPTIONS

This engagement requires a light touch, but to date the Ministry of Local Government has been very receptive of ILRG work and this is not expected to change. Changes in the organization of ministries is playing out with the new government and the government's prioritization of different areas of work means that ILRG may not get the attention of the new administration.

4.7.3 IMPLEMENTATION

Support House of Chiefs gender and NRM guidelines: Building on ILRG's long-term partnership with the House of Chiefs, ILRG began a process with the House of Chiefs in FY 2020 to develop guidelines on customary guidelines for gender responsive development, particularly around natural resource governance. The guidelines were completed, and the process now requires two or more chiefs to pilot the tools before being revised by the House of Chiefs. In the coming year, ILRG envisions 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, through the House of Chiefs standing work.

Support chieftom governance and leadership training: In Year 2 and three, ILRG worked with Chalimbana University on a diploma course on traditional leadership. This two-year course with multiple residential sessions was expected to be started in 2020, but it was 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, both women and men, will come through the course using other funds.

Support district use of civil society and community data collection: 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. 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. This work is largely focused on ensuring that ILRG is well coordinated with programs focused on integrated development plans such as the ZIFL-P.

Support district land allocation guidelines: 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. ILRG is advancing practice with Local Impact on this work within four districts of Central and Muchinga Provinces.

4.7.4 ANTICIPATED DELIVERABLES FY 2022 – 2023

- Experiences of NRM gender guidelines;
- Chieftom governance leadership training review; and
- District land allocation best practices paper.

4.8 ZAMBIA: LEARNING 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 provides additional value in sharing of information across sectors and stakeholder groups in Zambia. ILRG's work is heavily GIS-focused and spatial data is shared among partners and with government as appropriate, and particularly to encourage government and other stakeholders to use spatial data for decision making.

Hold research symposium and webinars: ILRG will continue to carry out a research symposium toward the end of each project year. It is likely that ILRG will continue to carry out this event virtually. This event invites stakeholders to present their analytical experiences across land tenure, natural resource management and district planning themes.

Produce quarterly news summary: 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. This is also mentioned above in national level coordination.

Document impacts, particularly on gender norms changes: 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, social norms change, and land-related GBV in Zambia will inform cross-country learning and impact. In addition to gender impacts, ILRG's collection of impacts and learnings related to capacity building and outreach with CRBs and CFMGs will be a major priority to help ensure broad learning within the country and among departments.

5.0 GLOBAL: SUPPORT TO POLICY ON INDIGENOUS PEOPLES' ISSUES

5.1 INDIGENOUS PEOPLES: BACKGROUND AND ACTIVITY TIMEFRAME

In FY 2019, USAID provided ILRG with a SOW to develop five region-specific analysis reports on the status of the human rights of Indigenous Peoples, as well as one specific to pastoralists. The profiles will support USAID staff in understanding the regional contexts that determine the current human rights status of Indigenous Peoples in the geographic areas. Work will be finalized in the first quarter of FY 2022.

In May 2021, USAID shared a new scope of work with ILRG to provide technical support to USAID missions as they engage Indigenous Peoples in line with international standards for free, prior and informed consent (FPIC), and legal FPIC requirements of host countries. Support to the FPIC training module will be completed in the first quarter of FY 2022, and depending on mission interest, adapting the FPIC tools may continue over the course of FY 2022.

5.2 INDIGENOUS PEOPLES: IMPLEMENTATION

Revisions for the Indigenous Peoples Global Declarations and Frameworks, and the sub-Saharan Africa, Asia and the Pacific Islands, and Latin America and the Caribbean regional profiles were cleared by USAID for final edits and formatting. ILRG submitted edited versions for USAID review in the last quarter of FY 2021 before finalizing the formatting in early FY 2022 upon USAID approval. The Eastern Europe and Middle East and Northern Africa profiles are on hold, and ILRG does not anticipate further work on the documents.

In support of the new FPIC scope of work, the ILRG team is engaging with technical specialists at Equitable Origin who adapted their FPIC 360 tool for USAID to develop an online training module on how to implement and monitor a FPIC process. ILRG will ensure that the training module meets the requirements of USAID's Office of the Chief Information Officer.

As specific USAID missions demonstrate interest, ILRG will conduct in-depth research to develop customized FPIC tools for that country program's needs. Each customized FPIC tool will include a report, with bibliography, on how the FPIC tool was modified in response to the country context. The report will help USAID staff in identifying and understanding important legal mandates, cultural concepts, political economy, and logistic issues in the FPIC process. If USAID missions show further interest, ILRG can provide in-country support, training, and collaboration with USAID and their partners in implementing the customized FPIC tools. Any in-country support would be an additional buy-in from the specific mission.

5.3 INDIGENOUS PEOPLES: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Final Indigenous Peoples global declarations and frameworks;
- Final Indigenous Peoples regional profiles for sub-Saharan Africa, Asia and the Pacific Islands, and Latin America and the Caribbean;
- Indigenous Peoples FPIC online training module;

- Customized FPIC tools for USAID missions as requested; and
- With additional buy-in, in-country support and training for the customized FPIC tools.

6.0 GHANA: COCOA REHABILITATION

6.1 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.

An implementation plan update was prepared in March 2021 to capture changes due to COVID-19 and approved by USAID. Activity 2 on land tenure and Activity 3 on farm rehabilitation services wrapped up in FY 2021, though some further alternative dispute resolution regarding land tenure documentation is planned in early FY 2022. The work under Activity 2 demonstrated that a private sector-driven model for farm tenure documentation is not financially viable within the four communities, and insufficient cash crop yields under Activity 3 have led Ecom Agroindustrial Corp. (ECOM) to reconsider its farm rehabilitation model. The final months of the bridge phase will focus on completing work under Activity 1 on land governance and community land use planning, Activity 4 on tree tenure, and Activity 5 on knowledge management. This is expected to be the final year for the Ghana activity under ILRG, though ongoing implementation of a payment for ecosystem services (PES) scheme is expected to continue after the completion of ILRG's work.

6.2 GHANA: IMPLEMENTATION

In keeping with the approved implementation plan update in 2021, the following activities are expected this year:

6.2.1 ACTIVITY 1: LAND GOVERNANCE AND COMMUNITY LAND USE PLANNING

Activity 1.7: Define and Prioritize Incentives and Prepare Community Action Plans

The only modification to Activity 1.7 is to articulate more clearly the community action plans as a stand-alone component. The components of Activity 1.7 implemented in Year 4 are as follows:

- *1.7a: PES Design and Implementation.* The PES and standard operating procedures (SOPs) will be finalized and implemented through further discussions with community members (both women and men), ECOM, Hershey, and USAID. Implementation includes planting trees within the communities and establishing monitoring and payment mechanisms. An initial round of on-farm tree planting occurred in August 2021, and an additional round of on-farm and off-farm tree planting is expected in July – August 2022, with trees paid for by Hershey. The scope of the additional tree planting in 2022 is currently being confirmed with Hershey.
- *1.7c: Community Action Plan Implementation.* Community action plans will be finalized. The plans are expected to capture monitoring and reporting aspects of the PES along with treatment of trees on communal land, protection of swampy lands and riparian buffers, and prohibitions regarding *galamsey*.

Activity 1.8: Engage Authorities

The traditional and statutory authorities will be engaged to ensure they are aware of and support the community action plans, and that any connections between the plans and other programs are utilized. This engagement will occur in parallel with the field work planned under Activity 1.7.

6.2.2 ACTIVITY 2: LAND TENURE

A second round of alternative dispute resolution will be conducted in the communities to help resolve additional *abunu*/landlord disputes over land signing documents. This will occur alongside other PES field work.

6.2.3 ACTIVITY 3: FARM REHABILITATION SERVICES

Activity 3 has been completed, with no further action anticipated under the bridge phase.

6.2.4 ACTIVITY 4: TREE TENURE

There are no revisions to the implementation plan update from March 2021. The activities are summarized as follows:

Activity 4.2: Tree Tenure Draft Legislative Amendments

This will be re-initiated with Tropenbos, TaylorCrabb, and others after Activity 4.4 has been completed. Final outputs will be driven by the scope of this collaboration.

Activity 4.3: Donor Engagement on Tree Tenure Policy Reform

Donors will be engaged after the Activity 4.4 is completed. Engagement may include a multi-donor webinar where the key findings from the tree tenure paper plus economic analysis are presented and discussed. Engagement is expected to continue throughout the remaining year, in close coordination and collaboration with USAID in Washington and Accra.

Activity 4.4: Economic Analysis of Planned Tenure Reform.

The analysis and paper were initially expected to be completed in Year 3, but delays collecting data delayed the work. Data collection and analysis was completed in Year 3, and the final paper will be completed and released early in Year 4.

6.2.5 ACTIVITY 5: KNOWLEDGE MANAGEMENT AND REPORTING

A final report will be prepared, and a final workshop will be held at the conclusion of the activities. The final workshop is expected to be a virtual workshop, subject to COVID-19 restrictions and any remaining budget after the field work and other activities have been completed.

7.3 GHANA: ANTICIPATED DELIVERABLES

Anticipated deliverables as outlined in the approved implementation plan include:

- Final PES SOPs;
- Records of number of farmers enrolled in PES scheme and trees planted;
- Four community action plans;
- Tree tenure reform economic analysis paper; and
- Final report.

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

7.1 INDIA: BACKGROUND AND ACTIVITY TIMEFRAME

USAID and PepsiCo have partnered to make the business case for women’s empowerment in the PepsiCo supply chain in West Bengal, India through an activity implemented under ILRG. The partnership is using approaches that reach, benefit, and empower women, improving women’s access to land, training, and income. The activity’s Year 1 Implementation Plan was approved in late August 2019; the Year 2 workplan was approved in July 2020; and the Year 3 workplan was approved in July 2021. This is expected to be a three to four year partnership between USAID and PepsiCo.

COVID-19 continued to impact implementation over the past year, especially activities related to social norms change, capacity development for PepsiCo staff, and agronomy training for women. ILRG continues to monitor the COVID-19 pandemic, the West Bengal government restrictions, and their potential effects in activity implementation during the 2021-2022 potato season.

7.2 INDIA: IMPLEMENTATION

The current approved implementation plan refines the conceptualization of the business case, including different business impacts and related timeframes and approaches to measure them. The plan also details activities under three strategic approaches, as follows:

TABLE 2. STRATEGIC APPROACHES UNDER ILRG INDIA ACTIVITY

Strategic Approach 1: Increase women’s empowerment at the farm, group, and community level	Strategic Approach 2: Strengthen PepsiCo’s global and local gender knowledge, awareness, and capabilities	Strategic Approach 3: Leverage additional government and private sector partnerships for sustainability and scalability
<ul style="list-style-type: none"> ● Train PepsiCo women farmers in potato agronomy and sustainable farming practices (SFPs) ● Support women’s group land leasing ● Provide land literacy training and record updation ● Support women-led or jointly managed demo farms ● Provide Empowered Entrepreneurship training to men and women ● Continue household-level gender norms change dialogues ● Recruit additional Community Agronomists and continue to develop their capacity 	<ul style="list-style-type: none"> ● Provide GBV and land tenure training to PepsiCo staff ● Provide microlearning training on gender equality via text messages ● Provide training to aggregators on land leasing and working with women Community Agronomists ● Promote and support PepsiCo agronomists in delivering potato agronomy training in other communities ● Share learnings with the USAID-PepsiCo Global Development Alliance 	<ul style="list-style-type: none"> ● Continue legal and policy reform advocacy to permit joint titling and tenancy ● Promote government support for land leasing groups and land literacy training ● Promote innovative partnerships for timesaving, norms change, WEE, and sustainable gender-responsive farming practices

Communications efforts will include developing blog posts, social media content, videos, media articles, and lessons learned briefs to strategically disseminate the partnership’s success and learning. Community-level events will be held on strategic dates such as International Women’s Day and

International day of rural women to increase value and recognition of women as farmers and local change-makers.

This year 500 women in PepsiCo farming families and 200 women in self-help groups (SHGs), including women from Scheduled Castes and Tribes and Muslim women, will be trained in potato agronomy and SFPs. The activity will support six groups (with 60 women total) to lease land, 150 farmers to have land records updated, and 12 women-led demonstration farms. Approximately 400 men and women farmers will participate in gender norms dialogues, 74 men and women will be trained in entrepreneurship (Empowered Entrepreneurship training), and 600 – 1,000 women and men will be trained in land literacy.

The COVID-19 situation in India is volatile and vaccination roll-out might be slow. Some activities might allow strategies to reach stakeholders when in-person interaction is restricted, while others might not and may need to be postponed. Adaptations include using phone messages to transmit SFP and agronomy information. Demand for Community Agronomists might increase, and an additional 10 Community Agronomists will be recruited and trained in outreach techniques, gender equality, women's empowerment, and gender-based violence, which often rises during lockdowns and household economic hardship.

7.3 INDIA: ANTICIPATED DELIVERABLES

Anticipated deliverables this year include:

- Land leasing selection and results report;
- Land literacy training materials;
- A report comparing Gender Action Learning System and Nurturing Connections approaches to norms change (although could be delayed by COVID-19);
- An Empowered Entrepreneurship training manual revised for the local context;
- GBV training delivered to PepsiCo staff (training will not be provided to PepsiCo farming families);
- Curriculum for microlearning training on gender equality for PepsiCo staff; and
- How-to/guidance notes on certain approaches for PepsiCo in West Bengal and other countries.

8.0 LIBERIA: COMMUNITY LANDS PROTECTION

8.1 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 others.

The grant packages for the two Liberian civil society organizations, Sustainable Development Institute (SDI) and Green Advocates, were approved by USAID in March 2020 and USAID/Liberia provided their concurrence for work to begin. The grantees updated their implementation schedules and drafted COVID-19 mitigation plans after work was put on hold due to Government of Liberia COVID-19 restrictions in April – August 2020 and again in June 2021. The size of meetings remains restricted to no more than 20 people.

In FY 2021 both grantees completed the community self-identification step in 36 communities total, and SDI completed the governance steps in 31 communities in Lofa, Maryland, and River Gee Counties, including the drafting of community land and resource bylaws and the election of community land and development management committee members. The Liberia Land Authority (LLA) completed validation of the community self-identification and governance steps in all 31 SDI communities. While the LLA validated the community self-identification step for the five Green Advocates communities in Nimba County, work is on hold until resolution can be made on the overlapping sub-units with another donor's self-identified communities.

8.2 LIBERIA: IMPLEMENTATION

In late FY 2021, ILRG brought on subcontractor Cadasta to conduct training on community boundary mapping for both grantees and to manage the data on behalf of the LLA until a platform is developed. Since Cadasta has trained both institutions in this process under different donors, and currently houses the boundary data and maps from the Tenure Facility work, ILRG decided to streamline the process for the Liberian partners. Cadasta will provide training to SDI in late FY 2021 and to Green Advocates in early FY 2022.

Green Advocates is developing a revised implementation plan both as a result of the hold on support to the current five self-identified communities in Nimba County, as well as programming additional funds for support to new communities. ILRG and Green Advocates are identifying new communities that have either begun the self-identification process with support of another implementing partner or are just beginning the process. Program efficiencies in how to conduct each step and to achieve land tenure security for men and women are being examined so that additional communities may be reached.

SDI has begun work on community engagement around the collection of community boundary data points. All 31 communities will start data collection and boundary harmonization upon completion of the Cadasta training.

Once communities have finalized and agreed upon their boundary maps with their neighboring communities, ILRG will collaborate with the LLA and the grantees to ensure that the required confirmatory survey is conducted. Upon completion, ILRG will support the validation of all completed steps and register the community land deed. The final steps still require feedback from the LLA as no

formal implementing regulations are in place. ILRG will collaborate with other implementing partners, such as USAID's Land Management Activity, the World Bank's Liberia Land Administration Project, and Lantmäteriet's Inclusive Land Administration and Management Project, to apply lessons learned and streamline the required customary land formalization steps, including how best to address confirmatory surveys and process for issuing deeds for customary land.

8.3 LIBERIA: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Scope of work and budget for additional funding;
- Green Advocates revised implementation plan to accommodate support to new communities; over the course of the year these communities will undergo all of the customary land formalization steps (community self-identification, land and resource bylaws and election of community land and development management committees, community boundary data collection, harmonized boundaries, confirmatory survey, and community land registration); and
- Harmonized community boundaries for 31 SDI communities, with support to the LLA confirmatory survey and registration process.

9.0 WEE

9.1 WEE: BACKGROUND AND ACTIVITY TIMEFRAME

Near the end of Year 1, ILRG was informed that it would receive program funding from the Women's Global Development and Prosperity (W-GDP) Initiative with the aim of implementing activities in existing and new ILRG geographies over approximately two years. In Years 2 and 3, ILRG programmed W-GDP funds for activities in Ghana (cocoa sector), India (PepsiCo partnership), Malawi, Mozambique, and Zambia and produced a separate W-GDP work plan and MEL plan. During Year 3, the W-GDP fund transitioned into the WEE fund. ILRG WEE-funded activities in Mozambique and Zambia are fully integrated into country work plans (please refer to Sections 3 and 4 above). The partnership with PepsiCo in India has a separate work plan, which is reflected in Section 7 above. Plans for global/cross-cutting activities, Malawi activities, and the activity 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 promotes efficient and socially inclusive implementation of law and policy, enhanced institutional capacity for good governance and service provision, and inclusive and sustainable land-based investments. This includes support for the adoption and implementation of evidence-based laws, policies, and practices by governments, customary leaders, and the private sector to increase women's secure land tenure, participation in land and resource governance, and land-based economic opportunities, especially in the natural resources and agroforestry sectors.

9.1.1 IMPLEMENTATION

At the program strategy level, this year ILRG will continue to promote gender integration across Ghana, India, Malawi, Mozambique, and Zambia; provide capacity development and technical support to country staff and partners; collect and disseminate cross-country lessons learned and best practices; and coordinate with other USAID-funded programs. This work will continue to follow key themes:

- **Policy on land and natural resource governance and wildlife:** Draw lessons learned from India, Malawi, Mozambique, and Zambia 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 Malawi, Mozambique, and Zambia. 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 approaches to shift harmful gender norms that hinder women's land rights and WEE at the household, community, and institutional levels. Gather shared lessons from implementation in Ghana (cocoa sector), India, Malawi, and Mozambique, and Zambia;
- **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 agroforestry 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; and
- **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.

The linkages between climate change, gender equality, and women’s empowerment will be integrated across country activities and ILRG will identify areas for additional capacity development, especially for private sector partners. A communication and learning strategy/calendar at country and global levels will guide the development and dissemination of impact stories and learning briefs/reports, as well as the participation in relevant international events.

ILRG will continue to engage with other USAID programs and activities to ensure utilization of existing gender architecture and avoid overlapping and duplication. This includes collaborations with the Advancing Gender in the Environment Platform/International Union for the Conservation of Nature and Advancing Women’s Empowerment on GBV; with the Passages Project on gender norms; and with the Workplace Advancement for Gender Equality/Engendering Industries and Resonance/PepsiCo Global Development Alliance on private sector engagement and the business case for WEE. ILRG will continue to coordinate with CEL on communications and will utilize the USAID WEE Community of Practice to disseminate ILRG learning and best practices.

9.1.2 ANTICIPATED DELIVERABLES

- Updates on women’s land rights for USAID operating units and missions (two or three times/year);
- Blogs and media coverage for each country and cross-country success stories (ongoing);
- First brief on gender norms and women’s land rights;
- Cross-country brief with lessons learned and case studies on GBV and land documentation;
- Participation in at least two conference/ international events; and
- Webinar series on cross-country themes/lessons.

9.2 WEE MALAWI

In early 2020, ILRG carried out a field visit and held initial discussions with the Government of Malawi and other donors and implementing partners. The Ministry of Lands, Housing and Urban Development (MLHUD) provided clearance for the activity, signing an MoU with ILRG in September 2020. The scope of work is focused on: 1) support for gender integration in Malawi’s customary land documentation manuals and processes; 2) systematic documentation of one traditional land management area applying gender-responsive manuals and procedures; and 3) civil society-led dialogue on outreach and communication.

ILRG hired consultants in March 2021 to liaise with the Land Reform Implementation Unit (LRIU) and coordinate with other donors and stakeholders working on land documentation in Malawi, including the World Bank, Meridia, and the Food and Agriculture Organization of the United Nations. ILRG identified an office in Lilongwe, opened a bank account, and procured necessary equipment and services.

ILRG conducted an assessment in May to identify the traditional land management area (TLMA) where ILRG will support the government with systematic documentation. A set of criteria guided the choice of which TLMA had the most potential of showing results quickly within a set period of under two years, including: political will/buy-in of local authorities; appetite to integrate a gender-responsive land documentation process; logistically not complicated to reach; initial success from previous donor activities; and alignment with USAID and Government of Malawi priorities. Given the findings of the assessment against these criteria, Mwansambo traditional authority (TA) in Nkhotakota District was selected. Mwansambo has 23,688 hectares and approximately 45,000 people within its boundaries.

ILRG collaborated with the LRIU to finalize the activity implementation plan and budget, as well as to present the activity to MHLUD, the district environment sub-committee, the district executive committee, and the area development committee for approval. These approvals were largely procedural but created the momentum for full engagement and the start of field activities.

ILRG has compiled guides, manuals, training materials and other documents useful for the implementation of the customary land documentation process. ILRG's Global Gender Advisor and Gender Specialist reviewed the MLHUD's *2020 Training and Operations Manual for Piloting of the Malawi Customary Land Act (2016) by Systematic Registration* as well as the World Bank's *2017 Piloting the Systematic Adjudication of Customary Estates: Draft Operational Manual*, to begin the process of integrated gender throughout the documents.

ILRG engaged the Lilongwe University of Agriculture and Natural Resources to conduct the gender assessment in the select group village headpersons in TA Mwansambo. The gender assessment will establish baseline status regarding women's and men's rights to land in Mwansambo; help the ILRG team to better understand the legal framework and the social, economic, and cultural factors facilitating and hindering land rights, specifically during customary land documentation, and provide recommendations to integrate gender perspectives in the documentation process; map the key institutions and stakeholders to be engaged for gender integration; and refine monitoring and evaluation approaches and provide baseline data for indicators in the MEL plan.

9.2.1 IMPLEMENTATION

ILRG will support national LRIU and MLHUD staff and district land registry staff and land clerk, with technical advice, training, and funding, in implementation of the customary land documentation process and registration workflow. Before land documentation fieldwork can begin, ILRG will assist with a gender-responsive review of the land laws currently underway. ILRG will bring members of Parliament together to present recommended modifications and how women can be active participants throughout the process. The Malawi team will support the district council to identify and create an initial map of the general boundaries for all gazetted group village headpersons in TA Mwansambo (the full TLMA). Once gazetted, ILRG will determine if the entire TLMA can be supported, or if some areas will need to be omitted due to budgetary reasons. ILRG will also provide the MLHUD with resources to resolve boundary disputes between the neighboring Mwanzama and Mwansambo TAs.

ILRG will assist the government with the implementation of its adjudication and demarcation of customary land parcels, which currently contains 22 steps. Specific areas of support include:

- Gender-responsive community sensitization and awareness meetings/campaigns about the new land law and other applicable land governance instruments;
- Compilation of information about the status of land leases in TA Mwansambo from the Department of Lands and Surveys;

- Support to the community land committees with gender-inclusive elections and facilitation of an orientation and training of these committees on the new land law, adjudication and demarcation field guidelines, and other relevant land governance instruments;
- Assessment of customary and district land tribunals' capacity and development of a capacity-building plan, including training on land dispute resolution, conflict management, and land legal framework;
- Facilitation of the establishment of a district land registry and field data processing office from scratch at Nkhotakota District Council, and the deployment of the district land registrar;
- Recruitment and training data collectors and data processors for field data collection and processing services;
- Coordination village land use planning for TA Mwansambo; and
- Production of title plans and signing, stamping and issuance of certificates of customary estates.

Throughout the land documentation process, ILRG will demonstrate to the LRIU (and Government of Malawi more broadly) and other donors why gender-responsive documentation is important and how to incorporate the approach into the existing process.

Before customary land documentation begins, ILRG will develop and share initial gender equality messages with the land documentation team (surveyors, land clerks, etc.), community land committees, community land tribunals, and community members, both men and women, and obtain buy-in from traditional leaders to identify early champions amongst that group of the integration of gender throughout the documentation process.

Parallel to land documentation, ILRG will develop field guidance notes to promote gender-responsiveness in every stage of the customary land documentation process. This will include providing gender training to the documentation team, identifying and training traditional leaders to champion gender norms change, conducting household level gender norms dialogues with men and women in the TLMA, and providing empowerment and leadership skills to women in the community land committee and women's groups to promote meaningful participation and leadership.

Starting in mid-FY 2022, ILRG will organize three platform meetings/dialogues of the national engagement strategy platform (or other learning platform) that bring together government, academia, communities, traditional authorities, and civil society to consolidate experience and build positive momentum on gender and customary land documentation work. As feasible, the meetings will link to the three USAID/Malawi development objectives of public sector accountability and effectiveness at national and decentralized levels; youth leading healthy, informed, and productive lives; and the private sector increasing inclusive and sustainable wealth generation.

9.2.2 ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Modifications to manuals and training materials with gender integrated into the processes, such as the MLHUD's 2020 *Training and Operations Manual for Piloting of the Malawi Customary Land Act (2016) by Systematic Registration* and the World Bank's 2017 *Piloting the Systematic Adjudication of Customary Estates: Draft Operational Manual*;
- One or two learning platforms to share experience and build positive momentum on gender and customary land documentation work;

- Lessons learned/status report on customary land documentation, updated every six months; and
- Issuance of certificates of customary estates (to be completed in FY 2023).

9.3 WEE COCOA SECTOR

Gender inequality is pervasive in cocoa production in Ghana. 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. Drawing on learning from private sector partnerships in India and Mozambique, ILRG is working with global commodity trading company ECOM to strengthen women’s land rights and economically empower women in the cocoa value chain in Ghana. Engaging with a supply chain intermediary such as ECOM increases the scaling potential across Ghana and West Africa.

In FY 2021, ILRG conducted a gender assessment in Assin Fosu and Antoakrom Districts, consulting 122 farmers and 40 stakeholders like ECOM global and local staff and government actors involved in the cocoa value chain. Findings from the gender assessment were included in a report and brief and informed the development of a detailed implementation plan that is summarized below.

9.3.1 IMPLEMENTATION

ILRG is partnering with ECOM to translate the company’s new global sustainability goals and commitments into a national plan that has gender equality as a central theme. This includes adapting existing policies and procedures for farmer engagement and including gender topics into ECOM’s 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 offered as part of a package of gender-focused interventions by ECOM for its range of corporate brand partners in the cocoa sector in West Africa. ILRG and ECOM aim to reach over 2,290 farmers (50 percent women) in 75 communities in Assin Fosu and Asamankese Districts over 18 months.

The implementation plan details activities under three strategic approaches:

TABLE 3. STRATEGIC APPROACHES UNDER ILRG WEE GHANA ACTIVITY

Strategic Approach 1: Build ECOM staff capacity at the management and field levels and integrate gender equality and women’s empowerment into ECOM’s core business operations	Strategic Approach 2: Promote women’s economic empowerment through increased access to resources and gender norms change	Strategic Approach 3: Promote income diversification and economic resilience for women farmers
<ul style="list-style-type: none"> • Develop country-level gender equality strategy • Review existing ECOM policies and procedures to integrate gender equality and social inclusion both internally and for engaging with farmers • Develop gender expertise in the ECOM Ghana team 	<ul style="list-style-type: none"> • Integrate gender norms change and GBV content into existing ECOM training programs to promote the recognition of women as farmers; shared control of resources and decision-making power; equitable division of unpaid care and domestic work; and shifts in harmful gender norms and gender-based violence • Establish village savings and loans associations (VSLAs) to facilitate women’s access to finance to build or expand business 	<ul style="list-style-type: none"> • Based on ECOM’s market assessments, identify and support alternative economic opportunities for women in cocoa communities • Identify off-takers for non-cocoa crops • Provide agronomic extension services

at management and field levels	<ul style="list-style-type: none"> • Deliver empowerment and entrepreneurship training for women farmers, focused on financial literacy, numeracy, and socioemotional skills • Engage women community extension agents to disseminate information on good agricultural and social practices • Develop gender capacity of local stakeholders in the cocoa value chain, including local government stakeholders 	and production support to women
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As ECOM implements their new global sustainability strategy, ILRG will support ECOM to operationalize it at country level. ILRG will support ECOM to develop an approach that integrates gender inclusion with climate goals. Mainstreaming gender and social inclusion into the implementation of ECOM's sustainability strategy will improve its effectiveness and increase the likelihood of ECOM meeting its climate change goals.

In terms of climate change mitigation, empowering women in the cocoa production sector will likely result in more sustainable production practices. This can have climate mitigation benefits both by potentially increasing on-farm carbon storage as well as by improving economic viability of cocoa yields that in turn will reduce crop abandonment and the greenhouse gas emissions associated with that abandonment. As for adaptation, supporting women's economic diversification improves households' livelihood resilience and reduces vulnerability to climate impacts. Cocoa as a crop is vulnerable to the changes in precipitation that are expected to result from a changing climate in the region. By supporting women to develop more diverse income sources, ILRG will enable households to adapt more effectively to changes in cocoa production that may result from climate change.

ILRG will develop and disseminate communications products on impact and lessons learned from the activity. Learning and best practices from the work with ECOM will feed into cross-country stories and briefs on the linkage between secure women's land rights, women's empowerment, and climate change goals, as well as on gender norms change, and private sector engagement.

9.3.2 ANTICIPATED DELIVERABLES

- ECOM country-level gender and social inclusion strategy and revised policies and operational procedures;
- Training materials (curriculum, manual, handouts) for ECOM management and field staff, both women and men;
- Revised ECOM good social practices training program with gender equality and gender norms change content;
- Women's empowerment curriculum to build women farmers' financial literacy, numeracy, entrepreneurship, and socio-emotional skills;
- Brief/report on diversified livelihoods and women's economic empowerment and resilience;
- Revised case study/private sector profile for ECOM to include WEE focus; and
- Brief and success stories of WEE in cocoa communities.

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

10.1 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.

In June 2020, USAID approved the ILRG SOW to support RESOLVE to continue acting as secretariat to the PPA. The period of performance for this activity is through October 2022. The costs for implementation of RESOLVE's support to the PPA are cost-shared with the private sector (approximately 50/50).

10.2 DRC PPA: IMPLEMENTATION

ILRG partner RESOLVE is implementing the following six tasks:

- Task 1: Multi-stakeholder governance. RESOLVE designs 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.
- Task 2: Planning, management, and implementation of priority activities and funded projects. RESOLVE is working 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 are funded through ILRG's support to RESOLVE, but rather through the PPA fund.
- Task 3: Strategic direction and content generation. RESOLVE is leading 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 is overseeing 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 plans and facilitates 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.
- 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.

10.3 DRC PPA: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Management of and materials for the January 2022 – August 2022 GC selection process, and slate/selection of 12 GC members for this term;
- Annual work plan for approval by the GC and Projects and Resources Work Group;
- A “next generation PPA” concept, developed in coordination and consultation with interested PPA members, or a plan to sunset the PPA if consultation indicates that is preferred.

11.0 DRC: CONFLICT MAPPING AND MONITORING AROUND MINERAL SUPPLY CHAINS

11.1 DRC MAPPING: BACKGROUND AND ACTIVITY TIMEFRAME

In response to concerns that armed groups were financing themselves through mining and the minerals trade, the Belgian research institute International Peace Information Service (IPIS) began mapping mining areas in Eastern DRC in 2009. The results were widely utilized as they responded to a critical lack of data on the basic links between the minerals trade and armed groups. IPIS collected coordinates of the most important mining areas in Eastern DRC, along with information such as minerals mined, numbers of workers, trade routes and centers, and the on-site security situation. The data and accompanying maps and reports helped stakeholders throughout the supply chain to monitor artisanal mining activities and comply with a series of policy initiatives designed to curtail international trade in “conflict minerals” in the Great Lakes region.

Since 2013, IPIS has built on this initial work to conduct continuous monitoring of artisanal mining activities and the involvement of armed groups and criminal networks. Information and underlying datasets are published annually on a public interactive online mapping interface. This type of accurate and detailed information is of crucial importance to inform policymakers and support responsible supply chains. Primary information from artisanal mines in the DRC is often hard to get due to isolation and insecurity. In order to increase national ownership and engagement in responsible sourcing, IPIS began partnering more closely with the DRC Ministry of Mines and Congolese civil society organizations for data collection and management. These efforts were funded by a variety of donors and have focused on training government mining agents and civil society in data collection and analysis and strengthening their ability to monitor and respond to incidents at mine sites.

As it has been several years since a large systematic update of the data, ILRG subcontracted IPIS for a two-year effort (2021 – 2023) to obtain up-to-date and accurate information from Eastern DRC, notably Ituri, Tshopo, Haut-Uele, the Kivu provinces, Maniema, and Tanganyika. In addition, IPIS will conduct qualitative research necessary for contextualizing the data and making it relevant for decision-makers. Research will focus on the latest dynamics around the intersection of mineral supply chains and conflict financing, including the ways in which armed groups have adapted to enforcement, and the linkages between mineral and non-mineral sources of illicit financing. The dynamics around the worldwide gold boom and the role of transnational criminal networks will also be taken into account. Finally, IPIS will consider the effects of responsible sourcing initiatives and propose specific policy recommendations for improving their relevance and effectiveness.

11.2 DRC MAPPING: IMPLEMENTATION

In FY 2022, IPIS is expected to implement the following tasks:

- *Task 1.3 Conduct three cycles of field research.* The artisanal and small-scale mining (ASM) site mapping and data collection will target 580 sites in the provinces of Ituri, Tshopo, Haut-Uele, North Kivu, South Kivu, Maniema, and Tanganyika. Each cycle of research will consist of approximately 20- to 25-day missions with an objective of one site per day per team, plus travel time. A total of six cycles of field research are anticipated, but only three will take place this year.

- Task 1.4 Conduct debriefings with USAID and participate in multi-stakeholder forums. IPIS will organize debriefings for USAID/DRC on an as-needed basis but at least once every six months.
- Task 1.5 Organize annual restitution workshop. IPIS will organize a regional restitution workshop in Eastern DRC with key ASM stakeholders as a way to increase knowledge of the data and discuss its implications.
- Task 1.6 Pilot information-sharing with provincial committees. In consultation with Pact and other stakeholders, IPIS will identify four local multi-stakeholder committees (the provincial *comité provincial de suivi* and the local *comité local de suivi*) for a pilot information-sharing activity. The aim is to improve the functioning of these committees through access to recent and accurate information from mine sites.
- Task 1.7 Update webmap with new data and release analytical report and open data register. IPIS will officially release updated and cleaned data through the public interactive webmap during FY 2022. Concurrently, IPIS will release an analytical report on the quantitative and qualitative data collected from ASM sites and regional trading centers. In addition, the raw data will be made available through the open data register.
- Task 2.1 Conduct desk and investigative field research. IPIS will conduct desk-based research and initial stakeholder interviews followed by investigative field research with key informants in Bunia, Beni-Butembo, Goma, and Bukavu. The research will focus on the following key issues: armed actors' involvement in mining and mineral trade; the intersection between conflict, access to land and mineral resources (e.g., customary authorities providing artisanal miners access to mineral resources with the aim of undermining other claimholders); illegal taxation, corruption and local mining governance issues; roadblocks; illicit and criminal transnational trading networks.
- Task 2.2 Complete report on network and forensic analysis related to conflict financing. Based on the desk and field research, IPIS will prepare a report that presents a network and forensic analysis of actors and associated financial flows. The network analysis will document the composition, power structures, modalities and relationships between points in the networks.
- Task 2.3 Produce case studies on conflict financing. Based on the network and forensic analysis (see Task 2.2), IPIS will identify specific case studies in consultation with USAID in order to deepen understanding or look at a particular angle. Each case study will be carried out by an IPIS expert in collaboration with two DRC-based researchers with relevant expertise. The first of three case studies is expected to be completed in this workplan year.

11.3 DRC MAPPING: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Report on network and forensic analysis related to conflict financing;
- Updated webmap, open data register, and analytical report;
- Annual restitution workshop report; and
- First conflict financing case study.

12.0 MADAGASCAR: LINDT COOPERATION ON COCOA IN SAMBIRANO VALLEY

12.1 MADAGASCAR: BACKGROUND AND ACTIVITY TIMEFRAME

The Madagascar activity contributes to the integration of tenurial considerations in the Sambirano Valley of the Ambanja District, Diana Region, Madagascar into the cocoa rehabilitation initiatives led by Lindt & Sprüngli AG and implemented through the Climate Resilient Cocoa Landscapes (CRCL) project and through the newly formed Comité de Gestion du Bassin Versant du Sambirano (COGEBS). Lindt had reached out to USAID and ILRG to ask that more attention be focused on tenurial issues, similar to the contributions that ILRG made in Ghana. Discussions between Lindt, USAID/Washington, USAID/Madagascar, and the ILRG management team led to the design of this activity. The activity reflects the growing interest that international cocoa producers and buyers place in the socioeconomic realities confronted by the smallholders they purchase from and the environmental and climatic impacts of cocoa production on primary and secondary forests. The 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. Particularly in the Sambirano Valley, legacy tenure conflicts affect commercial cacao production, a holdover from a long and complex colonial history. As a result, this activity navigates the role of formal multi-stakeholder processes to identify and support resolution of land tenure conflicts, and the desire of private sector actors to contribute to sustainable development and increased tenure security, while protecting their interests and not opening up old wounds.

Project activities are designed to support both the newly established COGEBS as well as the private sector to address land tenure constraints in their respective domains. COGEBS is responsible for overseeing implementation of collective actions related to sustainable natural resources management including a focus on watershed management among government, private sector, civil society and community actors in the Commune of Ambanja. ILRG activities will strengthen the capacity of the COGEBS Commission on Land Tenure. ILRG will work with private sector partners through the CRCL to integrate tenure strengthening activities into their program and build the confidence of the private sector to constructively engage on land rights.

To date, the work has successfully highlighted the importance of resource tenure governance issues in the Sambirano Valley. Since the activity's inception, the three-person team has presented to the CRCL technical team a literature review, field mission reports, a summary of the land tenure situation in the Sambirano Valley, and numerous updates to USAID, COGEBS, and the CRCL technical management team. The activity focus has evolved from one focused primarily on documenting land tenure ownership patterns and strengthening resource tenure in the Sambirano Valley to one supporting analysis and education around complex land governance issues primarily for COGEBS.

12.2 MADAGASCAR: IMPLEMENTATION

The activities presented below have been reviewed and approved by the CRCL project technical review board. The updated scope of work describing these activities is with USAID for review at the time of this workplan. The three-person team consisting of an Activity Manager and two Malagasy land tenure specialists will carry out the following activities per detailed specifications in an accompanying scope of work.

Engagement with COGEBS: An ILRG consultant with expertise on and tenure issues in the Ambanja District will lead this activity through regular participation in COGEBS meetings and events. ILRG will

contribute to the design of the internal organizational manual of procedures and to the initial work planning sessions.

Information and education program for COGEBS: ILRG will develop this program through consultation with the COGEBS Executive Committee on training needs and priorities. Following in-depth discussions, ILRG will prepare a draft training methodology, a curriculum, and budget for the activity. ILRG does not expect to finance the anticipated training, but instead will leverage support from other sources.

Roadmap for former indigenous reserves: ILRG will produce a roadmap for resolving long-standing tenure regularization challenges within Madagascar's indigenous reserves, initially focusing on the Sambirano Valley, though the outcomes are expected to be relevant to the numerous indigenous reserves around the country. This process describes a pathway for land tenure regularization and transmission of rights from the state-owned ex-indigenous reserves to local communities. The roadmap will consist of an estimated budget for pilot activities, but funding will be sought from other sources.

Integration of gender into landscape governance and resource tenure: The ILRG team will identify existing gaps and challenges related to gender and resource governance and will use every opportunity available ranging from periodic meetings with COGEBS to international webinars to raise the issue of how to integrate gender considerations into complex land governance problematics.

Foster information exchanges on topical issues around resource tenure: ILRG will prepare informational notes, issue briefs summarizing the land tenure situation in the Sambirano Valley, and other technical assistance around the organization of seminars or technical discussions of issues of importance (such as options for promoting payment for environmental services or webinars on cacao, tenure, and private sector interests). These will target the key private sector, government and community actors in the region, but also be relevant for national level stakeholders grappling with similar resource tenure challenges.

12.3 MADAGASCAR: ANTICIPATED DELIVERABLES

- Annual update of *The Land Tenure Situation in the Sambirano Valley, District of Ambanja: Contributions to Reflections on Issues and Challenges* (in French, with polished English translation); and
- Informational note on a topic to be determined with the COGEBS Executive Committee (in French).

13.0 GLOBAL: COMMUNICATIONS AND LEARNING (C&L)

13.1 GLOBAL C&L: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG generates significant learnings of interest to local, national and international policy and practice in each of the intervention countries, and across multiple themes. Private sector engagement, women's land rights, community land recognition, mobile approaches to securing tenure and improved planning for service delivery are among the areas where ILRG is breaking new ground or identifying scalable solutions. There are opportunities to amplify formal learnings and use communication channels to inspire interest in USAID's investment across these thematic areas. These experiences to date have largely been carried out by country teams and through communications actions driven by ILRG's communication consultant. Over the final months of the contract, ILRG plans to invest more heavily in communications and learning outreach. The creation of a completion task and the hiring of a full-time Program Officer in charge of this area of work will help to achieve USAID's objectives.

13.2 GLOBAL C&L: IMPLEMENTATION

ILRG will revisit and catalogue the full range of learning pieces and resources highlighted in partner products and country work carried out over the previous three years. While communications under the VEE work is largely covered under the associated completion task, these products will be consolidated with the rest of the project materials to present to USAID a revised learning and communications strategy built on experiences to date. This strategy will define the audience and the need for various resources/products/reports, and the Program Officer (with the country teams and global team) will be responsible for ensuring that these existing and future products reach the intended audiences. In many cases this will be through webinars, integration into public events, or communications blasts, linked to the communications strategy below. In some cases this will require individuals within USAID to champion the individual products or results.

A selection of these products (at the request of USAID) will be prioritized for USAID global impact and targeted to reach a larger audience. Thus while ILRG will make its broad range of "micro-learnings" available to the global community and technical experts, a few of the products will aim to be wider impact pieces. The Program Officer will work with the ILRG team and USAID to identify and highlight these pieces well in advance of their development.

In addition to amplifying products and learning, ILRG's communications will tell stories of local and global impact. ILRG's Program Officer and communications consultants will push stories out associated with global days of celebration and will seek to balance both placing stories within USAID controlled locations, as well as with other partners that have different reaches (including Land Portal, Mongabay, etc.). ILRG will support USAID to adapt to different communications thematic needs, and USAID should highlight thematic foci of interest well in advance (for example, if new content needs to be generated for a US government upcoming meeting).

13.3 GLOBAL C&L: ANTICIPATED DELIVERABLES

The following deliverables will be carried out over the remainder of the program.

- Revised ILRG communication strategy, inclusive of an updated learning agenda;
- Technical learning documents including for global land and resource governance forums; and

- Public outreach materials including for in country and international media.

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 and the excel-based application tool, reflecting lessons from ILRG pilot usage and USAID review, will be used to pilot the tool in at least one non-ILRG project. The Ethiopia Land Governance Activity is collaborating with ILRG to design a pilot application. Efforts to identify an appropriate and viable application in the Colombia Land for Prosperity (LFP) Activity will continue, even though plans for doing so in FY 2021 did not successfully launch. This was due to delays related to the CAF revision process, which took more time than anticipated, and due to circumstances in Colombia that led to shifting implementation timelines and staff availability to collaborate. Capacity is being documented in three areas:

- 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;
- Specific activities to improve capacity of the organization in land and resource governance; and
- Changes in technical and operational knowledge, skills, and capacities of the organization.

In Ethiopia, the CAF will be adapted to establish a baseline measure of the custom indicator, Number of land administration and land use personnel with a reported stronger capacity.

14.1.1 ANTICIPATED DELIVERABLES

Anticipated deliverables include:

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

14.2 RESEARCH

Two small pieces of research are currently underway under ILRG term funding.

Early in FY 2021, ILRG submitted a study of fee-for-service land documentation exploring lessons learned from ILRG's experiences in Ghana and Zambia. USAID provided feedback on the draft study, which is now with ILRG for revisions.

The second piece of work is a brief on the use of land and resource governance approaches to natural climate solutions (NCS). This is based on a request from USAID in FY 2021 and is expected to be finished early in FY 2022.

Future research/learning pieces are anticipated to be carried out under the new communications and learning task (Section 13).

14.2.1 ANTICIPATED DELIVERABLES

- Final fee-for-service land documentation lessons learned from Ghana and Zambia brief; and
- Final brief on land and resource governance approaches to NCS.

14.3 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 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 aims to produce enhanced learning about methodologies for understanding perceptions of tenure security and also provide more data about tenure security in Colombia which is of interest to the Government of Colombia, USAID, and their partners.

In FY 2021, ILRG widened the sample for Prindex Colombia to an additional set of four municipalities. These are not LFP intervention municipalities for which LFP is collecting Prindex data; rather these municipalities were selected from among the control group sites chosen for the CEL impact evaluation. ILRG contracted the same local firm engaged by LFP for data collection to ensure consistency across the two Prindex efforts. Global Land Alliance provided technical design leadership and oversight support for the data collection and will complete analysis of the data. A lessons learned paper, both for Colombian and global audiences, will be produced including a summary of the data analysis that describes any key differences from the analysis of LFP data and identifying lessons learned on Prindex methodology. The data analysis will begin near the end of FY 2021 and the lessons learned paper will be submitted in the first quarter of FY 2022.

Most tasks under this activity will be complete by the end of FY 2021. Remaining for FY 2022 are: completion of data analysis; drafting of a lessons learned report and hosting of a virtual event to socialize the findings, as well as circulating the draft to USAID, CEL, and selected global experts for their comment; and finalization of the lessons learned report based on comments received. This timeline represents a slight change from what was proposed in the original activity SOW; this change was mainly due to delays related to safety and security in rural Colombia and was communicated proactively to USAID.

14.3.1 ANTICIPATED DELIVERABLES

- Final lessons learned paper.

15.0 IMPLEMENTATION PLAN MATRIX

TABLE 4. ILRG IMPLEMENTATION PLAN MATRIX

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Mozambique					
Policy Engagement					
Phase II policy consultations with rural communities		X	X		
Community representation regulations		X	X		
Madal: Ingrower/Outgrower Schemes					
Training of service provider in CaVaTeCo	X	X			
Establish land associations		X			
Study on climate change and coconut – food production models		X			
Delimit company land for use by ingrowers		X	X		
Delimit communities and family lands			X	X	
Green Resources: Secure Land for Local Communities					
Training and planning on business models		X			
Training in women’s empowerment and gender norms		X	X	X	
Technical assistance on production and management		X	X		
Study on institutional models of community businesses			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			
Development of final integrated district plan for land administration in support of disaster relief management			X	X	
Delimitation of community boundaries			X		

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Delimitation of family lands for members of host communities and for resettled families			X	X	
Learning Agenda					
Madal ingrower scheme				X	Lessons learned paper
Climate change and production models for coconut and eucalyptus				X	Lessons learned paper
Community eucalyptus businesses				X	Lessons learned paper
Zambia					
Advancing Inclusive Land Policy and Regulations					
Backstop Land Policy implementation roadmap	X	X			Final validation
Finalize and implement Land Policy communications strategy	X				Outreach on policy
Draft laws and regulations within Land Policy	X	X	X	X	Draft regulations x 3
Draft MAST documentation for national standards	X		X	X	Package of materials presented to House of Chiefs, CPs and MLNR
Support gender guidelines for systematic land documentation	X	X			Guidelines applied within ILRG, MLNR, Medici UN-Habitat and Medeem engagements
Coordinate cooperating partners and implementing partners	X	X	X	X	Quarterly meeting notes
Backstop USAID and US Embassy on land issues	X	X	X	X	
Carry out documentation in Chikwa, Chifunda with FZS	X	X	X	X	8,500 additional parcels documented
Backstop USAID HEARTH documentation processes (requires chiefdom with demand)	X	X	X	X	
Trial gender-responsive sustainable land administration, advocacy and learning	X	X	X	X	
<ul style="list-style-type: none"> • Develop and carry out chiefdom land governance trainings <ul style="list-style-type: none"> ○ Conflict resolution ○ Induna gender manual ○ Chiefdom land administration 	X		X	X	CDLA, PDLA, FZS field manuals and resources
<ul style="list-style-type: none"> • Integrate all parcels and people into consolidated administrative land administration database structure 	X				30,000 parcels registered covering 60,000 landholders
<ul style="list-style-type: none"> • Develop partnership for long-term data management 			X	X	

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Support WEE activities with land documents					
<ul style="list-style-type: none"> Explore digital village banking extension to HEARTH communities and Sandwe 	X				TBC newly banked rural farmers/VSLAs from conservation areas
<ul style="list-style-type: none"> Transfer crop insurance product extension to EDGE 	X				
Improved Natural Resource Management					
Facilitate consultation around wildlife regulations (ZCRBA, WPAZ, ILRG)	X	X			Consultation meeting notes and quarterly DNPW meetings
Complete baseline assessment and annual update of GMA/CRB management nationally <ul style="list-style-type: none"> Community-led baseline GMEF Tool (per CRB) Community-led annual evaluation GMEF Tool (per CRB) GMA remote sensing status report - encroachment, population (per GMA) 	X	X			Nationwide assessment; report March 2022
Enhance CRB Reporting	X	X	X		50+ CRBs reporting monthly to DNPW and ZCRBA, using digital devices
Build capacity of CRB/VAG governance and gender-responsible leadership					
<ul style="list-style-type: none"> Provide training at the national executive level 	X				Leadership, advocacy, and communications trainings
<ul style="list-style-type: none"> Provide training at the regional association level 	X				Leadership trainings
<ul style="list-style-type: none"> Support in-depth CRB governance training 	X	X	X	X	Full governance package: developed, tested with FZS, rolled out with ZCRBA
<ul style="list-style-type: none"> Support VAG governance training 	X	X	X	X	Developed and tested with FZS, rolled out with TNC
<ul style="list-style-type: none"> Support gender-responsive election guidelines and CRB leadership 	X				Female cadre of CRB leaders; 35+ CRB elections with increased women's representation
Leverage land data for participatory land use planning					
<ul style="list-style-type: none"> Support Sandwe CRB 	X	X			Consultations between DNPW, hunting operator, community, carbon operator

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
<ul style="list-style-type: none"> Support Chikwa and Chifunda land use planning 	X	X			Chieftdom fully mapped with customary rights distributed
<ul style="list-style-type: none"> Backstop USAID HEARTH partners 		X			Based on ongoing discussions with TNC and FZS
<ul style="list-style-type: none"> Support DNPW and FD and Council Dialogues on improved land use planning 		X			
<ul style="list-style-type: none"> Backstop community forest management 			X	X	
Support women's employment opportunities within the wildlife sector			X	X	50 women employed in forestry and wildlife
Support DNPW, FD, and Fisheries national CBNRM dialogue <ul style="list-style-type: none"> Governance institutions (CRB, CFMG, fisheries groups) Financial management Community monitoring and law enforcement 		X	X		Open to discussion related to which topics DNPW/FD/Fisheries demand
Enhance private sector engagement in CBNRM	X	X	X		Increased availability of legal game meat
<ul style="list-style-type: none"> Support WPAZ community game ranch internship program Provide technical support to Nyalugwe 					
Advancing Community-Based Land Administration for Improved Planning					
Support House of Chiefs gender and NRM guidelines <ul style="list-style-type: none"> Support piloting of guidelines in two chiefdoms Disseminate guidelines 	X	X	X	X	Guidelines disseminated
Support chiefdom governance and leadership training	X	X	X		30 – 60 chiefs complete course
Draft district land allocation guidelines			X	X	
Learning Agenda					
Hold annual research symposium	X			X	
Provide quarterly news summary	X	X	X	X	
Document impacts (particularly gender and wildlife focused)	X		X	X	
Indigenous Peoples					
Finalize formatting of Global Indigenous Peoples Global Declarations and Frameworks, and the Sub-Sahara Africa, Asia and the Pacific Islands, and Latin America and the Caribbean regional profiles	X				Regional profiles and Global Declarations and Frameworks document posted on USAID's Indigenous Peoples page

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Develop Indigenous Peoples FPIC online training module	X				Online training module completed
Develop customized FPIC tools for USAID missions as requested	X	X	X	X	Customized FPIC tools for TBD USAID missions
Ghana					
Design and implement PES	X	X	X	X	PES SOPs, farmers enrolled, and trees planted; design expected to be completed in Q1 or early Q2 with tree planting anticipated in Q3/Q4 with ongoing implementation after ILRG activity ends
Finalize and implement community action plans	X	X			Community action plans finalized for each community
Engage authorities	X	X			Authorities support for PES and community action plans
Draft tree tenure legislative amendments	X	X	X	X	Output subject to engagement with Tropenbos and others and progress on amendment text
Engage donors on tree tenure policy reform	X	X	X	X	Donor webinar and bilateral engagement. Other output and timelines subject to outcomes of initial engagement and budget.
Complete economic analysis of planned tenure reform	X				Brief report
India					
Provide SFP training for women farmers	X	X			150 women farmers trained
Share SFP messages with farmers		X			700 families reached
Recruit additional Community Agronomists and continue to develop their capacity	X		X		18 CAs recruited and trained. Refresher training will be organized in April-May 2022
Provide agronomy training for women farmers	X	X	X		700 women trained (500 in PepsiCo farming families and 200 in SHGs)
Support women's group land leasing	X	X	X		Six groups supported
Support land record updation	X	X	X	X	150 farmers have records updated
Support women-led or jointly managed demo farms	X	X	X		12 demo farms supported
Provide Empowered Entrepreneurship training to men and women		X			76 men and women trained

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Support norms change dialogues	X	X	X		400 men and women farmers trained
Provide microlearning training on gender equality via text messages		X			40 PepsiCo staff trained
Provide GBV and land tenure training to PepsiCo staff				X	40 PepsiCo staff trained
Liberia					
Select additional communities for Community Land Protection support and begin work	X				
Draft community land and resource bylaws for all ILRG Green Advocates supported communities		X			
Establish community land development and management committees established for all ILRG Green Advocates supported communities	X	X	X		
Provide community mapping training and support (Cadasta)	X	X	X		SDI and Green Advocates trained in community mapping techniques and data management
Complete boundary harmonization in SDI communities in Lofa, Maryland and River Gee Counties	X	X			31 communities agree on community boundaries with neighboring communities
Communities with agreed upon boundaries undergo confirmatory survey and register their customary land deed			X	X	31+ communities finalize process to register their customary land (SDI and Green Advocates)
WEE					
Cross-Cutting					
Provide technical support and capacity development for country partners on gender equality and women's economic empowerment	X	X	X	X	Partners in 5 countries trained
Draft and disseminate learning and communications pieces on women's land rights, WEE, and related topics	X	X	X	X	At least one communications/learning piece per quarter
Participate in international events to disseminate ILRG work on women's land rights and WEE	X		X		ILRG participates in at least two international events
Malawi					
Finalize implementation plan and budget	X				
Complete gender assessment	X				
Draft lessons learned/status report on customary land documentation		X		X	

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Malawi Activity 1: Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi					
Make modifications to manuals and training materials with gender integrated into the processes, such as the MLHUD's 2020 Training and Operations Manual for Piloting of the Malawi Customary Land Act (2016) by Systematic Registration and the World Bank's 2017 Piloting the Systematic Adjudication of Customary Estates: Draft Operational Manual	X			X	Initial modifications shared with the government, and updated with lessons learned in the implementation of the land documentation process
Develop and share gender equality messages with the land documentation team, community land committees, community land tribunals, and community members, both men and women	X				
Obtain buy-in from traditional leaders to identify and train champions of the integration of gender norms change throughout the documentation process.	X				
Develop field guidance notes to promote gender-responsiveness in every stage of customary land documentation process	X	X	X	X	Field guidance notes shared with government staff and community leaders
Provide gender training to the documentation team	X	X	X		Land documentation team trained in gender for each step of the process
Conduct household level gender norms dialogues with men and women in the TLMA		X	X		Gender norms dialogue conducted in 20 GVHs
Provide empowerment and leadership skills to women in the community land committee and women's groups to promote meaningful participation and leadership	X	X			150 women trained in empowerment and leadership skills
Malawi Activity 2: Documentation of one TLMA					
Conduct gender-responsive community sensitization and awareness meetings/campaigns about the new land law and other applicable land governance instruments	X				All GVHs trained in applicable land laws and sensitized to land documentation approach
Compile information about status of land leases in TA Mwanambo from Department of Lands and Surveys	X				
Support the community land committee with its gender-inclusive elections and facilitate an orientation and training of these committees on the new land law, adjudication and demarcation field guidelines and other relevant land governance instruments	X				Community land committees elected, with women in positions of leadership

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Assess customary and district land tribunals capacity and develop a capacity building plan, including training on land dispute resolution, conflict management, and land legal framework		X			District Land Tribunals trained in land dispute resolution and land laws
Facilitate establishment of a district land registry and field data processing office from scratch at Nkhotakota District Council, and the deployment of the district land registrar	X				District land registry established and district land registrar deployed to Nkhotakota
Recruit and train data collectors and data processors for field data collection and processing services		X			Data collectors and processors trained in data collection and processing
Conduct village land use planning for Mwanambo Traditional Authority		X	X		Land use plans drafted for GVHs
Produce title plans and signing, stamping and issuance of certificates of customary estates				X	Certificates issued for customary estates (TBD #)
Malawi Activity 3: Evidence-based land and women's empowerment-focused dialogue					
Implement learning platforms to share experience and build positive momentum on gender and customary land documentation work		X		X	Two learning platforms implemented with government, civil society, donors, etc.
Cocoa					
Engage a Gender and Sustainability Specialist and women field officers at ECOM	X				Gender Specialist and three women officers hired and onboarded
Develop country-level gender and social inclusion strategy and revised policies and operational procedure	X	X			Gender and Social Inclusion strategy and revised policies
Train ECOM management and field staff		X			At least 25 ECOM staff trained; training materials finalized
Provide good social practices training to men and women farmers			X	X	2,290 farmers (50 percent women) trained on gender norms and GBV; revised ECOM Good Social Practices training materials
Establish and manage VSLAs		X	X	X	VSLAs established in 75 communities, gathering up to 1,000 women
Train women in empowerment and entrepreneurship			X	X	1,145 women trained; training materials finalized
Provide women with inputs, extension, tools, and linkage with markets for diversified livelihoods			X	X	Women in at least 10 VSLAs begin new businesses

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
DRC PPA					
Convene Governance Committee meetings	X	X	X	X	Quarterly reports
Implement research on models for mining cooperative governance in Eastern DRC	X				Report by consultant
Convene working groups, including Upstream Business Operations Task Group, Data for Impact Task Group, and Government Engagement Task Group	X	X	X	X	Biweekly updates, quarterly reports
Continue reflections and design for a next phase of the PPA after current MOU expires in August 2022	X	X	X	X	
Manage member recruitment and orientation	X	X	X	X	Biweekly updates, quarterly reports
Support member networking through internet of PPA products including member directory	X	X	X	X	Biweekly updates, quarterly reports
DRC Mapping					
Conduct three cycles of field research	X	X	X		Biweekly update, trip reports
Conduct debriefings with USAID and participate in multi-stakeholder forums	X		X		Biweekly updates, participation in briefings
Organize annual restitution workshops			X		Formal workshop minutes
Pilot information-sharing with provincial committees		X		X	Biweekly updates, letter sharing information with committees
Update webmap with new data and release analytical report and open data register			X		Updated webmap, analytical report
Conduct desk and investigative field research	X	X			Trip reports, biweekly updates
Complete report on network and forensic analysis related to conflict financing		X			Draft report, final report
Produce first case study on conflict financing			X		USAID approval of case study topic, draft case study, final case study
Madagascar					
Engage with COGEBES	X	X	X	X	Bi-weekly updates; reports from missions to Ambanja District

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Design an information and education program for COGEBBS	X	X			Draft information and education program validated by COGEBBS and CRCL
Design roadmap for former indigenous reserves	X				Draft roadmap validated by COGEBBS and CRCL
Integrate gender into landscape governance and resource tenure	X	X	X	X	Bi-weekly updates; reports from missions to Ambanja District; integration of gender into all reports/outputs.
Foster information exchanges on topical issues around resource tenure	X	X	X	X	Information notes; annual update of brief on land tenure situation
Communications and Learning					
Develop updated learning and communications strategy and share with USAID	X				Approved learning and communications strategy
Produce technical learning documents		X	X	X	Technical learning documents on a variety of topics produced and disseminated
Develop public outreach materials	X	X	X	X	Public outreach materials finalized and shared out
Global Analytical Support					
Capacity Assessment Framework					
Support Ethiopia LGA CAF Pilot	X	X			Lessons learned from application outside ILRG
Re-assess the feasibility and plan a Colombia LFP pilot	X				Determination of whether or not a pilot will be implemented and what it will focus on.
Implement Colombia LFP CAF pilot		X	X		
Make final revisions to CAF and application tool			X	X	
Prepare instructional video			X		
Research					
Finalize lessons learned from fee-for-service land documentation in Ghana and Zambia brief	X				
Finalize brief on land and resource governance approaches to NCS	X				
Prindex Sub-National Assessment					

ACTIVITY	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4	OUTPUTS
Finish data analysis	X				Description of perceptions of tenure security and lessons about methods for assessing it.
Produce draft lessons learned report	X				Draft lessons learned report
Produce and disseminate final lessons learned report, addressing comments from USAID, CEL and selected other experts.	X				Final lessons learned report

ANNEX I: PLANNED COMMUNICATION MATERIALS

TABLE 5. ILRG PLANNED COMMUNICATION MATERIALS

NAME	DESCRIPTION	APPROX. TIMING
Mozambique		
Learning note on land access in displacement settings	Detailed learning note Portuguese with recommendations	TBD
Paper on results of the independent consultations on Land Policy	Conference paper in English	TBD
Zambia		
Social media posts (Instagram/Facebook/Twitter)		Monthly
Blogs to be determined		Quarterly
Medium/Exposure pieces to be determined		2x per year
Ghana		
Tree tenure reform economic analysis paper	Brief that summarizes the implications of tree tenure reform on the Forestry Commission's income.	Q1
Final report	Final report for Ghana bridge phase	Q2
India		
India PepsiCo Case Study	Private sector profile, highlighting short video about the partnership	Q1
Revised India results fact sheet and blog post	Results of the first two years of the activity	Q1
Blog post/media article about gender norms change in India	Focus on gender norms change and impact on WEE and PepsiCo supply chain	Q2
Blog post/media article reflecting on the results of the potato season in India	Focus on impact of agronomy training, land leasing, and/or the role of Community Agronomists	Q3
India lessons learned brief and blog post on women-led demonstration farms		Q4
Liberia		
Liberia success stories	TBD on governance, mapping, women's empowerment outcomes	Quarterly
Liberia blogs	TBD on governance, mapping, women's empowerment outcomes	Q1, Q3
WEE		
Cross-Cutting		

Technical brief on gender norms	First technical brief with framework to shift gender norms in the context of land and natural resources	Q1
Cross-country brief with lessons learned and case studies on GBV and land documentation	For 16 Days of Activism Against GBV, drawing on experience in Zambia, Malawi, and Mozambique	Q1
Blog post/media article about women's leadership in land documentation and governance	Blog post for International Women's Day with lessons from Malawi, Mozambique, and Zambia	Q2
Blog post/media article about youth engagement	Blog post for International Youth Day, reflecting on youth and land documentation and/or agriculture value chain, bringing together experience from different countries	Q4
Malawi		
Malawi learning platforms	Malawi learning platform report, findings and dissemination	Q2 and Q4
Malawi success story	TBD on results of implementation, highlighting women's empowerment and capacity development	Q1 - 4
Malawi blogs	Gender assessment findings, social and gender norms training, elections of women to customary land committees	Q1 - 4
Cocoa		
ECOM Case Study/Private Sector Profile	Revise existing profile to include WEE focus	Q2
Blog post – Ghana WEE	Post about gender-responsive training for cocoa farmers and initial impact on women's economic empowerment	Q3
DRC Mapping		
Updated webmap, open data register, and analytical report		Q3
First conflict financing case study		Q3/4
Madagascar		
Updated <i>Land Tenure Situation in the Sambirano Valley, District of Ambanja: Contributions to Reflections on Issues and Challenges</i>		Q2
Communications and Learning		
Revised learning and communications plan, inclusive of learning agenda		Q1
Forest positive brief		Q3
Additional technical guidance documents		Q4
Analytical Support		
CAF		

CAF instructional video	Brief video to guide future users in the use of the CAF	Q3/4
Research		
Final brief on lessons learned from fee-for-service land documentation in Ghana and Zambia		Q1
Final brief on land and resource governance approaches to NCS		Q1
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 6. ILRG PROCUREMENT PLAN FOR YEAR 4

COUNTRY	ITEM	NO. UNITS	UNIT COST	TOTAL COST
Malawi	Plotter	1	\$6,541	\$6,541
	Heavy duty printer	1	\$4,654	\$4,654
	Desktop computer	10	\$780	\$7,800
	Backup generator	1	\$566	\$566

ANNEX 3: ANTICIPATED INTERNATIONAL TRAVEL

TABLE 7. ILRG ANTICIPATED INTERNATIONAL TRAVEL FOR YEAR 4

NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
Thais Bessa	Gender Advisor	Tetra Tech	Mozambique, Malawi	Technical support to in-country partners	10 – 12 days	Q1
Matt Sommerville	COP	Tetra Tech	Zambia, Malawi	Activity backstopping and oversight; orientation for Country Coordinator in Malawi	3 weeks	Q1
Megan Huth	ILRG Project Manager, Liberia Activity Lead	Tetra Tech	Liberia	Meet with grantees and LLA to review lessons learned, address any outstanding issues	1 week	Q2
Matt Sommerville	COP	Tetra Tech	Zambia	Oversight/connection	3 weeks	Q2
Ken Mathysen	Project Coordinator	IPIS	Goma, Kigali, Bukavu	Conduct conflict analysis and supervise field research	10 days	Q2
Bob O'Sullivan	Task Lead	Tetra Tech	Ghana	Participation in final activity workshop, if COVID-19 restrictions and project budget allow	1 – 2 weeks	Q2
Matt Sommerville	COP	Tetra Tech	Zambia	Oversight/connection	3 weeks	Q3
Ken Mathysen	Project Coordinator	IPIS	Goma, Kinshasa	Supervise field research, participate in restitution workshop	10 days	Q3
TBD	FPIC Specialist	TBD	TBD	Provide training and support to USAID mission on contextualized FPIC training	2 – 3 weeks	TBD

ANNEX 4: ENVIRONMENTAL MITIGATION AND MONITORING PLAN

The environmental mitigation and monitoring plan was approved by USAID on June 1, 2021.

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