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5TH ANNUAL WORK PLAN (OCTOBER 2022 – JULY 2023)

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: In Mwansambo Traditional Authority in Malawi, community member Margaret Dyson (second from left) demarcates her land parcel with community land committee members (in blue) and ILRG data collector Alefa Kwenda (in black). Nico Parkinson/Tetra Tech.

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LIST OF ACRONYMS

A2C	Alternatives to Charcoal (Zambia)
AGM	Annual General Meeting
ASM	Artisanal and Small-Scale Mining
C&L	Communications and Learning
CAF	Capacity Assessment Framework
CaVaTeCo	Community Land Value Chain (Mozambique)
CBNRM	Community-Based Natural Resource Management
CDCS	Country Development Cooperation Strategy
CEL	Communications, Evidence and Learning
CFMG	Community Forest Management Group
CLC	Community Land Committee (Malawi)
CLP	Community Lands Protection
COGEBES	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.
EEI	Environment, Energy, and Infrastructure
EKNA	Eastern Kafue Nature Alliance (Zambia)
FCI	Foundation for Community Initiatives
FD	Forestry Department (Zambia)
FPIC	Free, Prior and Informed Consent

FY	Fiscal Year
FZS	Frankfurt Zoological Society
GBV	Gender-Based Violence
GDA	Global Development Alliance
GESI	Gender Equality and Social Inclusion
GMA	Game Management Area (Zambia)
GRAS	Green Resources AS
GRZ	Government of the Republic of Zambia
GVH	Group Village Headperson (Malawi)
HRHV	High-Risk, High-Value
IDIQ	Indefinitely Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
IPIS	International Peace Information Service
LIGA	Local Impact Governance Activity (Zambia)
LLA	Liberia Land Authority
LLG	Land Leasing Group (India)
LRG	Land and Resource Governance
LRIU	Land Reform Implementation Unit (Malawi)
MAST	Mobile Approaches to Secure Tenure
MATSF	Ministry of Land Services and Territorial Management (Madagascar)
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)
NGO	Non-Governmental Organization
NLTP	National Land Titling Programme (Zambia)
NRM	Natural Resource Management
NSDI	National Spatial Data Infrastructure
PES	Payment for Ecosystem Services
POP	Package of Practices

PPA	Public-Private Alliance for Responsible Minerals Trade
Prindex	Property Rights Index
PRO-IP	Policy on Promoting the Rights of Indigenous Peoples
SDI	Sustainable Development Institute (Liberia)
SFP	Sustainable Farming Practice
SI	Statutory Instrument
SL	Sustainable Landscapes
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)
TLMA	Traditional Land Management Area (Malawi)
USAID	United States Agency for International Development
VAG	Village Action Group
VSLA	Village Savings and Loan Association (Ghana)
WEE	Women's Economic Empowerment
W-GDP	Women's Global Development and Prosperity Initiative
WPAZ	Wildlife Producers Association of Zambia
WPO	Wildlife Police Officer (Zambia)
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) Land and Resource Governance (LRG) Team under the Development, Democracy, and Innovation Bureau's Environment, Energy, and Infrastructure (EEI) Center. ILRG implements interventions in 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 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;
- 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: term activities and completion activities. Activities currently pursued 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 land protection program activities in Liberia; 6) activities related to the Women's Economic Empowerment (WEE) Fund in Ghana, India, Liberia, Malawi, Mozambique, and Zambia; 7) support to the Public-Private Alliance for Responsible Minerals (PPA); 8) engagement in Madagascar with the Climate Resilient Cocoa Landscape Program; 9) investigation of conflict financing, due diligence and socioeconomic dynamics in the artisanal mining supply chains in Democratic Republic of Congo (DRC); 10) 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; 11) in Zambia support to land policy, customary land administration, and service delivery, as well as community-based natural resource governance around protected areas; and 12) various research and analysis in support of sustainable landscapes. ILRG was awarded on July 27, 2018, with a three-year base period and two one-year option periods; both option years were exercised in August 2020.

2.0 ILRG PROGRAM MANAGEMENT

2.1 ADMINISTRATION

ILRG has a small full-time global team that works across the project's various activities, and includes the Chief of Party (COP), Deputy Chief of Party (DCOP), Global Gender Advisor, and Program Officer. This core global project team is supported by a home office Project Manager and two Deputy Project Managers, as well as on-call support on subcontracts, grants, and procurement.

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, RESOLVE, and the International Peace Information Services (IPIS). Most ILRG field activities are implemented through grants or subcontracts with local partners based in-country and technical oversight by in-country staff and/or task managers. ILRG does not field full-time technical or administrative staff in several of the countries in which it operates, leading to some limitations regarding the project's ability to carry out complex, data-heavy tasks on its smaller buy-ins/activities.

On the USAID side, individual tasks have an activity manager, generally from the LRG 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.

2.2 COORDINATION, COLLABORATION, AND INFORMATION SHARING

ILRG coordinates and shares information with USAID through several mechanisms, including bi-weekly email summaries and regular calls (both a weekly general call as well as recurring activity-specific calls). ILRG maintains a Google Drive to collaborate with USAID on draft documents and to manage photos. ILRG also coordinated with the Communications, Evidence and Learning (CEL) contract on learning and joint communications products.

With implementation in full swing on all ILRG activities, there are increasing numbers of stories, results, and lessons to be shared. It is anticipated that significant time in Year 5 will be dedicated to analyzing, writing up, and sharing out these results and lessons.

2.3 APPROACH TO CORONAVIRUS DISEASE 2019 (COVID-19)

COVID-19 altered the ILRG implementation approach starting in Year 2, and may continue to impact implementation in Year 5, given the repeated COVID waves that have been seen in many countries. ILRG monitors local rules and restrictions related to COVID-19 in the countries in which it operates to ensure that project staff, partners, and activities are compliant with all required measures. ILRG will continue to communicate to USAID on any changes in project delivery due to COVID-19 restrictions and impacts.

3.0 MOZAMBIQUE

3.1 MOZAMBIQUE: BACKGROUND AND ACTIVITY TIMEFRAME

The ILRG project has been working with Grupo Madal, Portucel, and Green Resources AS (GRAS), three of Mozambique's largest agriculture and forestry investors, under negotiated partnership agreements and memoranda of understanding (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 Grupo Madal and GRAS, 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 continued engagement with Grupo Madal and GRAS.

In addition, ILRG has been providing support to the Commission for the Revision of the National Land Policy and the Ministry of Environment and Land (MTA). This support has established a solid foundation for additional activities with potential for beneficial impact on the direction and content of land policy. ILRG has supported the commission by covering the costs of participation of one commission member; designing and launching a digital data collection tool and platform for the national consultation process, and provision of equipment to support data collection; and providing input into the development of terms of reference for thematic studies.

Finally, ILRG has prepared an activity directed at helping address the land tenure issues that arise in response to natural disasters, when internally displaced people need access to land, either on a temporary or permanent basis. After initial scoping and extensive discussions with national and district government on the activities to be undertaken, an implementing partner was contracted in July 2022.

All activities leverage Mobile Applications to Secure Tenure (MAST) processes and tools for development and application in different contexts, along with associated learning activities.

While ILRG's activities in Mozambique originally fell under the term portion of the contract, continuing activities fall under the completion portion of the contract, with separate scopes of work (SOWs) approved by USAID for the WEE-funded work, the LRG-funded work, and the disaster preparedness work (undertaken under funding from USAID/Mozambique).

3.2 MOZAMBIQUE: SCALING AND SUSTAINABILITY

ILRG is committed to ensuring that the positive impacts from its interventions can endure after the project ends and that the approaches and tools that the program develops can be replicated and implemented in other contexts. In ILRG's final year, the program will continue to train local implementing partners in the use of approaches and tools which they can continue to use after ILRG has ended. Support for establishment and capacity building for community associations will help ensure that those associations have the knowledge and tools they need to keep operating. ILRG support to private sector partners is focused on institutionalizing gender-responsive approaches and processes, as well as tools and materials on gender and land issues, to ensure that they become part of how those partners do business.

3.3 MOZAMBIQUE: MANAGEMENT AND ADMINISTRATION

ILRG has a small Maputo-based operational team through partner Terra Firma. Terra Firma leads on policy engagement and the development of learning products and events. ILRG's field implementation in Mozambique is through local partners, with Terra Firma providing technical backstopping, training, and tools. The ILRG Global Gender Advisor and Mozambique Gender Specialist work closely with ILRG's local partners to ensure that fieldwork is gender-responsive and that the project is helping to build the gender capacity of these partners.

3.4 MOZAMBIQUE: POLICY ENGAGEMENT

ILRG is providing support to the Commission for the Revision of the National Land Policy and the MTA under the umbrella of an MoU signed between Terra Firma and MTA, which provides a solid foundation for ILRG contributions to policy work.

3.4.1 IMPLEMENTATION

ILRG will continue to maintain the national consultation information database and data sharing portal on behalf of the Commission for the Revision of the National Land Policy. ILRG will also document the lessons from the first phase of the data collection process. In addition, ILRG will draft a policy paper on the ability of communities to respond to Article 30 of the Land Law on representation and performance of local communities.

ILRG will continue to liaise with the USAID Supporting the Policy Environment for Economic Development (SPEED) project regarding a joint approach to the policy process, including providing input to the terms of reference on a planned study to compare the Community Land Value Chain (CaVaTeCo) approach to the government's formal methodology for land titling, to be undertaken under SPEED.

3.4.2 ANTICIPATED DELIVERABLES

- Report on the rural land policy consultation process, based on the data collection completed by ILRG partners; and
- Policy paper on Article 30 of the Land Law.

3.5 GRUPO MADAL LAND ADMINISTRATION AND AGRICULTURAL EXTENSION

ILRG's initial activities with Grupo Madal focused on three components:

- Providing tenure and contractual security to existing "encroachers" on Madal land and turning them into formally recognized ingrowers, 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.

The next phase of work will include two activity streams – land administration and agricultural extension.

3.6.1 IMPLEMENTATION

The land administration work will be undertaken via a subcontract to a local implementing partner, Cooperativa Avante, signed in July 2022. ILRG will finalize gender-responsive and socially inclusive delimitation for community and household land and strengthen the gender-responsive natural resource management capacities of communities adjacent to Grupo Madal farms in Quelimane District, Zambezia Province. The activity will continue work with 14 communities where ILRG activities began in 2021 and engage with five new communities.

ILRG, through Avante, will support the establishment of five new community land associations that will continue to support local land administration after the end of the ILRG activity. Avante will provide capacity development to these new associations, along with the 14 existing community land associations, in land governance, gender equality, and women's leadership; delimit community and household parcels in the five new communities; and support the development of community land and natural resource plans in all 19 communities through a participatory, inclusive process.

As with other ILRG subcontracts in Mozambique, the Terra Firma team will provide training and technical support for the use of MAST tools and will act as a liaison with the Cadastro Comunitário for back-end services.

The agricultural extension work will be undertaken through a grant directly to Grupo Madal, signed in May 2022. The grant will support Grupo Madal to develop internal capacity for inclusive, gender-responsive models of engagement with smallholder farmers through development or revision of standard operating procedures (SOPs), completed in Year 4; training to Grupo Madal staff at the management and field levels; and the development of training materials on agricultural extension and gender equality to be used by Grupo Madal staff to train smallholder farmers. Additionally, the grant will support the provision of gender-responsive extension services to over 4,000 smallholder farmers in both ingrower and outgrower schemes, as well as support for farmers' groups/producers' clubs.

3.6.2 ANTICIPATED DELIVERABLES

- Establishment of five community land associations in communities adjacent to Madal farms and delimitation of those communities;
- Delimitation of at least 1,500 hectares of family parcels across the 19 communities;
- Draft land and natural management use plans for all 19 communities;
- Delivery of agricultural extension, gender equality, and social inclusion training to Madal staff at the management and field levels; and
- Rollout of agricultural extension and gender equality training for smallholder farmers.

3.7 GRAS COMMUNITY FORESTS AND HIGH-RISK, HIGH-VALUE PARCELS

The initial activities with rural communities affected by the disinvestment by GRAS are nearly final as of the end of Year 4, although some work remains uncompleted on the high-risk, high-value (HRHV) parcels. These activities focused on working with communities to delimit their land, establish a community land association, and, in some cases, legally purchase (for a nominal value) any immovable assets on the land being ceded.

The initial activities involved over 100 communities; going forward, the activities will focus on a small subset of the communities that were previously delimited, to help develop their capacity to manage commercial forest plantations. In Year 4, ILRG released a request for proposals for a subcontractor to

work with seven communities in Alto Molocue District, Zambezia Province; after reviewing the proposals received, Cooperativa Avante was selected and the subcontract was signed late in Year 4.

Additionally, ILRG is currently evaluating the status of the intended field activities for HRHV parcels to determine what remains to be completed. A request for proposals for a new service provider to complete the remaining work is expected to be released late in Year 4 and a new subcontract to be negotiated and signed early in Year 5.

3.7.1 IMPLEMENTATION

The community forest activities will include:

- Confirming the status of community associations, delimitation, and land use plans in the seven communities;
- Mapping and compiling inventories of the standing forest plantations in the seven communities;
- Working with the communities to design and create a management and implementation structure to manage the plantations;
- Supporting the communities to decide whether the plantations should be managed directly by the communities themselves or whether a third-party entity should be contracted by the communities; and
- Providing capacity-building support to the communities on general enterprise management (including gender equality and social inclusion) and forest plantation management.

In addition, as noted above, ILRG will award a new subcontract to complete the outstanding work related to the HRHV parcels. The precise activities to be carried out will be based on the evaluation of what portion of the fieldwork has been completed.

3.7.2 ANTICIPATED DELIVERABLES

- Establishment of gender-responsive and inclusive management and implementation structure for the Alto Molocue communities to manage their forest plantation;
- Delivery of gender-responsive and inclusive training on general enterprise management; and
- Delivery of gender-responsive and inclusive training on forest plantation management.

3.8 DISASTER PREPAREDNESS: SOFALA

The Mozambique Disaster Preparedness activity will use funds provided by USAID/Mozambique to address land issues in the context of post-Cyclone Idai resettlement and planning in Buzi and Nhamatanda Districts in Sofala Province. The key objective of the activity is to increase the capacity of decentralized authorities, primarily at the district level, to plan for, manage, facilitate, and/or mitigate land-related issues that commonly arise in contexts in which either temporary or permanent involuntary displacements are caused by external drivers such as natural disasters.

3.8.1 IMPLEMENTATION

Commencement of the activity was delayed due to concerns raised by the National Land Development Office. After many rounds of discussions aimed at allaying those concerns, a meeting in April 2022 finally led to resolution. In May, ILRG and the selected subcontractor, Terra Nossa, took a field trip to Sofala

to present the activity to local authorities and to confirm the current status of the communities in the two selected districts. This led to some updates to the subcontract scope of work and budget; the final subcontract was signed at the end of June and work is now underway. Activities will include:

- Participatory development of a map and database that integrate typical cadastral information with spatial information about disaster risk (hazards, exposure, and aspects of vulnerability that may be addressed by land administration);
- Establishment of new associations in each target host community that does not already have one, as well as training of both new and existing associations on institutional and legal issues and the process of land delimitation;
- Documentation of community boundaries of the target host communities, working with associations and neighboring communities;
- Vulnerability analysis and mapping, through a co-design process with communities and district entities to create vulnerability profiles and add relevant information to the previously developed map and database;
- Facilitation of the development of community land use plans for each community, including measures to enhance sustainable management of land and natural resources and increase resilience in the face of threats and hazards; and
- Updating of the map and database, incorporating all information generated from the other activities through a district-level mapping seminar.

3.8.2 ANTICIPATED DELIVERABLES

- Establishment and training of approximately 15 community land associations;
- Documentation of community boundaries;
- Land use plans with mitigation measures; and
- District-level vulnerability map and database incorporating all information generated over the course of the activity.

3.9 MOZAMBIQUE: LEARNING AGENDA

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

- Gender and land allocation 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.
- Lessons learned on support to community timber enterprises: 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.

In addition, ILRG will convene a national learning event to share lessons learned from the disaster preparedness work.

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 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 ILRG engagement during Year 5 is focused on: 1) customary land documentation and administration; 2) community-based natural resource governance; and 3) integrated development planning.

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. ILRG's long standing 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. ILRG works with civil society to increase citizen-driven advocacy 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 engagement on community-based natural resource management (CBNRM) focuses 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 gender-based violence (GBV).

ILRG continues actively engaging with key USAID program activities including Local Impact Governance Activity (LIGA) on district planning with customary authorities as well as wildlife management; Alternatives to Charcoal (A2C) on forest governance particularly in Mumbwa District; and Eastern Kafue Nature Alliance (EKNA) and Luangwa Landscapes on wildlife governance and land use planning. ILRG will actively support program integration, as well as cooperating partner coordination to ensure lasting impacts.

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 are expected to 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 primarily works with organizations that are already funding elections. 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. This is in broader support of USAID's localization approach. 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 year includes the COP working from the United States, which helps to build more complete local ownership of the program. The Zambia team includes a Wildlife Specialist, Gender Specialist, two Spatial Data Specialists, and a collection of thematic technical consultants. Two finance and administration staff help to administer subcontracts and grants as well as field activities.

4.4 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, and its subsequent development of the Implementation Plan in late 2021 and validation in mid-2022. The political will to advance the policy following the change in government remains somewhat unclear. MLNR continues to await clear guidance from the State House on broader land tenure reform, and has so far only taken minor steps to develop an Implementation Plan for the Land Policy.

This activity will ensure gender and social inclusion are integrated into the approach of the National Land Titling Programme (NLTP) and into ministry practices; facilitate inclusive processes to advance land reform in line with the Land Policy; and promote coordination among cooperating partners and implementing partners in the land sector.

4.4.1 IMPLEMENTATION

Backstopping Land Policy consultation and implementation roadmap: ILRG will continue to be involved in coordinating cooperating partner interest in the Land Policy implementation roadmap. This is primarily focused on informal virtual meetings, as well as technical inputs to MLNR. This activity has been heavily based on the ministry reaching out to ILRG and requesting specific support. This year ILRG will continue engaging with the MLNR, but proposes additional direct outreach to the New Dawn administration at the State House to try to build momentum on land reform.

MLNR/Land Policy communications strategy and targeted implementation: ILRG has supported 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 support the launch of the communications strategy, and the printing and dissemination of various materials with civil society organizations across the country. ILRG awaits government feedback on this activity.

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's proposals to the Ministry of Lands to support the Customary Land Act, continues to be stalled. The Ministry has noted that this is a longer-term priority which will probably not be part of the short-term actions over the next three to four years. MLNR has not developed a legal reform roadmap as previously anticipated and therefore this work has been deprioritized. ILRG may reach out to the State House or do targeted consultations on customary land. ILRG remains responsive to government priorities.

MAST documentation for standards: While ILRG has and will continue to document MAST approaches used in Zambia, building a coalition of partners around customary (and state) land MAST required vetting draft standards documents. This has been completed and will be pursued with others supporting customary land documentation moving forward to ensure that the standards are adopted within government.

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 supported government-approved guidelines on integration of women's empowerment into land documentation processes. The guidelines have been rolled out with over 200 enumerators and are part of daily work. ILRG runs a continuing education platform for the NLTP enumerators, which will continue through the life of the project.

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, and 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. ILRG is transitioning leadership of this group to the United Nations Human Settlement Programme, and potentially one other cooperating partner/implementing partner.

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.

4.4.2 ANTICIPATED DELIVERABLES

- Launch of the communication strategy for MLNR;
- Systematic land documentation online training course; and
- MAST field and back-office toolkit.

4.5 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 game management areas (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. In the final year, ILRG will work to support a sustainable transition of land administration tools to local partners and chiefdoms.

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. Field demarcation is currently being completed, with a public display process to follow. Following testing of land administration tools in the Chipata and Petauke areas, these tools will be rolled out in Chikwa and Chifunda.

Support gender-responsive sustainable land administration, advocacy, and learning: After land certificates are distributed, they must be administered in perpetuity. ILRG is focused on support to the most basic administrative level to test the service model for updating certificates (dealing with transfers, inheritance, new parcels, etc.). This module is under development and is expected to be rolled out in December 2022. Governance training modules will be further developed and refined for use with customary leaders to feed into the chiefdom administration. Chiefdom land clerks have been trained on applications and other skills required to support the chief in customary land administration. 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. ILRG expects to run a women's leadership and empowerment training of trainers for land professionals.

4.5.2 ANTICIPATED DELIVERABLES

- Customary land administration toolkit;
- Summary of land administration lessons; and
- Final national-level event on customary land documentation successes and challenges in Zambia.

4.6 IMPROVED NATURAL RESOURCE MANAGEMENT (NRM)

USAID/Zambia's initial biodiversity buy-in supported two years of work, and the subsequent buy-in deepens 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, offer novel employment opportunities, and support leadership development within these isolated communities.

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. ILRG is deploying targeted Sustainable Landscapes funding in this component to strengthen law enforcement

capacity and cooperation between the forestry and wildlife sectors, as well as strengthen training materials for establishing CFMGs.

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

4.6.1 IMPLEMENTATION

Facilitate consultation around wildlife regulations: ILRG has supported 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 funds will continue to be used to support validation of the Wildlife Act. ILRG continues to work through partners waiting for movement on the relevant statutory instrument (SI), as well as the SI on private wildlife estates. ILRG will also continue to support coordination of NGO partners on inputs to the Wildlife Act amendment process.

Finalize baseline assessment of GMA management: Building on initial baseline assessment of CRB capacities, ILRG will help to develop further use of the General Management Effectiveness Tool scorecard, including its continued adaptation by partners. ILRG anticipated that the outcomes of this set of data will be consolidated and shared nationally, in part through additional support to ZCRBA and collaboration with their research partners at the University of Florida. Alongside this baseline management effectiveness analysis, ILRG may carry out some GIS-focused analysis to support the ZCRBA and others in conservation to tell a national story of human activity in GMAs.

Enhance CRB reporting for transparent management: ILRG worked with ZCBRA to develop and deploy an online reporting platform for monthly reports that CRBs are required to provide to DNPW, but which are not fully used for adaptive decision making, and to train approximately 50 of Zambia's 76 CRBs in reporting processes. 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. ILRG has built out the dashboard and is working with a University of Florida researcher to ensure the data is used in the long term and transitions over following ILRG.

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. 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 will continue its support to ZCRBA (as well as a select few CRBs) and NGOs in the Eastern Kafue landscape on governance and leadership, particularly around meaningful participation by women.

Develop and deliver governance/leadership trainings:

- **Regional association level:** ZCRBA is in the midst of rolling out leadership training at the regional level, 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:** ILRG is nearing completion on governance support booklets across finance, human resources, monitoring and enforcement, social development, and other capacities. These booklets have been developed in

cooperation with the DNPW and ZCRBA and trialed across CRBs within the EKNA landscape. In the coming year, these tools will be shared more fully with NGOs across the country for use.

- **Gender-responsive election guidelines and CRB leadership gender cohort:** In September/October 2020, ILRG worked with ZCRBA to plan CRB elections in a gender-responsive way. ZCRBA anticipates backstopping other NGOs and CRBs across Zambia in CRB election processes. ILRG will continue supporting CRBs and CFMGs through partners to deploy inclusive elections and subsequent leadership and empowerment training for women who are willing to run in these elections.

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 the Chunga Training Centre and subsequent cohorts of scouts to improve how DNPW supports 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. This process has been focused on responding to the training needs from Chunga in each of the subsequent cohorts and attempting to transfer over training best practices into their curriculum and training team. It is widely understood however, that a focus on trainers is a next step required to strengthen Zambia's overall wildlife law enforcement capacities.

Promote integration of wildlife and forest monitoring and enforcement: Increasingly GMAs include large areas of community forest management areas. ILRG will continue supporting dialogue between the Forestry Department and DNPW on forest management issues within GMAs. So far, this has included open communication and meetings facilitated by the ZCRBA between DNPW and FD, which will be further pursued during the ZCRBA annual general meeting (AGM). It is also a component of inviting the Zambia Forestry College into the Wildlife Police Officer (WPO) and Community Scout curriculum development process that is underway. Cross-sectoral training of WPOs and Honorary Forest Officers has not yet become a government priority, so ILRG is not pushing this heavily, though it is likely to be a long-term need.

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.
- Second, ILRG – via Frankfurt Zoological Society (FZS) – will continue working with Chikwa and Chifunda Chiefdoms to document customary land and distribute household-level certificates for all parcels within the key conservation VAGs in the chiefdoms. 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. FZS is taking a long-term approach to this engagement and considering the most appropriate point of collaboration, as this conflict is within the GMA, but is deeply political.
- Third, ILRG will continue to backstop the Eastern Kafue Nature Alliance with tools and a land allocation process in collaboration with DNPW. ILRG initially explored opportunities for MAST land documentation deployment, but DNPW and the chiefs prioritized a land use planning dialogue in Mumbwa GMA. ILRG continues to collaborate with The Nature Conservancy on this dialogue and is also bringing in Local Impact into the process.

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 service providers to partner with individual CRBs. 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.

Support learning and action around community game ranching: As a component of private sector engagement in CBNRM, ILRG continues to support activities that seek to catalyze learning and action around community game ranching. ILRG has partnered with Community Markets for Conservation (COMACO) around 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 learning sessions with DNPW to help them and broader stakeholders develop a common agenda on advancing community ranching.

4.6.2 ANTICIPATED DELIVERABLES

- Review of applicability of management effectiveness tool;
- Summary of CRB reporting use by partners and DNPW;
- Complete national-level executive training for ZCRBA;
- CRB governance manuals (as agreed with DNPW); and
- Lessons learned on forest/wildlife sector integration.

4.7 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. ILRG anticipated working less on district planning processes 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. However, USAID/Zambia's final tranche of funding to ILRG included governance funds that have been targeted towards collaboration with LIGA, particularly focused on Mumbwa District.

This activity will result in 35 chiefs, both women and men, graduating from the university diploma course on traditional leadership, and dissemination of gender guidelines through the House of Chiefs, and increased engagement from the Ministry of Local Government in NRM and land sector best practices, including on gender.

4.7.1 IMPLEMENTATION

Support House of Chiefs gender and NRM guidelines: Beginning in Year 2, ILRG supported the House of Chiefs to develop customary guidelines for gender-responsive development, particularly around natural resource governance. Launch of the guidelines is now underway with Chieftainess Muwezwa and Chief Mphuka. Outcomes will be shared with the House of Chiefs during the upcoming year.

Support chieftom governance and leadership training: In Years 2 and 3, ILRG worked with Chalimbana University on a diploma course on traditional leadership, which was delayed due to COVID-

19. The ILRG-supported cohort will graduate early in Year 5, and ILRG will continue to support Chalimbana in sharing the outcomes of this partnership.

Support district use of civil society and community data collection: ILRG's partners have used MAST to collect a broad range of development relevant information within chiefdoms and across districts, such as location of villages, clinics, boreholes, schools, as well as transport networks. ILRG is 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 Zambia National Spatial Data Infrastructure (NSDI).

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. Given that elected councilors often have limited training, ILRG is coordinating with new USAID programs on local council governance to develop guidelines on practical approaches to land allocation for district development, including meeting gender commitments and using transparent land negotiation practices with customary authorities. ILRG is advancing with LIGA on this work, largely focused on Mumbwa District.

4.7.2 ANTICIPATED DELIVERABLES

- Experiences of NRM gender guidelines;
- Chiefdom governance leadership training review; and
- District land allocation best practices paper/toolkit/training manual.

4.8 ZAMBIA: LEARNING AGENDA

ILRG is committed to generating and sharing evidence to contribute to stronger decisions on land and natural resource management. ILRG hosts annual research symposiums to bring together a broad set of stakeholders from government, academia, cooperating partners, implementing partners, traditional leaders and communities. ILRG's work is heavily GIS-focused and spatial data is shared among partners and with government as appropriate, and in part to encourage government and other stakeholders to use spatial data for decision making.

Hold research symposium and webinars: ILRG will hold one national-level CFMG meeting (may occur late in Year 4) and a final event with customary leaders on customary land documentation and administration. ILRG will also provide support to ZCRBA's AGM.

Produce quarterly news summary: ILRG will continue to 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.

Document impacts, particularly on gender norms changes: ILRG continues to encourage its partners to submit stories from the field, to be reported out as part of broader capacity-building support 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

Beginning in 2018 USAID engaged ILRG to support the consultation process through which USAID solicited feedback from representatives of Indigenous communities and allied organizations on the draft Policy on Promoting the Rights of Indigenous Peoples (PRO-IP). Since that initial assistance, ILRG has provided region-specific analysis reports on the status of the human rights of Indigenous Peoples, as well as analysis on technical themes in relation to Indigenous Peoples.

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 Year 5, and depending on mission interest, adapting the FPIC tools may continue over the course of Year 5.

5.2 INDIGENOUS PEOPLES: IMPLEMENTATION

In support of the FPIC scope of work, the ILRG team will continue to engage with technical specialists at Equitable Origin who adapted their FPIC 360 tool for USAID as well as online learning specialists at IP3 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.

If not finalized before the end of Year 4, ILRG will bring to completion the analysis and reporting to USAID/Peru in the integration of FPIC activities with Indigenous Peoples into their program cycle and socialize the standards for consultations and FPIC to implementing partners. USAID/Ethiopia has demonstrated interest in engaging ILRG to support the co-creation process for a project working with Indigenous communities in the Lower Omo Valley. If/when solidified, ILRG will provide support in Year 5.

5.3 INDIGENOUS PEOPLES: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Indigenous Peoples FPIC online training module; and
- Customized FPIC tools for USAID Peru and USAID Ethiopia.

6.0 GHANA: COCOA REHABILITATION

6.1 GHANA: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG has been collaborating with Hershey and Ecom Agroindustrial Corp. (ECOM) to scale up a financially viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector. The bridge phase focuses on further testing and refining four components: 1) an approach to landscape-scale governance and land use planning to ensure that forest carbon stocks are protected and enhanced; 2) ECOM's farm rehabilitation services intended to develop a commercially viable model that can be offered to farmers at scale; 3) a cost recovery model for cocoa farm documentation services; and 4) tree tenure policy. All field activities have been completed, 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

The remaining activities are finalization of the tree tenure economic analysis, organization of a stakeholder workshop on tree tenure, and drafting of the final report. All activities are anticipated to be completed in the first quarter of Year 5, assuming timely feedback from USAID on draft deliverables.

6.3 GHANA: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Final tree tenure economic analysis paper (draft has been delivered and the team now needs to address comments received from USAID in August 2022);
- Tree tenure workshop, anticipated for September or October 2022; 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 4 implementation plan, covering June 2022 – July 2023, was approved in August 2022.

COVID-19 has impacted implementation substantially across all project years, especially activities related to gender norms change, entrepreneurship training for women, capacity development for PepsiCo staff, and agronomy training for women. These activities were repeatedly delayed and adapted to a smaller number of participants than initially planned. Other external factors such as crop disease, national and local political issues, and extreme weather events have affected project implementation.

7.2 INDIA: IMPLEMENTATION

Following consultations with the PepsiCo West Bengal and global teams, the approved implementation plan clarifies assumptions and elements of the business case, also developing strategies to some degree of handover of activities to PepsiCo staff and refining approaches to measure impact.

The workplanning process identified and agreed on 10 key activities that were categorized according to priority and PepsiCo's current or future capacity to take over:

TABLE 2. STRATEGIC APPROACHES UNDER ILRG INDIA ACTIVITY

Activity	Priority	PepsiCo uptake	Scope
1. Potato package of practices (POP) training for women farmers	Essential	PepsiCo team can take over now	11 existing communities 35+ new communities
2. Sustainable farming practices (SFP) training for women farmers	Essential	PepsiCo team can take over now	11 existing communities 35+ new communities
3. Women-led demonstration farms	Essential	PepsiCo team can take over now	11 existing communities
4. Outreach and support to women farmers	Secondary priority	PepsiCo team can take over in the future	11 existing communities New communities (number TBD)
5. Empowerment and entrepreneurship support for women farmers	Secondary priority	Outside expertise is needed	Women farmers taking leadership role
6. Land leasing groups (LLGs)	Secondary priority	Outside expertise is needed	7 existing LLGs

Activity	Priority	PepsiCo uptake	Scope
7. Gender norms change at community level	Secondary priority	PepsiCo team can take over in the future	11 existing communities
8. Land literacy and record updation	Lower priority	Outside expertise is needed	11 existing communities
9. Gender norms change at household level	Lower priority	Outside expertise is needed	11 existing communities
10. Land law & policy reform advocacy	Lower priority	Outside expertise is needed	N/A

ILRG will continue to work in 11 communities and to engage two women Field Agronomists and 17 women Community Agronomists. Over 700 women in PepsiCo farming families, including women from Scheduled Castes and Tribes and Muslim women, will be trained in potato agronomy and Sustainable Farming Practices (SFPs). The activity will support up to seven women’s groups (with approximately 60 women total) to lease land, 150 farmers to have land records updated, and 11 women-led demonstration farms to operate. Approximately 250 men and women farmers will participate in gender norms dialogues, and 500 women and men will be trained in land literacy. Women farmers taking on leadership roles will receive empowerment and entrepreneurship training and mentoring. ILRG will support entrepreneurial opportunities for women promoted by PepsiCo like production of PraliChar (BioChar) and vermicomposting.

To set PepsiCo staff up for success as they deliver agronomy training to women farmers independently in new communities, ILRG will provide technical support before and during the season. A pre- and post-season survey will be carried out with women’s farmers in new communities. ILRG will work with PepsiCo to include WEE-related targets in staff key performance indicators and to recognize staff and aggregators leading women’s empowerment activities. An end of project workshop will take stock of overall results and strategies and needs for PepsiCo sustainable and continued takeover of activities, as well as strategies to engage external expertise when needed.

ILRG will continue to coordinate with the USAID-PepsiCo Global Development Alliance (GDA) to develop guidance materials for PepsiCo staff across countries, including “how-to” guides, training materials, and videos introducing approaches to engage/train women in supply chains.

ILRG will continue to develop blog posts, social media content, videos, and media articles to strategically showcase the partnership's successes and learnings, collaborating with PepsiCo local and global communications teams for communications opportunities. In coordination with USAID, PepsiCo, and the GDA, strategic high-level engagements/events will be identified where USAID and PepsiCo can influence other donors and companies on private-sector engagement and public-private partnerships for WEE.

7.3 INDIA: ANTICIPATED DELIVERABLES

Anticipated deliverables this year include:

- Training materials:
 - Final revised gender-responsive POP and SFP training;
 - Land literacy training;

- Women’s empowerment and entrepreneurship;
- Gender norms; and
- Gender equality, women’s empowerment, and gender-based violence for PepsiCo staff (including curricula for in-person and text message training, handouts, and how to guides);
- Brief with sustainability and scalability approaches for PepsiCo, including interventions to be prioritized and steps needed to implement them;
- Final brief with lessons learned on activities like training women, land leasing, land law and policy advocacy, and gender norms change approaches; and
- Final business case analysis report, looking at quantitative and qualitative data at baseline and endline on WEE (including the Pro-WEAI assessment) and business metrics to assess the impact of WEE engagement in PepsiCo’s supply chain.

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 36 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.

Grants were awarded to two initial Liberian civil society organizations, Sustainable Development Institute (SDI) and Green Advocates in March 2020. SDI completed their support to 31 communities in Lofa, Maryland, and River Gee Counties, in Year 4, including mapping of community boundaries and signing of MoUs between neighboring communities along the borders. No community has received a community deed as they were unable to obtain Liberia Land Authority (LLA) support to conduct confirmatory surveys or to assist with the resolution of outstanding border conflicts.

Green Advocates completed the community land governance steps of the CLP process in the five communities in Nimba County, and will finalize support to those communities early in Year 5.

8.2 LIBERIA: IMPLEMENTATION

Green Advocates is finishing the collection of boundary data in collaboration with the LLA so that the two steps of data collection and confirmatory survey can occur at the same time. While data is collected and agreed upon during the boundary walks, neighboring communities are attesting to the location via MoUs. Once all five communities have mapped their boundaries via the confirmatory survey, ILRG will support the validation of all completed formalization steps and aim to register the community land deed, as with the other partners.

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.

In Year 4, ILRG released a request for applications for a new grantee to support additional communities through the CLP process utilizing WEE funding. Foundation for Community Initiatives (FCI) was selected as the grantee and work began near the end of Year 4. FCI has selected eight new communities, four in Grand Bassa County and four in Bong County, that have not yet begun the self-identification process with support of another implementing partner. Program efficiencies in how to conduct each step and to achieve land tenure security for men and women will be incorporated so that the CLP process can be completed in the eight communities within the span of the one-year grant agreement. Cadasta will provide data collection and management training to FCI, as they have previously for SDI and Green Advocates.

8.3 LIBERIA: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- FCI reporting on support to communities undergoing 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);
- Harmonized community boundaries for an additional 13 communities via Green Advocates and FCI (for a total of 44 communities supported), with support to the LLA confirmatory survey and registration process; and
- ILRG lessons learned, inclusive of donor collaboration summary, based on the team's experience.

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 monitoring, evaluation, and learning (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 Sections 3 and 4 above. The partnership with PepsiCo in India has a separate implementation 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.

Strengthening women's rights to land and natural resources is a pathway to promote women's economic empowerment and inclusive development in rural communities. ILRG supports 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; and collect and disseminate cross-country lessons learned and best practices, collaborating with other USAID-funded programs as needed.

In this final year, ILRG will finalize packages of training materials and develop technical briefs summarizing cross-country best practices and lessons learned related to work on gender integration in systematic land documentation, gender norms change, and gender-based violence.

Communications on WEE-related activities were included in ILRG's wider communications strategy and calendar, and targeted blog and media posts will be produced, particularly around key dates like International Rural Women's Day, 16 Days of Activism Against GBV, and International Women's Day.

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; Advancing Women's Empowerment on GBV; Workplace Advancement for Gender Equality/Engendering Industries; and USAID/PepsiCo Global Development Alliance.

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);
- Brief with lessons learned, best practices, and tools to integrate gender equality into systematic land documentation;

- Tool with guidance to integrate GBV considerations into land programming, with a potential webinar to disseminate (exact format to be decided at communications planning meeting with USAID); and
- Technical brief with lessons learned and framework for identifying and addressing gender norms change in land and natural resources.

9.2 WEE MALAWI

ILRG signed an MoU with the Ministry of Lands, Housing and Urban Development (MLHUD) in September 2020 to: 1) support the integration of gender in Malawi’s customary land documentation manuals and processes; 2) systematically document one traditional land management area applying gender-responsive manuals and procedures; and 3) hold dialogues on land documentation lessons learned.

ILRG liaised with the Land Reform Implementation Unit (LRIU) to conduct an assessment in May 2021 to identify the traditional land management area (TLMA) where ILRG is supporting the government with systematic documentation. Mwansambo traditional authority (TA) in Nkhonkhotakota District, consisting of 23,688 hectares and approximately 45,000 people within its boundaries, was selected.

ILRG compiled guides, manuals, training materials and other documents useful for the implementation of the customary land documentation process. ILRG’s Global Gender Advisor and Malawi Gender Specialist reviewed and integrated gender throughout 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*. These versions of the documents were subsequently shared with the MHLUD, LRIU, and other implementing partners for uptake in other land documentation efforts.

ILRG engaged the Lilongwe University of Agriculture and Natural Resources to conduct the gender assessment in TA Mwansambo, which then established a baseline status regarding women’s and men’s rights to land in Mwansambo; helped 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 provided recommendations to integrate gender perspectives in the documentation process; mapped the key institutions and stakeholders to be engaged for gender integration; and refined monitoring and evaluation approaches and provide baseline data for indicators in the MEL plan.

Based on the findings from the gender assessment, ILRG developed field guidance notes to promote gender-responsiveness in all stages of the customary land documentation process. ILRG hired three facilitators who provided gender training to the documentation team, identified and trained traditional leaders to champion gender norms change, conducted household level gender norms dialogues with men and women in the TLMA, and provided empowerment and leadership skills to women in the community land committee and women’s groups to promote meaningful participation and leadership.

In early 2022, ILRG hired and trained 16 data collectors and eight data processors and established a field data processing office from scratch at Nkhonkhotakota District Council. With support of the LRIU, the district land clerk, community land committees, and the TA, ILRG collected data for over 8,000 parcels in 16 GVHs in Year 4. In comparison, the World Bank-funded programs held to date have completed approximately 20,000 parcels total, and future programs are expecting to complete approximately 25,000 additional parcels in the coming years.

ILRG organized the first of three national learning events in July 2022. The purpose of the meeting was to share lessons, consolidate experience, and build positive momentum on gender integration in

customary land documentation with 34 (21 men, 13 women) government and implementing partners. ILRG presented on the barriers and benefits of gender equality and social inclusion (GESI) for customary land registration; the approaches and tools used by ILRG to integrate GESI into land registration; and the main results, challenges, and lessons learned, so far, from TA Mwanambo. Government representatives expressed interest in using the various GESI tools that ILRG developed and requested capacity building on the same.

9.2.1 IMPLEMENTATION

ILRG is supporting 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. ILRG initially identified 18 of the 24 group village headpersons (GVHs) to adjudicate and demarcate customary land parcels due to budget limitations. After review, ILRG has agreed with the LRIU that it will support the customary land documentation in the entire TLMA. ILRG will also continue to provide the MLHUD with resources to resolve boundary disputes between Mwanambo and its neighboring TAs.

ILRG will continue to 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 in the additional six GVHs;
- Compilation of information about the status of land leases in TA Mwanambo from the Department of Lands and Surveys;
- Support to the additional six 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; and
- Drafting and presenting draft maps for objections and corrections in an inclusive, participatory manner; and
- Printing 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. ILRG will continue to share gender equality messages with the land documentation team (surveyors, land clerks, etc.), community land committees (CLCs), 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.

ILRG's gender consultant will lead quarterly learning sessions for data collectors, data processors, and CLC members to reflect on challenges and lessons learned from the integration of gender into the land documentation process. The gender consultant will also follow up with women CLC members who received training on women's empowerment and leadership in early 2022 to collect quantitative and qualitative information about impact and challenges they faced in their leadership role about a year after original training. Lastly, the gender consultant will liaise with the Nkhotakota District Gender Officer in implementation of community gender equality and social inclusion activities to ensure sustainability.

ILRG will organize two additional learning events 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:

- Two learning platforms to share experience and build positive momentum on gender and customary land documentation work;
- Lessons learned/status and recommendations report on customary land documentation; and
- Issuance of certificates of customary estates (expecting ~9,500).

9.3 WEE COCOA SECTOR

Gender inequality is pervasive in cocoa production in Ghana. Although women actively participate in cocoa production, particularly in farms owned by their husbands and families, their roles are frequently understated or not recognized. Drawing on learnings from other 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. The main goal of the partnership is to integrate GESI into ECOM's standard business practices, as engaging with a supply chain intermediary such as ECOM can increase the scaling potential across Ghana and West Africa.

9.3.1 IMPLEMENTATION

Following a comprehensive gender assessment carried out in 2021, the activity will reach over 2,290 farmers (50 percent women) in 75 communities in Assin Fosu and Asamankese Districts following three strategic approaches:

Build ECOM staff capacity at the management and field levels and integrate gender equality and women's empowerment into ECOM's core business operations. As ECOM implements their new global sustainability strategy, ILRG will support ECOM to operationalize it at the country level. ILRG will support ECOM to develop an approach that integrates gender inclusion with climate goals.

Mainstreaming GESI into the implementation of ECOM's sustainability strategy will improve its effectiveness and increase the likelihood of ECOM meeting its climate change goals. ILRG will support ECOM to integrate gender equality and social inclusion into existing policies and procedures both internally and for engaging with farmers.

Promote women's economic empowerment through increased access to resources and gender norms change. ILRG will support ECOM to integrate gender norms change and GBV content into existing 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. ILRG will support ECOM to establish village savings and loans associations (VSLAs) to facilitate women's access to finance to build or expand business; deliver empowerment and entrepreneurship training for women farmers; engage women community extension agents to disseminate information on good agricultural and social practices; and develop gender capacity of local stakeholders in the cocoa value chain.

Promote income diversification and economic resilience for women farmers. Based on previous ECOM market assessments, ILRG will support ECOM to identify and support alternative

economic opportunities for women in cocoa communities. ECOM will identify off-takers for non-cocoa crops and provide agronomic extension services and production support to women.

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 equality and social inclusion strategy with accompanying implementation plan;
- Training materials (curriculum, manual, handouts):
 - Training on GESI 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; and
 - Women's empowerment curriculum to build women farmers' financial literacy, numeracy, entrepreneurship, and socio-emotional skills; 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 PPA since its inception in 2011. As secretariat, RESOLVE helps the PPA scope, build resources for, and implement projects and facilitate dialogue. In addition, RESOLVE manages the governance committee and other work groups and provides project management, facilitation, and mobilizes member engagement as well as member application and vetting processes.

In June 2020, USAID approved the ILRG SOW to support RESOLVE to continue acting as secretariat to the PPA, with support 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 support to the PPA via RESOLVE will come to a close at the end of October 2022, with RESOLVE's final report of activities carried out under the ILRG subcontract.

10.3 DRC PPA: ANTICIPATED DELIVERABLES

The only deliverable anticipated in Year 5 is RESOLVE's final report, which will summarize the range of activities undertaken over the life of the partnership under ILRG.

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, 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. 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.

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. In Year 4, IPIS's field teams completed three cycles of mine data collection on the legal status of mines, the minerals being produced, roadblock locations, the use of mercury for gold production, and the presence of armed groups, among other topics. IPIS also conducted interviews with experts on armed groups and conflict financing for a study on linkages between the mineral trade and conflict financing, as well as stakeholders in South Kivu Province. The IPIS team also started drafting some new static maps of IPIS data on artisanal and small-scale mining (ASM) sites, including data from ILRG. IPIS provisionally selected two experienced researchers to work on qualitative case studies on conflict financing.

11.2 DRC MAPPING: IMPLEMENTATION

In Year 5, IPIS is expected to implement the following tasks:

- Conduct three cycles of field research targeting sites in the provinces of Ituri, North Kivu, South Kivu, Maniema, and Tanganyika;
- Organize two restitution workshops in eastern DRC with key ASM stakeholders as a way to increase knowledge of the data and discuss its implications;
- In consultation with Pact and other stakeholders, 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;
- 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. 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; and
- Produce case studies on conflict financing. 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. All three case studies will be finalized this year.

In addition, pending agreement from USAID on a concept note submitted in Year 4, and formal approval by USAID after submission of ILRG's forthcoming request for approval, ILRG will award a small grant to IPIS to make its methodological approach gender-sensitive and produce GESI modules for researchers in

the Congolese ASM sector and for data collectors. IPIS will also produce a brief with policy recommendations for increasing awareness of policy reform on gender equality in ASM.

11.3 DRC MAPPING: ANTICIPATED DELIVERABLES

Anticipated deliverables include:

- Two restitution workshops in eastern DRC with key ASM stakeholders;
- Updates of the webmap with accompanying analytical report and open data register;
- Three case studies on conflict financing; and
- Pending USAID agreement with the concept note for the gender work, a report with recommendations for improving gender sensitivity of methodology and GESI modules for researchers in the Congolese ASM sector and for data collectors.

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 tenure 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 affiliated Comité de Gestion du Bassin Versant du Sambirano (COGEBS). The ILRG team coordinates directly with Helvetas, CRCL's principal implementing partner, and works through CRCL to implement recommendations of strategies to improve tenure security in the Sambirano Valley. 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. In Year 4, an additional small allocation of WEE funds was made to complement the existing funding for this activity and support training activities.

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.

To date, the work has successfully highlighted the importance of resource tenure governance issues in the Sambirano Valley. Since the activity's inception, ILRG's four-person team has presented to the CRCL technical team a literature review, field mission reports, and a summary of the land tenure situation in the Sambirano Valley. In Year 4, the ILRG team provided two introductory land tenure trainings to the COGEBS General Assembly, a three-part webinar series on the potential for PES schemes, a roadmap for the resolution of land issues in former Indigenous reserve lands, and a two-part training for COGEBS Executive Committee leaders and the leaders of associated women's associations consisting of an Ambanja-focused, blended classroom/field trip training in June and a stakeholder engagement/advocacy tour to Antananarivo in July. The ILRG team also worked with USAID/Madagascar, the World Bank, and other partners to propose revisions to a draft Malagasy law that would have jeopardized customary land tenure for many rural people.

12.2 MADAGASCAR: IMPLEMENTATION

Most of the activities in the approved activity SOW and WEE activity SOW have been completed. Remaining activities focus on sharing information on topical issues around resource tenure, with the plan to produce two informational notes on topics to be determined with the COGEBS Executive Committee and to do two additional updates to the brief on the land tenure situation in the Sambirano Valley which was originally produced in Year 3 and then updated midway through Year 4.

As ILRG was able to achieve cost savings in the activities completed to date, in August 2022 the team agreed with USAID to focus on:

- **Support for COGEBS in preparation for a mass land documentation drive on former Indigenous reserve land:** One of the key results from the July study tour in Antananarivo was a meeting with the Director of Mass Land Operations within the Ministry of Land Services and Territorial Management (MATSF). The director agreed to organize a two-

week delegation to the Sambirano Valley to conduct an assessment of land tenure on former Indigenous reserve land. COGEBS will work with MATSF to identify the customary owners of this land so that the parcels in question can be formally ceded to those identified in the assessment. ILRG's two Malagasy land specialists could travel to Ambanja in advance of the delegation to review the recommendations from the previously produced Indigenous reserves roadmap and discuss governance issues that could arise during the land documentation drive.

- **Building on women's land rights considerations following meetings between women's associations in the Sambirano Valley and the NGO Land Tenure Actors in Solidarity and the Rural Malagasy Women's Federation.** ILRG will promote dialogue within COGEBS and the mass land documentation process to ensure that women do not lose out in the formalization of currently ambiguous land tenure on the former Indigenous reserves land by providing an organized platform from which to engage with government and the private sector.

ILRG considered, but did not proceed with, a focus on an Ambanja migration assessment/workshop to deal with addressing land-related migration tensions in the Sambirano Valley.

12.3 MADAGASCAR: ANTICIPATED DELIVERABLES

- Brief on training activities (in French);
- Two informational notes on topics to be determined with the COGEBS Executive Committee (in French with English translation);
- 2022 annual update of the land tenure situation brief (in French with English translation); and
- Final update of the land tenure situation brief (in French with English translation).

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 its intervention countries, 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. During Years 1 through 3 of the project, these efforts were largely carried out by country teams and ILRG's communication consultant. During Year 4, ILRG hired a full-time Program Officer to lead this area of work to help achieve USAID's objectives. During the final year of implementation, ILRG plans to invest heavily in communications and learning outreach, pulling together cross-country lessons learned, toolkits, and practice notes to help guide further learning and work in the core thematic areas.

13.2 GLOBAL C&L: IMPLEMENTATION

During Year 4, ILRG cataloged the full range of learning pieces produced to date and crafted a revised communications and learning strategy to guide the final two years of program implementation. This strategy is a living document and is frequently revised in line with USAID feedback, priorities, and key international dates and events. This strategy will continue to guide ILRG communications efforts during the final year of the project.

ILRG will revisit and catalog the full range of learning pieces and resources highlighted in partner products and country work carried out over the previous four years, in an effort to build out consolidated toolkits and practice guides representing the depth and breadth of tools and training developed under ILRG. These could include customary land documentation, working with traditional leaders, natural resource management, community forest management, gender integration, and community land use planning. While communications under the WEE work is largely covered under the associated cross-cutting WEE task, these products will also be consolidated with the rest of the project materials to present to USAID. ILRG's core global team will work with USAID to identify key priority products and toolkits, in line with the communications and learning strategy priorities.

In addition to practice toolkits, ILRG will produce a number of country specific and cross-country lessons learned briefs in the final year, pulling together best practices and recommendations for other implementers in the land tenure and natural resource governance space. Wherever possible, these products will reflect on cross-country learnings where similar activities were carried out in multiple countries under ILRG to give both context specific and global learnings. ILRG will work with USAID to identify core areas of learning to prioritize in the final year.

ILRG will also conduct a series of brown bags and webinars in the final year of the project to showcase the above products and support USAID LRG's efforts to share learnings across other operating units and missions.

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 produce stories 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 audiences (including Land Portal, Mongabay,

etc.). ILRG will support USAID to adapt to different communications thematic needs, and will generate content related to thematic foci of interest to USAID upon request.

13.3 GLOBAL C&L: ANTICIPATED DELIVERABLES

The following deliverables will be produced over the remainder of the program, with additional outputs expected to be identified in collaboration with USAID:

- Forest positive research scoping study;
- Lessons learned on ingrower/outgrower model with Grupo Madal;
- Private sector engagement lessons learned; and
- Lessons learned on gender and customary land documentation in Malawi, Mozambique, and Zambia

I 4.0 GLOBAL: SUSTAINABLE LANDSCAPES (SL)

I 4.1 GLOBAL SL: BACKGROUND AND ACTIVITY TIMEFRAME

ILRG has received funding from the Sustainable Landscapes team which is being used to strengthen understanding of the rights to incentivize community and/or private sector stakeholders to positively contribute to climate change mitigation in the land use sector. Some of these resources are being used to fund activities in Zambia (incorporated in Section 4 above), while the remainder is intended to be used to fund analytical products at the global level and/or activities in a second country. Some of the global research funds remain to be programmed for Year 5. There are currently two research areas underway: a market analysis of private sector investment in forest restoration commitments, and research focused on tenure dynamics following outmigration events, and their subsequent impacts on forest condition.

I 4.2 GLOBAL SL: IMPLEMENTATION

In Year 5, ILRG will complete the market analysis as well as the out-migration and forest tenure paper. Each of these will likely require a small expansion of scope and subsequent outreach in order to address USAID goals, as these were initially meant to be exploratory research but have expanded beyond what was initially envisioned. ILRG is also awaiting guidance from USAID on whether to follow up on the forest positive scoping study carried out under the communications and learning task with drafting of a full learning agenda or a research question. ILRG is working with USAID to determine other priorities for the remaining global funding.

I 4.3 GLOBAL SL: ANTICIPATED DELIVERABLES

- Market analysis of private sector investment in forest restoration commitments; and
- Out-migration and forest tenure paper.

15.0 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.

15.1 CAPACITY ASSESSMENT FRAMEWORK (CAF)

An updated version of the CAF and the Excel-based application tool was submitted to USAID in July 2022, following pilot application with the Ethiopia Land Governance Activity and the Colombia Land for Prosperity Activity. ILRG will respond to any USAID comments/feedback and produce a final clean version of the CAF narrative and application tool in Year 5.

15.1.1 ANTICIPATED DELIVERABLES

The anticipated deliverables under this activity are the final CAF narrative and Excel-based application tool.

15.2 PRINDEX SUB-NATIONAL ASSESSMENT

In Year 3, USAID and ILRG agreed to support enhanced Prindex analysis in Colombia through collaboration with USAID's Land for Prosperity activity and CEL. ILRG's support for Prindex application in 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.

Data collection and analysis have been completed and a revised lessons learned report was submitted to USAID in July 2022. The report will be finalized pending USAID's approval (or further comments); the executive summary will also be formatted as a shorter standalone brief. Additionally, ILRG will host an event to share the findings.

15.2.1 ANTICIPATED DELIVERABLES

- Final lessons learned paper and brief (executive summary); and
- Final event to share findings.

16.0 IMPLEMENTATION PLAN MATRIX

TABLE 4. ILRG IMPLEMENTATION PLAN MATRIX

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Mozambique					
Policy Engagement					
Draft report on the rural land policy consultation process	X	X			
Draft policy paper on Article 30 of the Land Law	X	X			
Madal: Land Administration and Agricultural Extension					
Establish community land associations in 5 new communities and provide training to all 19 community land associations	X				
Carry out community delimitation in 5 new communities	X	X			Requests for community DUAT certifications submitted for 5 communities
Delimit household parcels in the 5 new communities, as well as in areas of the initial 14 communities that were not previously delimited		X	X		Delimitation of individual parcels in 19 communities
Facilitate the development of land and natural resource management plans		X	X		Land and natural resource management plans in 19 communities
Provide land rights, gender equality, and social inclusion training to Madal staff	X				
Develop and finalize training materials on agriculture extension and gender equality for smallholder farmers	X		X		Final package of training materials, incorporating recommendations from implementation of training
Conduct training of trainers for Madal extension workers	X	X	X		

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Roll out agriculture extension and gender equality training to farmers		X	X		4,300 men and women farmers in ingrower and outgrower programs receive training
GRAS: Community Forests and HRHV Parcels					
Confirm status of community land associations, delimitations, and land use plans in 7 communities	X				Community land use plans for each community (if not previously produced)
Map and compile inventory of standing forest plantations	X				Georeferenced information detailing the areas in each community to be used for forestry
Design and create a management and implementation structure to manage the plantations and support communities to determine whether to manage the structure directly or engage a third party	X	X			Structure created
Provide training to communities on enterprise management (including gender equality and social inclusion) and forest management		X	X		
Award a new subcontract for work on HRHV parcels	X				
Complete outstanding fieldwork related to HRHV parcels	X	X	X		
Disaster Preparedness: Sofala					
Establish community associations in target host communities	X				
Document community boundaries	X	X			Requests for community DUAT certifications submitted
Identify and map major hazards, exposure, and vulnerability at a district level	X	X			Vulnerability analysis and mapping
Conduct land use planning process	X	X			Community land use plans with mitigation measures

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Update district vulnerability plan			X		Updated district-level vulnerability plan (map and database)
Learning Agenda					
Draft lessons learned on gender and land allocation in the Madal ingrower scheme	X	X			
Draft lessons learned on support to community timber enterprises		X	X		
Convene national learning event to share disaster preparedness work			X		
Zambia					
Advancing Inclusive Land Policy and Regulations					
Backstop Land Policy consultation and implementation roadmap	X				Completed, outreach in the 1st quarter
Launch MLNR Land Policy communications strategy	X				Communication strategy launched
Contribute to Land Policy laws and regulations	X	X	X		
Finalize and disseminate MAST documentation standards			X		Standards developed and vetted with partners and govt, documentation training course and field/back-office toolkit and training, final event
Deploy gender guidelines for systematic land documentation	X	X	X		
Lead cooperating partner and implementing partner coordination group	X	X	X		Quarterly meetings and notes
Backstop USAID and US Embassy on land issues.	X	X	X		Meeting notes - fact sheets and communications
Distribute land documents in Chikwa and Chifunda Chiefdoms	X	X			2,500 documents distributed

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Establish administrative platform (Chipata/Petauke)	X	X			4 chiefdom secretariats established, and 250+ certificates updated
Hold training of trainers on women's leadership and empowerment for land professionals		X			10 CSO/NGOs supported with 25 individuals trained
Improved Natural Resource Management					
Support Wildlife Law consultation	X				Final validation of Wildlife Act and SI engagement from ZCRBA and WPAZ
Support GMA governance reporting	X	X			GMET and CRB monthly reporting overview report; revised CRB ODK reporting; DNPW acceptance of ODK report outputs
Produce CRB/CFMG governance materials	X	X			Package of materials produced for roll-out
Support regional association trainings	X				ZCRBA-led trainings completed across regions
Provide CRB/VAG governance materials and trainings	X				Seven CRBs using final materials and additional NGOs/DNPW extension officers using materials
Support women's leadership and empowerment	X	X	X		Trainers from 15+ institutions backstopped and monitored and supported through online network
Support inclusive elections for CBNRM organizations	X	X	X		Eight additional CRBs/CFMGs using materials and running inclusive elections
Support training for Wildlife Police Officers/Community Scouts	X				Integrated curriculum developed, women's empowerment support continued to be integrated with Chunga, support to Forestry Department Integration

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Support land use planning	X	X	X		Final impacts of Sandwe, Mumbwa, Lusangazi NF documented and shared
Support private sector engagement in CBNRM	X	X	X		WPAZ final report, COMACO final report, associated with learning and action around community game ranching
Advancing Community-Based Land Administration for Improved Planning					
Organize Chalimbana Diploma in Traditional Leadership course	X				Final outcomes shared publicly, with CPs, with House of Chiefs, Ministry of Local Government and Chalimbana
Pilot NRM and gender guidelines for customary leaders	X				Report on Muwezwa and Mphuka produced and shared with House of Chiefs
Support gendered land allocation practices	X	X	X		Best practices report completed and training outcomes from Mumbwa shared with Ministry of Local Governance
Support inclusive land rights data for decision making			X		Geoserver established, NSDI data shared, CFMG database established
Learning Agenda					
Hold CFM learning event	X				Event with FAO on CFM lessons learned
Share CBNRM experiences	X				ZCRBA AGM
Consolidate and share gender experiences			X	X	Final learning packets produced and associated outreach
Hold customary land learning event			X		Final results and products shared
Distribute quarterly newsletter	X	X	X		

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Indigenous Peoples					
Hold USAID/Peru FPIC and Indigenous Peoples webinar	X				Webinar completed and Indigenous Peoples' engagement strategy shared
Support USAID/Ethiopia on co-creation process	X	X			TBD
Complete FPIC 360 training module	X				Online training module posted on USAID internal site
Ghana					
Finalize tree tenure economic analysis paper	X				Final paper
Organize tree tenure stakeholder workshop	X				
India					
Provide SFP training for women farmers	X				500 women farmers trained
Pre-season survey with farmers	X	X			Pre-season data
Training workshop for PepsiCo staff	X		X		40 PepsiCo staff trained
Provide agronomy training for women farmers		X	X		700 women trained
Engage and support Community Agronomists	X	X	X		17 CAs recruited and trained
Provide land literacy training for men and women farmers	X	X	X		500 men and women farmers trained
Support women's group land leasing	X	X	X		Seven groups supported
Support land record updation	X	X	X		150 farmers have records updated
Support women-led or jointly managed demo farms	X	X	X		11 demo farms supported

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Provide empowerment and entrepreneurship training and mentoring for women farmers	X	X	X		25 women farmers supported
Support norms change dialogues	X	X	X		250 men and women farmers trained
Collect and analyze Pro-WEAI endline data		X	X		Endline data
Conduct post-season survey with farmers	X				Post-season data
Hold final workshop/event				X	Business case information disseminated
Liberia					
Submit final community land formalization documents to the Government of Liberia for community deeds (Green Advocates)	X				Five communities complete formalization process and submit application for community deeds
Support eight communities through self-identification, land governance, boundary harmonization, and confirmatory survey process (FCI)	X	X	X		Eight communities complete formalization process and submit application for community deeds
Provide training to FCI on community land documentation (Cadasta)	X				FCI applying data collection knowledge to map community boundaries
WEE					
Cross-Cutting					
Provide technical support and capacity development for country partners on gender equality and women's economic empowerment	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		At least one communications/learning piece per quarter

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Analyze and summarize lessons learned, best practices, frameworks, and tools	X	X	X	X	Briefs/tool on GBV, gender integration in systematic documentation, and gender norms change developed and disseminated
Malawi					
Activity 1: Awareness, outreach, and field implementation materials on scaling gender-responsive customary documentation and land governance processes in Malawi					
Carry out gender-responsive community sensitization and awareness meetings/campaigns about the new land law and other applicable land governance instruments in the additional six GVHs	X	X			Community radio programming, posters, comic books, and posters disseminated for increased awareness
Activity 2: Documentation of one TLMA					
Draft lessons learned/status report on customary land documentation	X				Recommendations for improvement to customary land documentation in Malawi
Support an additional six community land committees with gender-inclusive elections and facilitation of an orientation and training on land laws, adjudication and demarcation field guidelines, and other relevant land governance instruments	X				CLCs (50:50 men and women) elected, trained, and able to conduct their work to support land documentation and management
Issue certificates of customary estates		X			Certificates of customary estates for parcels in 24 GVHs covering all of TA Mwansambo
Lead quarterly learning sessions for data collectors, data processors, and CLC members to reflect on challenges and lessons learned from the integration of gender into the land documentation process	X	X			Improved integration of gender into land documentation process and lessons learned for subsequent efforts
Follow up with women CLC members who received training on women's empowerment and leadership in 2022 to collect quantitative and qualitative information about impact and challenges they faced in their leadership role about a year after original training	X				Recommendations for future women's empowerment and leadership training of women CLC members

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Liaise with the Nkhotakota District Gender Officer in implementation of community gender equality and social inclusion activities to ensure sustainability	X	X			Understanding and continued participation of Nkhotakota District Gender Officer in customary land documentation and management
Activity 3: Evidence-based land and women's empowerment-focused dialogue					
Hold two learning platforms to share experience and build positive momentum on gender and customary land documentation work	X	X			Shared learning across government and implementing partners on customary land documentation, and more specifically the integration of gender into the process
Cocoa					
Finalize country-level gender and social inclusion strategy and related implementation plan	X				ECOM Ghana GESI Strategy launched
Train ECOM management and field staff	X				All ECOM field and management staff trained (approx. 150) people
Provide good social practices training to men and women farmers, using revised training materials	X	X	X	X	2,290 farmers (50 percent women) trained on gender norms and GBV
Establish and manage VSLAs	X	X	X	X	45 VSLAs established in 75 communities, gathering up to 1,000 women
Train women in empowerment and entrepreneurship	X	X	X	X	1,145 women trained; training materials finalized
Provide women with inputs, extension, tools, and linkage with markets for diversified livelihoods	X	X	X	X	100 women begin new businesses
DRC PPA					
Draft final report on activities carried out under ILRG's support to the PPA	X				Final report from PPA Secretariat (RESOLVE)

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
DRC IPIS					
Draft case studies focused on the links between land tenure, the mineral trade and conflict financing	X	X			Three case studies
Hold ASM restitution workshops	X				Two ASM restitution workshops
Update webmap with new data, analytical report, and open data register			X		Updated webmap
Draft report on improving gender sensitivity of IPIS methodology		X			
Develop modules on GESI for researchers and data collectors in Congolese ASM		X	X		
Document recommendations for increasing awareness of policy reform on gender equality in ASM			X		Brief with recommendations for increasing awareness
Madagascar					
Foster informational exchanges on resource tenure	X	X	X		2 informational notes and 2 updates to the tenure situation brief
Additional activities to be confirmed with USAID	X	X	X		
Communications and Learning					
Compile toolkits, trainings and practice guides			X	X	Series of toolkits and trainings for various land tenure and resource governance documentation activities, including gender integration and social inclusion.
Produce series of lessons learned briefs	X	X	X	X	Series of 5 page lessons learned briefs on both country specific and cross-cutting themes.

ACTIVITY	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	OUTPUTS
Convene brown bags/round tables on ILRG learnings			X	X	Brown bags with OUs and Missions to share out ILRG learnings beyond LRG unit.
Sustainable Landscapes					
Finalize forest positive market analysis	X				Final market analysis
Draft brief on migration and forest condition	X				Final brief
Develop other products to be agreed with USAID	X	X	X		TBD
Global Analytical Support					
Capacity Assessment Framework					
Make final revisions to CAF narrative and tool in response to USAID comments	X				Final CAF narrative and tool
Prindex Sub-National Assessment					
Finalize lessons learned paper and brief	X				Final paper and brief
Convene event to share findings	X				

ANNEX I: PLANNED COMMUNICATION MATERIALS

TABLE 5. ILRG PLANNED COMMUNICATION MATERIALS

NAME	DESCRIPTION	APPROX. TIMING
Mozambique		
Lessons learned on ingrower/ outgrower model	Brief 2-pager on lessons learned from implementing the ingrower/outgrower scheme with smallholder farmers under Madal partnership	October 2022
Lessons learned on responsible disinvestment from land	Brief 2-pager on lessons learned from implementing the responsible land divestment scheme with GRAS	October 2022
Revised Illovo Profile	Private sector profile/case study series on LandLinks, highlighting Illovo partnership (revised to capture endline impacts)	October 2022
IIED/Land Blog - Madal	Blog highlighting Madal work in IIED/Land Portal Responsible Land Based Investments blog series	October 2022
Private Sector Profiles: Green Resources	Private sector profile/case study series on LandLinks, highlighting GRAS partnership	October 2022
Report on lessons from the community consultation on the Land Law and land policy	Short brief on findings from community consultation process carried out in fall 2021 with communities about their views on the Land Law and land policy reforms	November 2022
Blog on subsistence farming in Grupo Madal areas	Short blog about impact of Grupo Madal partnership on tenure security and subsistence farming among smallholder communities	May 2023
Comparative study of the CaVaTeCo and Terra Segura	Comparative study of various land documentation approaches in Mozambique, pending government sensitivities	May 2023
Zambia		
Women in Wildlife case study for Frontiers in Conservation Journal	Case study on improving women's participation in natural resource governance and community wildlife scouting in Zambia, submitted to Frontiers in Conservation Science Journal	October 2022

NAME	DESCRIPTION	APPROX. TIMING
Lessons learned on community game ranching	Lessons learned brief on promoting community game ranching in Zambia, based on ILRG work with WPAZ and COMACO	November 2022
Lessons learned on capacity building and outreach with CRBs and CFMGs	Lessons learned brief on best practices and recommendations based on capacity building outreach efforts with community resource boards and community forest management groups in Zambia	May 2023
Lessons learned brief on community scout recruitment and training	Lessons learned brief on improving women's participation in community wildlife scout occupations, including recruitment, training, and curriculum development	June 2023
Ghana		
Final activity report Ghana	Final report on cocoa activity under ILRG, which wrapped up field activities in year 4	October 2022
Revised ECOM/Hershey private sector profile	Private sector profile/case study series on LandLinks, highlighting ECOM/Hershey's partnership (revised to capture endline impacts and WEE work)	March 2023
Blog on women's economic empowerment	Blog on WEE work with gender advisor at ECOM and how integrating a gender lens into their work contributes to women's economic empowerment and resilience within cocoa value chains	March 2023
India		
Year 3 results factsheet	Fact sheet with key WEE and business results	Q1
Blog post/media article reflecting on overall results of the USAID-PepsiCo's partnership	Focus on impact of different interventions on PepsiCo's business and sustainability goals	Q4
Final report - business case for empowering women in the supply chain	Report making the business case for why empowering women in PepsiCo's supply chain improves productivity, widening supplier base, farmer loyalty, and sustainable farming practice adoption. This will likely be shared as a slide deck in addition to a formal report	June 2023
Liberia		
Fact sheet	Country level fact sheet for ILRG activities in Liberia	October 2022

NAME	DESCRIPTION	APPROX. TIMING
Malawi		
Blog about women's empowerment	Blog about household gender norms training, CLC training, women's leadership training, and subsequent women's empowerment outcomes	October 2022
WEE		
Photo essay for International Rural Women's Day	Photo essay for International Rural Women's Day, highlight a woman's story from each country under the "My land, my future" theme	October 2022
Brief/tool on GBV	Guidance to integrate GBV considerations into land programming, with a potential webinar to disseminate around the 16 Days of Activism Against GBV	November 2022
Blog post for IWD 2023	Blog post for International Women's Day, highlighting women's empowerment work across ILRG countries	March 2023
Technical brief on gender and systematic land documentation	Lessons learned, best practices, and tools to integrate gender equality into systematic land documentation	Q4
Technical brief on gender norms	Lessons learned and framework for identifying and addressing gender norms change in land and natural resources	Q4
WEE Cocoa		
ECOM case study/private sector profile	Revise existing profile to include WEE focus	Q2
Blog post	Post about gender-responsive training for cocoa farmers and initial impact on women's economic empowerment	Q4
DRC Mapping		
Second case study	Second of three case studies focused on the links between land tenure, the mineral trade and conflict financing	January 2023
Third case study	Third of three case studies focused on the links between land tenure, the mineral trade and conflict financing	May 2023
Madagascar		
Blog on land tenure and cocoa economy in Sambirano Valley	Blog on ILRG work in Madagascar and COGEBs	February 2023
Global		

NAME	DESCRIPTION	APPROX. TIMING
Lessons learned on private sector engagement on land and gender	Cross-country lessons learned brief on ILRG's work with 8 private sector partners, including operational framework, success, challenges, and lessons learned for future partnerships with the private sector on land and gender	October 2022
Sustainable Landscapes		
Market intelligence report on private sector commitments to deforestation	Market analysis of private sector commitments to deforestation globally, along with a framework to help USAID identify potential partners in specific geographies	November 2022
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 5

COUNTRY	ITEM	NO. UNITS	UNIT COST	TOTAL COST
Mozambique	Laptops	2	\$1,200	\$2,400
	Tablets	30	\$500	\$15,000
	Smartphones	5	\$400	\$2,000

ANNEX 3: ANTICIPATED INTERNATIONAL TRAVEL

TABLE 7. ILRG ANTICIPATED INTERNATIONAL TRAVEL FOR YEAR 5

NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
Bob O’Sullivan	Task Lead	Nature Climate Solutions	Ghana	Participation in tree tenure workshop	1 week	Q1
Daniel Myers	Deputy Project Manager	Tetra Tech	Ghana	Support tree tenure workshop	1 week	Q1
Ken Matthysen	Researcher	IPIS	DRC	Annual restitution workshop	1-2 weeks	Q1
Melissa Hall	DCOP	Tetra Tech	Malawi and Zambia	Close-out support in Malawi, and close-out preparation in Zambia	2 – 3 weeks	Q2
Matt Sommerville	COP	Tetra Tech	Malawi and Zambia	Oversight	4 weeks	Q2
Megan Huth	Malawi Activity Lead	Tetra Tech	Malawi	Lessons learned/status report on customary land documentation	1-2 weeks	Q2
Thais Bessa	Gender Advisor	Tetra Tech	Malawi and Mozambique	Technical support to in-country partners	2 weeks	Q2
TBD	Community Land Specialist	Tetra Tech	Zambia	Write up community land clerk SOPs and office procedures to support long-term implementation	2 weeks	Q1/2
Megan Huth	Liberia Activity Lead	Tetra Tech	Liberia	Oversight of community land formalization grant	1 week	Q3

NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
Matt Sommerville	COP	Tetra Tech	Mozambique and Zambia	Oversight	4 weeks	Q3
Melissa Hall	DCOP	Tetra Tech	Mozambique and Zambia	Close-out support in Zambia and Mozambique	2 weeks	Q3/4
Matt Sommerville	COP	Tetra Tech	Zambia	Final lessons shared	2 weeks	Q3/4

ANNEX 4: ENVIRONMENTAL MITIGATION AND MONITORING PLAN

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

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